



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

PRME

SHARING INFORMATION ON PROGRESS 2015





A Message From The Dean

At MGSM it is our mission to develop leaders with a global mindset who create sustainable value and are good citizens. As such, it was natural for MGSM to become a signatory school to the United Nations Principles of Responsible Management Education (PRME) and I am delighted to hereby renew our commitment and share information on our progress.

Indeed, graduates of the Macquarie Graduate School of Management not only do well, they do good; making an impact in the business world and beyond in ways that matter. What matters is creating sustainable value for companies and communities; making contributions that benefit both business and society, and doing this in a way that has the best interests of all in mind. This approach aligns with the Principles for Responsible Management Education and makes this a true partnership.

Since joining PRME in 2010, MGSM became highly engaged with PRME, striving to support this important initiative as much as possible. We continue to implement the six principles of PRME through innovation and leadership in this area. We lead the first Master of Social Entrepreneurship in Australia. In addition, MGSM is seeking to become the first business school ranked in the top 100 in the world to achieve student gender balance through its Women in MBA (WiMBA) program. The \$8 million investment from MGSM in partnership with business and government is aimed to achieve gender equality in the MBA cohort. This is all part of our commitment to demonstrating responsible management education and good citizenship.

Professor Alex Frino, Dean

Macquarie Graduate School of Management

1

#1 IN AUSTRALIA
(Financial Times)



#68 IN THE WORLD
(Financial Times)



TOP 50 GLOBAL MBA
(Economist's "Which MBA?")



Since becoming a signatory school to PRME in 2010, MGSM has become a highly engaged PRME signatory. As we fully support the mission of PRME and the notion of academic social responsibility of business schools, we embraced the opportunity to work with, and for PRME. The MGSM PRME MBA Study is an annual international study aimed at capturing the values, attitudes and perspectives of MBA students around the world on matters of responsible management and responsible management education. To date, the study has been conducted twice, with very positive results from our most important stakeholders – the students. Since our last SIP report, the results of the second round of the study were published in a special issue on PRME of the SAM Advanced Management Journal and another publication on this study is presently under review in a leading journal.

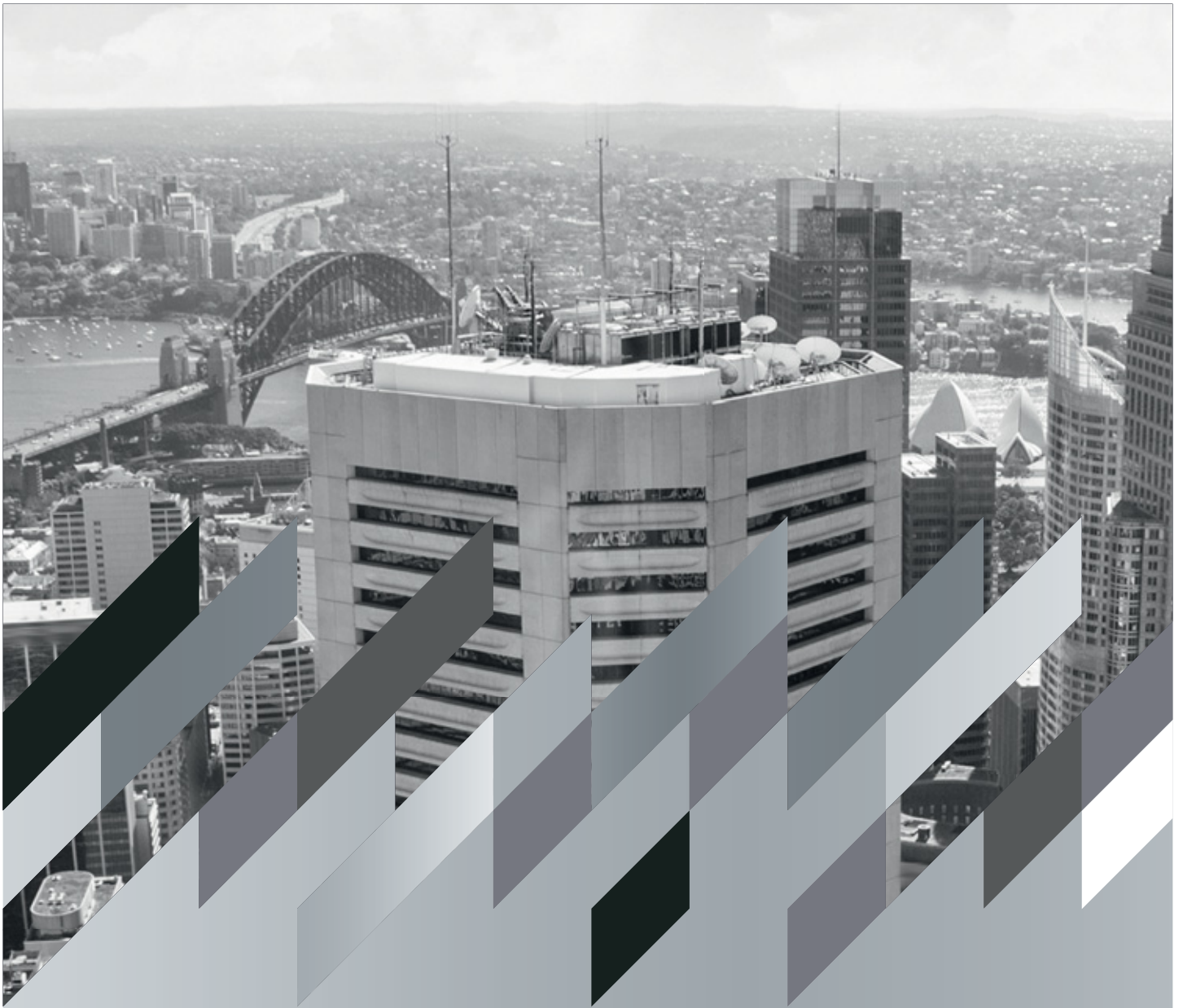
In addition, MGSM is involved in the PRME Global Forums and assists with the planning process, providing the research reports to Forum participants, peer reviewing SIP reports and taking a role as a discussion leader. Furthermore, MGSM is assisting in developing the Australia New-Zealand Chapter of PRME and regularly presents in the regional meetings as also forms a part of the steering committee of a new study on PRME among business faculty. Additional collaboration between PRME and MGSM includes the introduction of the Journal of Business, Peace and Sustainable Development (the editor of which is from MGSM) and the development of the Corporate Peace Framework by MGSM and the Institute of Economics and Peace. It is our honour and privilege to work closely with PRME and to support the transformation in business management education.

Since our last SIP report we continued to implement the six principals of PRME, in our curriculum, teaching and research. As per our goals in the last report, we helped to build the ANZ PRME Chapter. We are currently working on running the MBA survey for the third time, as detailed in the “future progress” of our last report, but also strive to implement what we learned from the study and our students. We are grateful to PRME and the leading team, particularly to Jonas Haertle, for all their leadership and support, to help make business education more responsible and accountable.

Associate Professor Debbie Haski-Leventhal



Faculty Leader of Global Citizenship



MGSM Vision and Values



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

Our Vision

MGSM develops leaders with a global mindset who create sustainable value and are good citizens. As such, it is our vision to contribute to the community through our teaching and research and through faculty, students and alumni.

It is the vision of the School to be Australia's premier graduate management school of leaders of business and the community with a global reputation for teaching and research and to become the first business school ranked in the top 100 in the world to achieve student gender balance in its MBA program.

Providing exceptional postgraduate management education that has supported this vision for over 40 years, via campuses in Sydney and Hong Kong is what has seen MGSM become one of the world's highly ranked business schools. MGSM was ranked as Australia's number 1 MBA and as number 68 globally in the Financial Times Global MBA ranking in 2015 and among the world's Top 50 Global MBA in The Economist's "Which MBA?" rankings in 2014. The school is also amongst 5% business schools globally that have achieved accreditation from AACSB.

However, we realise and embrace the notion that it is no longer enough to be the "best in the world", we also need to be "best for the world", and contribute to sustainability and good citizenship through what we do best: business education. We do this by implementing the six PRME principles; through our curriculum and research (including PRME related research); and through our endeavours to achieve gender equality in the MBA.

Our Values

MGSM is committed to:

1. Cooperation through mentoring, nurturing and collaboration.
2. Effectiveness through outstanding performance and achieving potential.
3. Excellence through high quality and continuous improvement.
4. Imagination through creative strategic thinking and entrepreneurial drive.
5. Integration by applying diverse knowledge and experience to all endeavours.
6. **Integrity through personal, corporate and social responsibility.**
7. International Perspective by appreciating diversity across cultural boundaries.
8. Mutual Respect by valuing oneself and others through effective communication.
9. Pragmatism through applying theory, research and experience to practice.
10. Wisdom by capacity to learn from experience to make better judgments.



Our Four Pillars

In 2010, MGSM reviewed its Mission Statement and agreed to focus on four mission-driven attributes (or pillars). These pillars have been confirmed and affirmed under the appointment of the Dean, Professor Alex Frino. The four pillars are captured in our Mission Sentence of “We develop leaders with a global mindset who create sustainable value and are good citizens” and separately:

1. **Global Citizenship:** With the PRME principles of partnership and values in mind, this pillar was created to enhance student knowledge of the issues associated with responsible management, ethics, CSR and the principles specifically in the UN Global compact.
2. **Global Mindset:** Along with the PRME principles of values and dialogue, this pillar seeks to enhance student ability to successfully work with, and influence, people from diverse cultures.
3. **Creating Sustainable Value:** Incorporating the PRME principles of purpose, research and dialogue, this pillar expresses the School’s dedication to develop students with the ability to be resourceful, innovative and enterprising by pursuing new opportunities within organisations and uncertain environments.
4. **Leadership:** Based on the PRME principles of purpose and method, this key pillar ensures our School creates responsible managers who are capable of leading high performing organisations.

As will be discussed below, these pillars are at the centre of our Assurance of Learning process, with direct measures for learning outcomes embedded in core units in the Masters of Management and MBA programs and the new Masters of Social Entrepreneurship.

MGSM attained The Association to Advance Collegiate Schools of business (AACSB) accreditation in late 2012. Through such accreditation, MGSM has met specific standards of excellence, and also displayed its commitment to ongoing improvement in order to ensure the institution will continue to deliver high quality education to its students. According to the report provided by the peer review team of the AACSB, MGSM was setting best practice in three areas: its assurance of learning program, connections with the business community and in the delivery of its mission and alignment of its core attributes. The accreditation is only attained by 5% of business schools worldwide and MGSM is proud to have attained this recognition.

The Principles for Responsible Management Education



Figure 1: MGSM's vision, mission and pillars

Principle 1: Purpose



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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.

Developing Leadership and Global Citizenship

MGSM committed to the principles of PRME in 2010 and has continued to do so to date. At MGSM, we believe that what truly matters is creating sustainable value for companies and communities; making contributions that benefit both business and society; and doing this in a way that has the best interests of all in mind.

MGSM is devoted to enabling leadership and global citizenship. It is part of our mission, vision and four core pillars according to which our actions and decisions are made. This is the reason we became a signatory school with PRME. This is the reason why we are developing in a way that is aligned to principles derived from such important initiatives, and are working to further it by leading new and relevant research; changing our curricula; and having faculty members with teaching and research interests to support this. This is the reason why we initiated the MGSM CSR Partnership Network, a partnership between companies, not-for-profits, governments and the academia to enhance research-based dialogue on CSR. This is why we have collaborated with PRME for its annual international MBA study amongst business and management students, two of which have been conducted so far with positive results, signalling the growing interest of students in responsible management. This is why we are a member of the Globally Responsible Leadership Initiative (GRLI) and are working to assist our students to develop a global mindset. GRLI founded the Journal of Global Responsibility of which one of MGSM staff members, Professor Gayle Avery, is the deputy editor. And this is why we launched the Journal of Business, Peace and Sustainable Development with PRME in 2013 of which MGSM staff member, Associate Professor Debbie Haski-Leventhal, is the Editor.

In this report we will demonstrate how we are taking actions in our teaching, research and organisation to develop sustainable leadership and global citizenship, and what else we need to do to achieve this.



MGSM CSR
Partnership
Network



Member of
GRLI



Journal of Global
Responsibility



Business, Peace
and Sustainable
Development

Sustainable Values at Macquarie University and MGSM

MGSM is an autonomous unit in Macquarie University, Sydney, Australia. We adopt the University's policies, including its Sustainability Policy.

Macquarie University understands that as institutions of higher learning, we play a leading role in training the leaders, professionals and policy makers of the future. Our University is committed to incorporating sustainability into its actions and practices as part of its responsibility to the community and the environment, as well as

promoting a healthy workplace and campus for staff and students. This means promoting connections to the global community and environment through knowledge gained from research, utilising creative approaches to learning and teaching and modelling sustainability in the university's campus operations. The University takes the approach that sustainability is an ongoing effort to improve the quality of people's lives and surroundings. This approach is targeted towards ensuring prosperity, whilst maintaining the life supporting systems on which current and future generations depend. Sustainability at Macquarie University aims for a balance between the principles of: Environmental protection; Social justice; Economic well being; and Diversity. For more information see: <http://www.mq.edu.au/sustainability>. The University Sustainability Strategy can be found [here](#).



Macquarie University's vision for sustainability is to be ecologically sound, socially just and economically viable in all of its activities. As an institution, we function as a sustainable community, embodying responsible consumption of energy, water, food, products and transport. We actively support sustainability in our local community and region and Macquarie students leave the University prepared to contribute as working citizens to an environmentally healthy and equitable society. As such, Macquarie University has a reputation for being the place to learn, to work and to connect with the local and global community.

In order to achieve our vision of sustainability, we embrace the following ideals:

- **Global social and community awareness** - The University recognises connections to the local and global community and acknowledges that its actions and decisions have the ability to affect others beyond the immediate community. To this end sustainability is incorporated into research as well as learning and teaching, and our reach to the local and global community is extended through active partnerships and participation.
- **Participation** - Staff, student and community participation in decision-making about the University's activities is valued and is sought whenever possible in the development and implementation of the University's sustainability agenda. A range of mechanisms is established for this purpose inclusive of joint working parties and local sustainability committees.

- **Shared responsibility** - All members of the University community are responsible for our sustainability performance and as such are made aware of their role through induction, professional development, the provision of necessary educational and material resources and ongoing training and awareness.
- **Demonstrating best practice** - The University integrates sustainability into all its aspects and functions. It is embedded into all operational policies and procedures; considered in all strategic and operational planning; and enabled through sustainable practices. Research into sustainability best practice in the higher education sector and other sectors of the economy is also undertaken to ensure the University maintains best practice where possible.
- **Leadership** - Educational, research and resource management activities are utilised to profile sustainable practices amongst staff, students and the communities served by Macquarie University.
- **Openness and transparency** - Actions and processes are transparent and progress is reported fully to staff, students and the wider community
- **Precautionary principle** - Caution and prudence guide decisions and the absence of full scientific certainty is not be used as a reason for postponing measures in the context of uncertain environmental or social effects.
- **Innovation and creativity** - Creative and innovative approaches are employed to find solutions to and eliminate unsustainable practices.
- **Self-sufficiency** - Where possible, the University utilises resources generated on campus, with residual needs met using a sustainable procurement policy.
- **Whole systems approach** - A whole-systems approach is implemented to create successful change towards sustainability.

Students' Perspectives on Sustainable Value

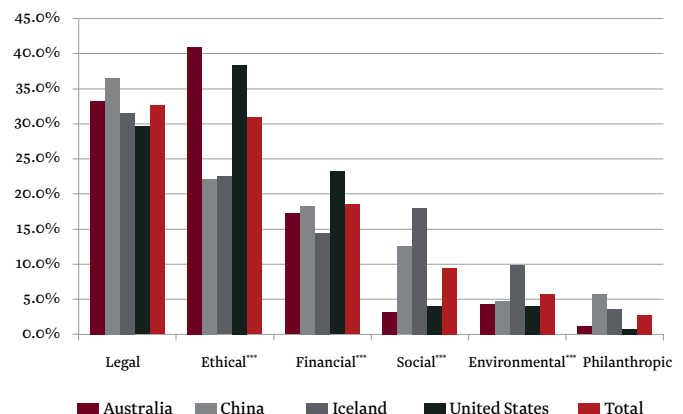
As the first PRME principle is to develop the capabilities of students to be future generators of sustainable value for business and society, it is important to capture the students' perspectives on these matters and develop capabilities accordingly. Business and management students are very important stakeholders of our institutes, as they affect the business schools' achievements of their goals to a high degree. As such, MGSM collaborates with PRME in conducting a bi-annual study of MBA students around the world and their perspectives on matters of responsible management and responsible management education. The first study was conducted in November 2011 and the second one during May 2013, with a third one planned for 2015. The second study followed a long consultation process with a PRME advisory committee based in five continents, with revisions to the research instrument and translation of the same to three additional languages.

The respondents of the second annual survey demonstrated strong social values and showed a commitment to the community through their volunteer work and donation of money. Students exhibited positive corporate social responsibility attitudes and, in contrast to Carroll's pyramid, indicated that ethical, rather than

financial considerations, are the primary responsibilities of a business. When asked about responsible management education, 84% of students wanted to see some changes, and 94% of students asked their educator to enhance their critical thinking on the topic, with 90% requesting to bring more experts on the topics to the classroom. In addition, we found that in a number of areas, responses varied significantly by gender, age and country. The results of the second study were published in a special issue on PRME of the SAM Advanced Management Journal and is currently under review in another leading journal. The full report for 2013 can be retrieved here: <http://www.unprme.org/resource-docs/MGSMPRMEMBASTudentStudy2013.pdf>.

Below is an illustration of how students from the top four countries that participated in the survey, ranked Carroll's pyramid of responsibilities. Students, particularly women, older students and students from Australia and the US, are shifting away from the idea of financial responsibility first, and ranking ethical responsibility and legal responsibility prior to financial.

PYRAMID OF RESPONSIBILITIES BY COUNTRY



n=511. * significant at the .05 level, ** significant at the .01 level, *** significant at the .001 level

This research shows very clearly that it is important to include the voice of our students in the conversation on responsible management education, and that the students are explicitly asking their business educators to be more engaged in responsible management education, particularly through the connection with industry. At MGSM, we have implemented these suggestions by including more electives on the topic (detailed under Principle 3: Method) and through leading the very first Master of Social Entrepreneurship. We further engage with the industry to bring real case studies, guest speakers and experts to the classrooms in order to meet the growing demand of students.

Principle 2: Values



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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.

MGSM's four pillars (or mission-driven attributes) all sit well with the Principles of Responsible Management Education: Global Citizenship (CSR, ethics and sustainability), Global Mindset, Creating Sustainable Value and Sustainable Leadership. The four pillars are the basis of our worldview, philosophy and actions.

The figure below demonstrates how we strive to introduce global citizenship values to our students, corporates, employees (including students as current and future employees) and our strong alumni group.

Global Citizenship	
Students	Citizenship is intrinsic to our courses. Citizenship, ethics, CSR and sustainability are embedded in core units as well as taught in elective units.
Corporates	MGSM partners with corporations through the MGSM CSR Partnership Network and other initiatives to co-develop citizenship knowledge and capabilities
Employees	Our academic and non-academic employees are important stakeholders. Their ethics and integrity are vital to achieve our responsibilities.
Alumni	Understanding how business is ethically conducted globally by exchanging views with alumni around the world

Gender Equality in the MBA

WOMEN IN MBA PROGRAM

MGSM is seeking to become the first business school ranked in the top 100 in the world to achieve student gender balance through its Women in MBA (WiMBA) program. Based on the findings of research conducted by MGSM which found that time and cost are the primary barriers for women in completing MBA study, the Women in MBA program (WiMBA) encourages diversity in leadership by partnering with corporate and government organisations to identify their top female employees and support them through an MBA. As part of its first round of WiMBA initiatives, MGSM will offer up to 100 scholarships to women to complete their MBA in partnership with their employer. This is an \$8 million investment from MGSM in partnership with business and government. It represents the largest ever investment in the postgraduate business education of Australian women. It is expected that the recipients will complete the degree part time and within four years of date of enrolment.

Academic Activities

Study Ready is a pre-program study orientation course for new students, aimed to introduce them to MGSM and create a sense of awareness of what we do and what we stand for. In this program, the four pillars are introduced to new students, explaining what they are and why are they important. We then present to the students the UN Global Compact and its 10 principles in the areas of human rights, labour, environment and anti-corruption. The session covers how these principles relate to the core discipline areas of MGSM programs. We further introduce newcomers to PRME and to MGSM's obligations as a PRME signatory school. This is conducted for all new students into the School, irrespective of their program. The students are acquainted with the principles and how these inform our mission driven attributes, and in particular, the citizenship pillar.

MEASURING CITIZENSHIP LEARNING OUTCOMES AMONG OUR STUDENTS

In 2012, MGSM received AACSB accreditation. As part of our commitment to AACSB, we implemented our **Assurance of Learning System**. The School is committed to assure that graduates will understand the citizenship behaviours expected in the conduct of their activity (including the Global Compact).

Based on the four mission attributes/pillars, student-learning goals were defined and direct measures were embedded in four core units in the MBA and nested programs. The student learning goal relating to the Citizenship pillar is defined as: "Each MGSM student is able to articulate how the various aspects of managerial decision making within an entity impact citizenship, capturing aspects such as ethics and corporate social responsibility." In addition to this, each graduate should be able to "analyse and assess the ethical, environmental and social impacts of their decisions and develop and implement strategies to minimise unintended consequences of their actions."

MGSM measures for citizenship as part of our surveys in both direct and indirect ways. The direct measures use a question in the exam of the Accounting unit, which examines students' ability to identify a conflict of interest, their environmental responsibility, social responsibility, and their ethical decision-making. In 2014, 87% of the students met the defined expectations regarding knowledge and application of our citizenship measures or exceeded expectations.

In addition, every student in every subject and in every term evaluates the unit and assesses the degree to which that unit promoted our four mission-driven attributes, including citizenship. The scores, on a scale from 1-5, show improvement each year and that we are integrating citizenship principles more and more successfully into the content of all our units of study:

Year	Average of Citizenship score – Q2o (max: 5.0)
2013	4.14
2014	4.15
2015	4.26

CURRICULA CHANGES TOWARDS RESPONSIBLE MANAGEMENT EDUCATION

As will be detailed in Principle 3: Methods, curricula changes have been made based on the Assurance of Learning System, the results of the citizenship measurements and the results of the MGSM PRME MBA studies. For example:

1. Master of Social Entrepreneurship was introduced in 2014. The Master is led by MGSM in collaboration with other faculties at Macquarie University. It is the first Master of Social Entrepreneurship in Australia and the first cross-faculty degree at Macquarie University.
2. A full unit on Strategic CSR is now offered as an elective to all students. The unit introduces students to philosophical and practical aspects of responsible management.
3. CSR, ethics, sustainable leadership and organisational citizenship are now being embedded into all existing courses, or are becoming the focus and base of such courses (see also: Principle 3: Method)

Academic Staff

To create an educational environment aligned with the PRME Principles, a business school needs an academic staff that believes in these principles and can teach and conduct research to promote responsible management and responsible management education. Some academic staff at MGSM are leaders in the field of CSR, Global Responsibility and Sustainability:



Professor Gayle Avery is a global expert on sustainable leadership who has been prolific in the area of research relating to responsible management. She is the head of the Institute for Sustainable Leadership and the deputy editor of the Journal of Global Responsibility. The Journal specialises in addressing issues such as ethics, CSR, human rights and environmental impact. Professor Avery is also the head of

the “Institute for Sustainable Leadership”, a not-for-profit research organisation, which promotes the science and practice of sustainable leadership through research and education. She has recently received research funding of AU\$4 million to establish the International Centre for Sustainable Leadership based at the Macquarie University and Mahidol University in Bangkok. She has published numerous articles and books on the subject, including “Honeybees and Locusts: The business case for sustainable leadership.” Professor Avery’s research contributes to Sustainable Leadership in organisations at the macro level of leadership. She draws heavily from cutting-edge, international enterprises that embrace leadership practices shown by research and their own performance to be more sustainable than short-term, business-as-usual approaches. She contrasts traditional and non-traditional approaches to leadership.



Professor John Mathews is a leading scholar of the greening of capitalism and the role that China and East Asian countries play in this process. In September 2014 he and his collaborator Dr Hao Tan had an article published in Nature, on the theme of renewables, energy security and China. His work now focuses on the emergence of the ‘green economy’ and the transition to renewable energies, and the institutional changes needed to provide industrial capitalism with genuine long-term sustainability. Professor Mathews has in the past worked with international agencies such as UNIDO, UNCTAD, the World Bank, the ILO Asia-Pacific, the OECD and APEC.



Associate Professor Debbie Haski-Leventhal is the MGSM Leader of Global Citizenship, Director of Master of Social Entrepreneurship and Leader of the MGSM CSR Partnership Network. She is a scholar of CSR, Academic social responsibility and volunteerism. Associate Professor Haski-Leventhal works closely with PRME on the MBA International study, and was invited to be a

discussion leader in three PRME Global Forums. She further assisted in the development of the Australia New-Zealand PRME Chapter and presented a keynote address in the second meeting of the Chapter.

Associate Professor Haski-Leventhal is the editor of Business, Peace and Sustainable Development; a journal supported by PRME and together with PRME and IEP developed the Corporate Peace Framework. In 2013 she has launched the MGSM Corporate Social Responsibility (CSR) Partnership Network. This is an initiative that aims to understand CSR in Australia; create significant social impact through shared learning; and to increase public awareness of these issues by adopting a multi-stakeholder approach with the participation of government organisations, corporations and community organisations. She was a consultant to UNV (United Nations Volunteers) and assisted in writing the State of the World Volunteering Report.



Dr Jo Rhodes contributes to the understanding of value innovation, and alliance networks in the retail sector in China. Her research examines how a market leader integrates and extends its internal resources and capabilities with those of its external strategic stakeholders to create new dynamic capabilities for sustainable competitive advantage. This research can

be leveraged by Australian firms considering a new market entry strategy in China. Her second research focus is around corporate social entrepreneurship through understanding how business can strategically use market forces to alleviate poverty by promoting micro-enterprise.



Professor Richard Badham contributes to the general fields of strategy and organisational behaviour and in particular to studies of power and politics in organisations and the dynamics and leadership of organisational change. His work adopts a strong cultural perspective, challenging the rituals of rationality that dominate contemporary organisations, and arguing for a view of organisations as narrative, drama and performance.



Associate Professor Carmel Herrington is an academic who directly supports PRME. Dr Herrington's research contributes to the development of sustainably successful organisations using relationships as the basis for operations and success.



Dr Lara Moroko explores the inter-relationships between marketing, HR and corporate strategy. She applies issues of social responsibility and sustainability to corporate brand strategy and product development. In particular she examines how initiatives in these areas are perceived within organisations and how these perceptions may differ for external stakeholders, such as customers, distributors and investors. She further uses examples from not-for-profits and social enterprises in her teaching and research.

Principle 3: Method



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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

MGSM offers many courses that are guided by the principles of PRME and has steadily been developing specific course offerings that use sustainability and ethics as a lens through which management is critically assessed.

Teaching Responsible Management and Global Perspectives

MASTER OF SOCIAL ENTREPRENEURSHIP

In 2014, MGSM and Macquarie University introduced the first Master of Social Entrepreneurship in Australia. This cross-faculty degree is designed to develop leaders who are able to use business strategies, knowledge, tools and entrepreneurial spirit to address complex societal and environmental needs.

The new degree includes existing core units and electives from MGSM and other faculties as well as a new elective “Social Entrepreneurship (MGSM869)”. This unit focuses on the knowledge and practices of social entrepreneurship and social sector leadership. It provides students with knowledge and tools for creating social change and shared value; managing resources; measuring and communicating social impact; multi-sectorial collaboration; and understanding business models for social enterprises.

The program is designed to develop skills to assist in managing enterprises that have a social impact and to solve social and environmental issues. It focuses on the development of a strategic plan, which assists in advancing the vision and mission of social enterprises and provide meaningful services to address the needs of communities around the globe. Students are expected to develop, understand and influence social policy and manage finite and renewable resources to assist social enterprises to succeed.

Presently, the second cohort is enrolled onto the Master of Social Entrepreneurship. The response to the program was encouraging in the first year with over 50 students enrolled onto the Unit ‘Social Entrepreneurship’ the first time it was taught.

To promote collaboration with practitioners, the unit includes the “Big Friday of Social Entrepreneurship” in which social entrepreneurs and umbrella organisations come to MGSM to speak to the students on the journey, advantages and challenges of bringing a social change through entrepreneurship. In 2014 speakers include Rebecca Scotts of Streat, Career Trackers and Eco-Bag Media. In 2015 speakers included Fair Business and Eat Me Chutneys. In addition, in 2015 students delivered pro-bono consultancy projects for a range of social enterprises and non-profit organisations. The social enterprises that participated in the process acknowledged the social impact of the unit and the students’ project:

“An absolutely gorgeous and amazing thank you – it was an amazing day for both of us and especially for Eat Me Chutneys. I’m absolutely certain it will benefit so much from the dialogue we had especially with the questions that I got asked. It’s only when people ask you the tough questions that the brain really starts ticking. It was all just brilliant timing and so thank you very much for inviting us to join in on the Big Friday. The Big Friday is an amazing day and I’m certain it will grow bigger and bigger every year and perhaps one day you’ll have to host it at the Opera House. As for the consultancy project, I loved hearing what the group had to say and looking forward to reading their report.”

Eat Me Chutneys, March 2015



HEALTHCARE MANAGEMENT AND LEADERSHIP

A new initiative in 2013 was the introduction of a unique optional course called Healthcare Management and Leadership. This course was structured to focus on leadership and management issues in the healthcare sector. It has a unique structure in that it is working closely with healthcare professionals who will be involved in presenting the course to ensure a highly relevant learning experience. “The aim is to offer specific training and education to our current and future healthcare leaders and managers” stated Professor Mark Compton AM CEO of St Lukes Care and Chancellor and Chairman of St Johns Ambulance Australia and non-executive director of Macquarie University Hospital.

Responsible Management in the MBA

ETHICS AND CSR EMBEDDED IN CORE UNITS

At MGSM, we feel that learning responsible management should not be limited to one course. This also aligns with the findings of the recent MGSM PRME study, which showed the business students expect responsible management to be embedded in all courses. We therefore include sustainability and/or CSR content in many core subjects taught in MGSM. For example:

1. **Organisational Behaviour:** This unit, taught several times each year, now includes a four-hour session on ethics and CSR. In this topic discussed are traditional CSR, strategic CSR and creating shared value, as well as business ethics are discussed.
2. **Accounting for Management:** Students in this unit are introduced to concepts relating to citizenship in the context of business decision-making and ethical dilemmas typically associated with the trade-off of reaching for improved financial performance goals at the expense of societal or environmental goals. Students are also introduced to the limitations inherent in traditional performance measurement, monitoring and disclosure practices and achieve a heightened level of awareness of the important role of extended reporting frameworks that are capable of capturing qualitative and quantitative aspects of citizenship.
3. **Marketing Management:** This subject has a four-hour session devoted solely to sustainable value. In this session, the focus is on sustainable marketing which is socially and environmentally responsible and meets the present needs of consumers whilst preserving or enhancing the ability of future generations to meet their needs.
4. **Strategic Frameworks:** CSR is one of the ten units taught in Strategic Frameworks. The session focuses on sustainable and ethical leadership, how to build a sustainable strategy and sustainability innovation with an emphasis on both market and non-market sustainable strategies. Sustainable strategy requirements of culture, type of leadership, visions and driving business goals are analysed from a CSR point of view.
5. **Operations Management** has a strong focus on CSR. In teaching operations Management two whole sessions are devoted to the analysis case studies, which provide insights and discussion on how to create operational efficiencies by adopting environmentally friendly processes. One such Harvard case study (9-607-003) entitled "Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability" illustrates how a firm can improve performance by scrutinising its processes through environmental lenses. Another similar case study titled 'Cook Composites and Polymers Co. describes how a company improves resource efficiency and process quality in its manufacturing process by developing a waste by-product into a new product.

ADDITIONAL ELECTIVE UNITS THAT EMBED CSR

There are a number of elective units taught at MGSM that specifically enhance RME at some stage in the course. A few examples of these elective units and how responsible management is embedded in the teaching material include:

1. **Strategic CSR:** The rising importance of socially responsible investment, increasing consumer and environmental concerns and an encouraging political/legislative environment have all contributed significantly to the pressure on businesses to be socially responsible. However, while many believe Corporate Social Responsibility (CSR) would have a positive impact on their brand or even mean to do good for the community, often it is not done in the most effective way to make a substantial impact. Strategic CSR is about tying it to the company's strategy and sustainability as well as working from a multi-stakeholder perspective. The course covers ethical behaviour, giving and environmental sustainability. A multi-stakeholder approach is introduced, as well as issues such as employee involvement and organisational change toward strategic CSR. This course is taught by Associate Professor Debbie Haski-Leventhal, Faculty Leader of Global Citizenship.
2. **Social Entrepreneurship** Social entrepreneurship means using business knowledge and tools as well as entrepreneurial principles to address a social problem. This elective unit focuses on the knowledge and practices of social entrepreneurship and social sector leadership. It provides students with knowledge and tools on creating social change and shared value; managing resources; measuring and communicating social impact; multi-sectoral collaboration; and understanding business models for social enterprises. The unit includes class presentation, guest speakers, case studies, group exercises and presentations and multimedia. This course is taught by Associate Professor Debbie Haski-Leventhal, Faculty Leader of Global Citizenship. Last year, when the Unit was launched for the first time, 50 students enrolled for the Unit and this year, the students of the elective course delivered pro-bono consultancy projects for a range of social enterprises and non-profit organisations.
3. **Leadership and Motivation** is an elective available to students in most of MGSM's Master Level courses and includes a four-hour session on sustainable leadership, including environmental responsibility, CSR, ethics and 21 other elements. Taught by Professor Gayle Avery, this unit explores the practices and philosophies of leadership and motivation, encouraging students to challenge conventional approaches. It evaluates theoretical and empirical contributions to these important areas of management and encourages students to develop a style of workplace learning through which their own leadership and motivational practices can grow. It aims to develop an appreciation of the role and value of sustainable and ethical leadership in organisations both domestically and abroad.
4. **Managing with a Global Mindset:** In order to manage in the global age, managers need to develop the competencies of a global business leader. A global mindset is one in which a leader or manager is agile enough to be able to work with difference – whether this is a difference of culture, gender, age, functional specialisation or nationality. Such a manager needs to learn how to view differences as an opportunity to influence individuals, groups, organisations, and systems whose ways of being and doing are unfamiliar to and unlike the managers and their teams. Developing a global mindset allows a leader or manager to very quickly become attuned to differences in ways of doing, seeing and being and to turn these differences into productive ways of leading sustainably and with the support of the non-familiar team. This unit is taught by Dr Steven Segal.

Principle 4: Research



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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.

We have been developing a concentration of research expertise in the area of sustainability and responsibility. To do this we have adopted the research cluster model, which allows people to collaborate, and included a CSR and sustainability research cluster as well as sustainable leadership cluster. The research profile of several of our academics has already begun to draw in doctoral students with relevant interests, which further strengthens this concentration.

Research Projects

MGSM research included various research projects, including in the area of responsible management, ethics and social purpose.

1. **The MGSM Corporate Social Responsibility (CSR) Partnership Network** was initiated by Associate Professor Debbie Haski-Leventhal and launched in 2013 with the aim of creating an evidence-based dialogue on various aspects of CSR. The Network creates shared knowledge and provides participating organisations with a strong network, inspirational practices and tools to enhance CSR and their employees' engagement with it. To date, the MGSM CSR Partnership conducted two research studies: the first study was on **corporate volunteering and employee engagement**, which involved a multi-sectorial partnership that encouraged ongoing dialogue and shared learning. In 2014, the MGSM CSR Partnership Network studied **disaster responsiveness** by businesses based on community-based research and collaboration with multiple stakeholders including the community, businesses and the government. The reports of the studies were launched in New South Wales Parliament House, in 2013 and 2014. The goal of the Network is to conduct an international study, while working with various stakeholders around the world to measure other aspects of CSR.
2. **The PRME MBA Study:** MGSM collaborates with PRME in conducting a bi-annual study of MBA students around the world and their perspectives on matters of responsible management and responsible management education. The first study was conducted in November 2011 and the second one during May 2013, with a third one planned for 2015. The second study followed a long consultation process with a PRME advisory committee based in five continents, with revisions to the research instrument and translating it to three additional languages. The results of the study demonstrate a growing demand for responsible management education among our most important stakeholders, our students.
3. In 2013, MGSM entered into a unique healthcare research program with the Australian Lions Childhood Cancer Research Foundation (ALCCRF). This community research partnership agreement will develop a national 10-year strategic plan for prioritisation and funding of childhood cancer research that is incontestable, robust and internationally relevant.

Citizenship Research Cluster

This year, 12 faculty members at MGSM created a new research cluster around our citizenship pillar, including CSR, ethics, PRME, sustainability, employee wellbeing and more. The members of the group meet regularly to discuss their research in this area and to develop new opportunities for research collaborations. PhD students are also invited to take part in this initiative and to present their studies in this area.

Responsible Management Publications by MGSM Faculty

There is a strong nexus between research and curriculum, with new programs mentioned above being informed and driven by the research of academics within the School. Some of the academic staff at MGSM conduct research and write on various aspects related to responsible management.

Professor Gayle Avery is a global expert on sustainable leadership. Some of her recent publications include:

Butt, L., More, E. & Avery, G.C. (2016). Mission critical: Sustainability education as core business in Australian universities. In Gabriel Eweje and Ralph Bathurst (eds.). *CSR, Sustainability and Leadership*. Routledge. Forthcoming.

Wong, L. & Avery, G.C. (2015). Transforming organisations towards sustainable practices. In Chapter 16 in Westover, J.H. (ed.) *The Organizational and Business Ethics Imperative*. pp. 260-274. Champaign, Illinois: Common Ground.

Wong, L. & Avery, G.C. (2013). Creating sustainability in organizations: Beyond being green. In Chapter 3 in Westover, J.H. *Socially Responsible and Sustainable Business around the Globe: The New Age of Corporate Social Responsibility*. Champaign, Illinois: Common Ground.

Bergsteiner, H. & Avery, G.C. (2013). Responsible Leadership. In S.O. Idowu (ed.) *Encyclopaedia of Corporate Social Responsibility Vol. 3*, pp. 2055-2059. Berlin and Heidelberg: Springer Verlag.

Avery, G. C. (2015). Key corporate sustainability drivers: engaged boards and partnerships. *Strategy & Leadership*, 43(3), 44-48.

Butt, L., More, E., & Avery, G. C. (2014). The myth of the 'green student': student involvement in Australian university sustainability programmes. *Studies in Higher Education*, 39(5), 786-804.

Kantabutra, S., & Avery, G. (2013). Sustainable leadership: honeybee practices at a leading Asian industrial conglomerate. *Asia-Pacific Journal of Business Administration*, 5(1), 36-56.

Avery, G. C., & Hughes, B. (Eds.). (2012). *Fresh Thoughts in Sustainable Leadership*. Tilde University Press.

Professor John Mathews is a leading scholar of the greening of capitalism and the role that China and East Asian countries play in this process. Some of his recent publications include:

Mathews, J.A., & Tan, H. (2015). The greening of China's black electric power system? Insights from 2014 data. *The Asia-Pacific Journal: Japan Focus*, 13(10), 1-5.

Mathews, J. A., Hu, M. C., & Wu, C. Y. (2015). Are the land and other resources required for total substitution of fossil fuel power systems impossibly large? Evidence from concentrating solar power and China. *Renewable and Sustainable Energy Reviews*, 46, 275-281.

Mathews, J. A., & Tan, H. (2014). Manufacture renewables to build energy security. *Nature*, 513(11), 166-168.

Mathews, J. A., & Reinert, E. S. (2014). Renewables, manufacturing and green growth: Energy strategies based on capturing increasing returns. *Futures*, 61, 13-22.

Mathews, J. A., Hu, M. C., & Wu, C. Y. (2014). Concentrating solar power: a renewable energy frontier. *Carbon Management*, 5(3), 293-308.

Mathews, J., & Tan, H. (2014). China's continuing renewable energy revolution: Global implications. *The Asia-Pacific Journal: Japan Focus*, 12(12), 1-6.

Mathews, J. (2014). *Greening of capitalism: how Asia is driving the next great transformation*. Stanford University Press.

Mathews, J. A., (2015). *Greening of Business*. In J. D. Wright (Ed.), *International Encyclopaedia of the Social & Behavioral Sciences*, 2nd edition, Vol 10. (pp. 392-396). Oxford, UK: Elsevier.

Mathews, J. A., & Tan, H. (2015). Entrepreneurial strategies in Asian latecomer firms: linkage, leverage and learning. In F-L. T. Yu & H-D. Yu (Eds.), *Handbook of East Asian Entrepreneurship* (pp. 30-44). NY, USA: Routledge.

Mathews, J. (2013). The Competitive Advantage of Michael Porter. In Witzel, M., & Warner, M. (Eds.), *The Oxford handbook of management theorists* (pp. 480-510). Great Britain: Oxford University Press.

Mathews, J. (2013). The Greening of capitalism. In J. Mikler (Ed.), *The Handbook of global companies* (pp. 421- 436). UK: Wiley-Blackwell.

Associate Professor Debbie Haski-Leventhal is a scholar on CSR, business for peace, volunteering, and academic social responsibility. Among her recent publications in this area are:

Haski-Leventhal, D., Roza, L., and Meijs, L. C. P. M. (in press). Congruence in corporate social responsibility: Connecting the identity and behavior of employers and employees. *Journal of Business Ethics*.

Haski-Leventhal, D. (2014). MBA student values, attitudes and behaviors: a cross-cultural comparison of PRME signatory schools. *SAM Advanced Management Journal*, 79(4), 29.

Haski-Leventhal, D. (2013). Employee engagement in CSR: The case of payroll giving in Australia. *Corporate Social Responsibility and Environmental Management*, 20(2), 113-128. Kang, C., Handy, F., Cnaan, R., Hustinx, L., Haski-Leventhal, D. et al. (2011) What Gives? Cross-National Differences in Students' Giving Behavior". *The Social Science Journal*. 48(2), 283-294.

Haski-Leventhal, D., Hustinx, L., & Handy, F. (2011). What money cannot buy: The distinctive and multidimensional impact of volunteers. *Journal of Community Practice*, 19(2), 138-158.

Dr Jo Rhodes has been involved in rural women's micro-enterprise development and community socio-economic development for the past 20 years in South Africa, and continues to contribute in this area. Her recent articles / papers in this area are:

Rhodes, J., Bergstrom, B., Lok, P., & Cheng, V. (2014). A framework for stakeholder engagement and sustainable development in MNCs. *Journal of Global Responsibility*, 5(1), 82-103.

Bergstrom, B., Rhodes, J., Lok, P., & Cheng, V. (2014). Key factors for stakeholder engagement and sustainable development. 8th International Science Conference (pp. 848-858). Stockholm, Sweden: World Academy of Science WASET.

Lok, P., Rhodes, J., & Walters, D. (2011). The Development of a strategic alliances framework to sustain growth in emerging economies. 37th EIBA Annual Conference (pp. 1-24). Bucharest, Romania: EIBA.

Rhodes, J., Lok, P., & Walters, D. (2011). The success of strategic alliance network in emerging economics in the post economic crisis environment. *Globalization, Sustainability and Development Global Management conference*. Budapest, Hungary: Global Academic Network (Canada) & Szent Istvan University (Hungary).

Dr Robert Spillane is a prolific writer in management and leadership from a philosophical perspective. He has recently written a book chapter on leadership in various sectors including not-for-profit organisations. In addition, he has published various articles:

Joullié, J. E., & Spillane, R. (2015). Heroic Drucker. *Journal of Business Ethics*, 128(1), 95-105.

Spillane, R. (2015). *An Eye for an I: philosophies of personal power*. Sydney, Australia: GoKo Publishing

Spillane, R. (2015). *Entertaining Executives*. Sydney, Australia: Goko Publishing.

Spillane, R. (2012). Leaders in academia, art and culture, not-for-profit organisations, politics and sport. In Henry, A (Ed.) *Leadership revelations. II: how Australians lead in crises*. (pp.261). Sydney, Australia: Avril Henry Pty Ltd.

Dr Paul Nesbit focuses on three areas of self-development, the process of reflection, managing reactions to feedback and insights about oneself, and engaging in self-regulatory actions to improve one's capability and skills. His recent papers include:

Burton, S., Hoek, J., Nesbit, P., & Khan, A. (2015). "Smoking is bad, it's not cool... yet I'm still doing it": Cues for tobacco consumption in a 'dark' market. *Journal of Business Research*.

Nesbit, P. L., & Lam, E. (2014). Cultural adaptability and organizational change: a case study of a social service organization in Hong Kong. *Contemporary Management Research*, 10(4).

Nesbit, P. L. (2012). The role of self-reflection, emotional management of feedback, and self-regulation processes in self-directed leadership development. *Human resource development review*.

Journals Edited by MGSM Faculty

JOURNAL OF GLOBAL RESPONSIBILITY

Journal of Global Responsibility (published by Emerald) publishes scholarly articles that build the kind of understanding that will lead organisations towards the adoption of a long-term focus and a more inclusive set of responsibilities. These organisations better sustain themselves and society. The journal wants to help organisations rethink themselves and to encourage them to evaluate their own progress in terms of the progress of the communities in which they operate and thus lead the entrepreneurial and creative capacity of capitalism to become a force for building common good. Global responsibility has a systems view and cares about the effects of action, so it builds both the legitimacy and stability of the system. Leaders can be supported by catalytic and innovative thinking from all the sub-disciplines of management. The editorial team includes Editor-in-Chief, Professor Grant Jones (former Senior Lecturer in MGSM) and Deputy Editor Professor Gayle Avery. Professor Avery is also a contributing editor of Strategy & Leadership 2012 onwards.

BUSINESS, PEACE AND SUSTAINABLE DEVELOPMENT

In 2013, GSE Research and Greenleaf Publications launched – in line with the anniversary of the United Nations International Day of Peace – a new research journal on Corporate Peace. Supported by PRME, Business, **Peace and Sustainable Development** aims to capture academic research and case studies on the relation between business and peace. Associate Professor Haski-Leventhal, MGSM, is the editor and the inaugural issue of this journal was published in October 2013.

Editor Haski-Leventhal said: “Corporate peace is an idea whose time has come. Through their power, knowledge, money and resources, companies could have a tremendous impact on the peacefulness of our world. Academically, tying business and peace is a relatively new idea. This new journal will address this need. We are delighted to launch it on the International Day of Peace with the hope it will not only help develop this academic field, but have genuine social impact on the global community”. Since the journal was launched, 5 issues have been published and 2 special issues are under development. In the last two years, the journal has helped to increase interest in business and peace as a practice as well as a scholarly field. This shows how responsible management research can assist in creating a real impact.

The Next Generation: Relevant Work of our Research Students

For knowledge to make a difference, it must be nurtured, promoted and aligned with industry practice. Doing this is what makes MGSM’s doctoral community internationally renowned for research. Many of our PhD and other higher degrees candidates, decide to focus on ethical management, social and global responsibility and environment management. This is in part why they chose to gain their degree in MGSM. Some recent examples of dissertations focusing on responsible management and sustainability include:

1. “Prospects for equal employment opportunity for women in Pakistani organisations”
2. “Operationalising Sustainability in Supply Chains: A case of the Australian Food Industry”
3. “Corporate Social Responsibility Diffusion in Multinational Subsidiaries in Indonesia and its Implications for Organisational Outcomes”
4. “Impact of Organizational Culture on Sustainability Endeavours: The Real Story of Sustainability”
5. “Relationship between Employee Corporate Social Responsibility (CSR) Attitudes, Job Satisfaction and Organisational Commitment in Bangladesh”
6. “Production of Biofuels for transportation in Colombia: An Assessment Through Sustainable Tools”
7. “Minding the gender gap in MBA study”
8. “A New Model of Entrepreneurship with Entrepreneurial Leadership Capacity (EELC) for High Technology Venture Creation: A Biotechnology Industry Application”
9. “The technological innovation capabilities in Asian latecomers: Patenting evidence from the solar PV industries of Taiwan, Korea and China”
10. “CSR attitudes and employee engagement in the banking sector in Bangladesh”



Principle 5: Partnership



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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.

In MGSM we believe that our ongoing partnership with the industry, government and not-for-profit creates mutual benefits for learning and research, enriches our teaching, and helps us to create a stronger social impact. We do so through the MGSM CSR Partnership Network, collaborations with industry, research networks, and via students and alumni.

Partnerships with Industry

THE MGSM CSR PARTNERSHIP NETWORK

The MGSM Corporate Social Responsibility (CSR) Partnership Network is led by MGSM faculty leader of Global Citizenship, Associate Professor Debbie Haski-Leventhal. The Partnership Network was launched with the aim of creating an evidence-based dialogue on various aspects of CSR, creating shared knowledge and providing participating organisations with a strong network, inspirational practices and tools to enhance CSR and their employees' engagement with it.

The MGSM CSR Partnership Network is based on a multi-stakeholder, multi-sectorial collaboration and includes selected Australian companies, not-for-profit organisations and governmental departments known for their CSR initiatives. In 2015, members include Johnson & Johnson Medical, Johnson & Johnson Pacific, Janssen, the NAB, PwC, IBM, Qantas, Brookfield Johnson Controls, NRMA, CHEP, Clubs NSW, David Jones, Fuji Xerox, KPMG, Westfield, Kimberly Clark, Commonwealth Bank, Unilever, Citi, Optus and Macquarie University. Not-for-profit members were Mission Australia, United Way Australia, The Salvation Army Australia, Habitat for Humanity Australia, World Vision, Volunteering QLD and the Red Cross. The Commonwealth Department of Social Services and the NSW Office of Communities represented the government sector. The MGSM CSR Partnership Network offers its members workshops, events and participation in an annual study on various aspects of CSR. This first study was enabled by our lead sponsor, the Johnson & Johnson Family of Companies, and examined corporate volunteering, participation and engagement. In 2014 a second qualitative study was conducted, which examined a multi-sectoral response to natural disasters of businesses in Australia.

The launch of the MGSM CSR Partnership Network was covered in the PRiME Time blog:

<http://primetime.unprme.org/2013/03/18/bringing-together-sustainable-companies-in-australia-mgsm-csr-partnership-network/>

In September 2013 the first research report on corporate volunteering and employee engagement was [launched](#) in NSW Parliament House. Associate Professor Debbie Haski-Leventhal presented the findings at NSW Parliament House on Monday, September 23 in the presence of The Hon Victor Dominello MP, NSW Minister for Citizenship and Communities and Minister for Aboriginal Affairs and the Managing Directors of Johnson & Johnson Family of Companies, the lead sponsor of this research. The full report can be retrieved [here](#).

In October 2014, the second research report on a multi-sectoral approach to natural disasters was launched in the NSW Parliament House. Associate Professor Debbie Haski-Leventhal presented these findings at NSW Parliament House in the presence of The Hon Victor Dominello MP, NSW Minister for Citizenship and Communities and Minister for Aboriginal Affairs and the Managing Directors of Janssen – Australia & New Zealand, the lead sponsor of this research. The full report is available [here](#).



PARTNERSHIP WITH INDUSTRY FOR GENDER EQUALITY

As part of our first round of WiMBA (women in MBA) initiatives, we will offer up to 100 partnerships with industry to allow women to complete their MBA in conjunction with their employer. This is close to a \$4 million investment from MGSM – the largest ever investment from an Australian business school in the postgraduate business education of women.

The partnership has three key components:

1. Financial – MGSM will match the contribution of the corporate partner dollar for dollar (up to 50 per cent). In order to qualify, the corporate partner must contribute a minimum of \$10,000 (15 per cent of total program cost) per nominated recipient.
2. On-the-ground – the employer will provide practical support to enable the recipient to attend class, undertake additional study and group work and complete assignments.
3. Guidance and advice – the employer will pair recipients with in house mentors/sponsors to provide them with guidance, support and advice throughout their MBA program and also in helping them to develop their post-MBA career pathway.

Organisations that partner with MGSM on this important endeavour to date include Johnson & Johnson, CPA Australia, Qantas, Philips, Echo Entertainment Group, The Navy and others.



Partnerships Through Education

MGSM offers a range of programs in partnership with Macquarie University and other prestigious institutions including the Hong Kong Management Association (HKMA).

In partnership with HKMA, MGSM has developed a strong position within the Hong Kong market for its range of postgraduate programs. MGSM programs are recognised by students and recruiters as one of the leading business qualifications in the region.

International Links

MGSM has strong ties with leading business schools from around the world, which will recognise qualifications and programs studied at MGSM. The School has links with leading international business schools including:

- University de Chile
- ESSEC Business School (France)
- European Business School (Germany)
- University of Edinburgh Business School (Scotland)

- University of Mannheim, School of Business (Germany)
- The Ohio State University, Fisher College of Business (USA)
- Tsinghua University's People's Bank of China School of Finance (China)
- Grenoble Graduate School of Business, Grenoble Ecole de Management (France)

Partnerships Through Research Networks

MGSM hosts the MGSM research seminar series is multidisciplinary and provides a forum for faculty and external academics to present and workshop their latest and as yet unpublished research findings, and to debate the method used to generate findings. Some speakers in a recent research seminar series included Professor Martin Kornberger from the Copenhagen Business School, Dr Al Palazzo – Director of Research, Strategy Planning, and Army who spoke on War & Climate Change and Professor Sally Wood & Professor Robert Wood from the Melbourne Business School.

Most recently, an agreement has been signed with Tsinghua University's People's Bank Graduate School. This is unique and an exciting agreement being the first such agreement between an Australian university and the prestigious Chinese graduate school. This allows students from both schools to exchange information and ideas across borders. Such partnerships are important in building regional reputation and ensuring the ongoing vibrancy of our education sector.

In 2009, MGSM joined the ranks of the Cranfield School of Global Management, Thunderbird University, the Melbourne School of Business and the University of Queensland as a global university partner in the 'Professional Development for a Global Chile Program', sponsored by the Minera Escondida, a subsidiary of BHP Billington. The university-industry partnership is a social mobility program based on the pillars of meritocracy and equal opportunity; it encourages the participation of professionals from different regions, as well as women and representatives of different sectors. The graduates are known as "Dolphins" because they can navigate the global waters as dolphins and not as sardines (who cower) or as sharks (who eat what is before them). The Program has graduated over 200 global professional since its inception and over 25 have attended MGSM.

Partnerships Through Students and Alumni

Our students have the opportunity to provide solutions while gaining experience in our internship program. While most of the internships take place in business and government organisations, students have the opportunity to engage with the not-for-profit sector and impact corporate social responsibility. For example, students in the Bright Sky and St. George Community Housing internships, organisations in the not-for-profit sector aiming to assist disabled and low-income individuals, respectively. The projects enabled both organisations to be better able to service their customers, thereby increasing the social value of their offering.

In addition, among the hundreds of current students and over 16,500 alumni in more than 135 countries, MGSM maintains an ongoing relationship with many Australian organisations, including those leading the way in practicing responsible management and community involvement. Through participation in courses, workshops and events, the students and alumni are also involved in related discussions that help to raise CSR challenges and debates.

Many of our 16,500 alumni are based in the not-for-profit sector, contributing the knowledge they have gained in MGSM to community organisations, including but not limited to:

Mission Australia

Australian Red Cross

The Salvation Army

Smith Family

St Vincent de Paul

Medicines Sans Frontiers

RSPCA

Sydney Symphony Orchestra

Sydney Counselling Centre

Spastic Centre NSW

Northern Sydney Health Macquarie Hospital

Sydney Adventist Hospital

The Environmental Group Ltd

Baptist Community Services

Guides Australia

Western Mission Rotary

Haven of Hope Christian Service

Petcorp Pty Ltd

Westmead Hospital

New South Wales Fire Brigades

Principle 6: Dialogue



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

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.

Community Outreach

Working together to revitalise economies, generate jobs and rebuild healthy communities plays an important role in enabling others to share in an MGSM learning experience.

We help our students, alumni, faculty and local organisations collaborate to generate community support and positive changes in several ways, including: financial assistance for charitable causes and indigenous community needs; campus outreach involving faculty and students; pro-bono activities; and support of the arts.

For many years now our students, alumni and staff have been active in international community outreach activities. Examples include book appeals for communities in countries such as Papua New Guinea (PNG) and Afghanistan and the raising of funds for World Vision projects such as Microfinance in Kenya and a literacy program in PNG.

In addition, students taking the unit “social entrepreneurship” are involved in a pro-bono consultancy projects with not-for-profits, such as Kids Giving Back (which facilitate family and youth volunteering) and social enterprises, such as Food Ladder (sustainably addressing food security challenges for those who need it the most).

As the MGSM CSR Partnership Network includes not-for-profits, it also allows such organisations to obtain network, research, workshops and collaboration opportunities free of charge. In 2015 NFPs includes the Red Cross Australia, Salvation Army Australia, Habitat for Humanity Australia, Volunteering Queensland, NSW Centre for Volunteering, Cancer Council, Mission Australia and others.



Community Outreach by Academic Staff

Professor John Croucher was awarded the Prime Minister’s Award for University Teacher of the Year in 2013 and an Honorary Doctorate for his outstanding contributions to the body of Academia in the development, and delivery of the Divine Word University’s MBA program in PNG. John was also awarded Macquarie University’s inaugural Community Outreach Award for his services to the community in Australia.

Associate Professor Debbie Haski-Leventhal is involved in initiatives connecting with the community. She works with not-for-profits as part of the MGSM CSR Partnership Network as well as in other collaborations. She also launched the National Week of Volunteering in NSW Parliament House, Australia, together with the Minister of Communities and Citizenship. She is invited to speak at conferences and presentations led by NFPs such as Clubs NSW, Australian Israeli Chamber of Commerce and others. She is also involved in student volunteering as she sits in the Macquarie University Student Participation Program (PACE) and is part of a research team that received a research grant of \$250,000 to study student volunteering.

Professor Peter Wolnizer works outside the university, which is all non-remunerated. His voluntary works include being Chairman of the International Accounting Education Standards Board; Non-executive director of the Sydney Diocesan Secretariat and Glebe Administration Board of the Anglican Church in the Diocese of Sydney; and a Peer reviewer for AACSB and EQUIS.

Mr Graham Millet is a Director of St George Community Housing, which is a not-for-profit and the largest provider of social housing in Australia. He is also a member of the Anglican Church Board of Management at St James.

Community Outreach by Students and Alumni

MGSM’s MBA students have provided management consulting services pro bono to a variety of not-for-profit organisations: Oxfam, BrightSky (division of ParaQuad NSW), St George Community Housing, The Smith Family, Scalabrini Village, Mission Australia, MBAs Without Borders and Barnardos on a range of projects including: a strategic plan to recover the Sri Lankan garment industry; strategic business planning and competitive tendering for Australian federal government funding.

In 2015, MGSM partnered with the Sydney Opera House to offer high-achieving MBA students the opportunity to participate in a Living Case Study. The unit ‘Management Consulting and Research’ provided students with the chance to work on a genuine issue currently faced by Sydney Opera House, a leading not-for-profit and cultural institute.

In addition, during the course “Social Entrepreneurship” in 2015, the class was divided to small groups, comprised of MBA students and students from the Masters of Social Entrepreneurship. Each of the groups provided a full consultancy project to a social enterprise, which included a full business analysis, business model canvas and marketing plan. The organisations that participated in this program included Kids Giving Back, Eat Me Chutneys, Food Ladder and Everyone Eats.

Partnering With Other PRME Signatory Schools

MGSM has participated in, and initiated key dialogue in a number of ways with fellow PRME Signatory Schools:

1. Collaboration between PRME Signatories in Australia and New Zealand: Our local chapter has grown in the last four year to 20 Australian signatories and additional 6 from New Zealand. Associate Professor Debbie Haski-Leventhal helps in leading the Chapter together with Nick Barter and attends all the meetings. She is part of the steering committee of a study conducted by the local chapter on faculty perceptions of PRME and related teaching.
2. Associate Professor Debbie Haski-Leventhal also helps to increase the size of the Chapter, encouraging others to participate and mentoring newcomers. In August 2015 Debbie will be giving a presentation in the University of Sydney on PRME and the MBA study, as its business school is currently joining PRME.
3. In the second round of the MBA PRME study, as per the advice of the Head of PRME, Debbie Haski-Leventhal put together a committee of six experts from PRME and PRME signatory schools. The committee included Jonas Haertle (Head of PRME), Carole Parkes (Aston Business School), Anthony Buono (Bentley University), Lydia Price (IAE, China), Jean Christophe Carteron (Kedge Business School [formerly Euromed Management]), and Alberto Willi (Europe International Business School). This committee, which helped to redesign the study, develop the survey, translate the instrument and promote it, shows the power of collaboration between PRME Signatory Schools and how it can be leveraged to promote research and knowledge attainment.

Future Progress



MGSM
MACQUARIE UNIVERSITY
GRADUATE SCHOOL OF MANAGEMENT

As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions.

In becoming a signatory for the UN PRME initiative, MGSM has made a solid commitment to future curriculum and process development in line with the six principles. MGSM has many major achievements in implementing the Principles for Responsible Management, based on the Global Compact. We have changed our mission and vision and developed four pillars; all are aligned to the Principles. We have developed new courses and changed the curricula to achieve responsible management as a learning goal. We have faculty members who are devoted to relevant aspects of responsible management and we are recruiting new staff to further lead us to our goals. The research and teaching that these faculty members are doing assist us in achieving our objectives.

Our engagement with PRME becomes stronger and stronger every year. Our many collaborations, and on particular, the MGSM PRME annual MBA study, enhance the knowledge on responsible management education and create important networks to further develop this important initiative.

Our key objectives as a school are to further develop research and implement curricula changes to be even more faithful to our vision and core pillars. We would like more of our students to better understand the Global Compact and the Principles for Responsible Management Education and to act according to them as future leaders in business, government and community sectors.

We plan to continue our commitment to, and collaboration with, PRME. We will continue to conduct the annual MGSM PRME study on MBA students so we can capture trends and shifts to enable business schools to better promote responsible management education. We would further like to strengthen our partnership with other PRME Signatory Schools and to lead some of the knowledge-sharing opportunities, especially with our local Chapter in Australia and New Zealand as well as globally. We will continue to support the PRME Global Forums through research materials and discussion leadership.



FIND OUT MORE

Macquarie University NSW 2109 Australia
 T: +61 (2) 9850 7800
 E: info@mgsm.edu.au
mgsm.edu.au

CRICOS Provider No 00002J