



PRME Sharing Information on Progress – 2012

A message from the Dean

“Graduates of the Macquarie Graduate School of Management not only do well, they do good.”

Professor **Alex Frino** 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 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.

Since joining PRME in 2010, MGSM became highly engaged with PRME, striving to support this important initiative as much as possible. The MGSM-PRME annual international study, for one, shows us that students are expecting business schools to not only prepare them to do well, but also to do good.

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.

A handwritten signature in grey ink, appearing to read 'A. Frino'.

Professor **Alex Frino**
Dean



Since becoming a signatory school to PRME in 2010, MGSM has become a highly engaged signatory school. 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. In addition, MGSM is involved in the PRME Global Forums, with planning, providing the research reports to Forum participants and taking a role as discussion leaders. Furthermore, MGSM is assisting in developing the Australia New-Zealand Chapter of PRME and we present in these regional meetings. PRME is also supporting the Business, Peace and Sustainable Development Journal (the editor of which is from MGSM) as well as the Corporate Peace Framework developed 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.

I would like to personally thank Mr Jonas Haertle, Head of PRME Secretariat and Ms Merrill Csuri, Manager of PRME Secretariat, for their support and for embracing opportunities for collaboration aimed in advancing responsible management education; MGSM Dean, Professor Alex Frino and Deputy Dean, Associate Professor Guy Ford, for their commitment to PRME; and the MGSM faculty for sharing their research and teaching in the area of responsible management

A handwritten signature in grey ink, appearing to read 'Debbie Haski-Leventhal'.

Dr. **Debbie Haski-Leventhal**
Faculty Leader of Global Citizenship

MGSM Vision and Values

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.

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.

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 in the top four in the Asia Pacific in The Economist's "Which MBA?" rankings in 2012 and in 2013 was ranked 55th in the world and second in Australia. The same survey ranked MGSM students as #2 in the world for quality. The school is also amongst 55 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.

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 endeavors.
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.

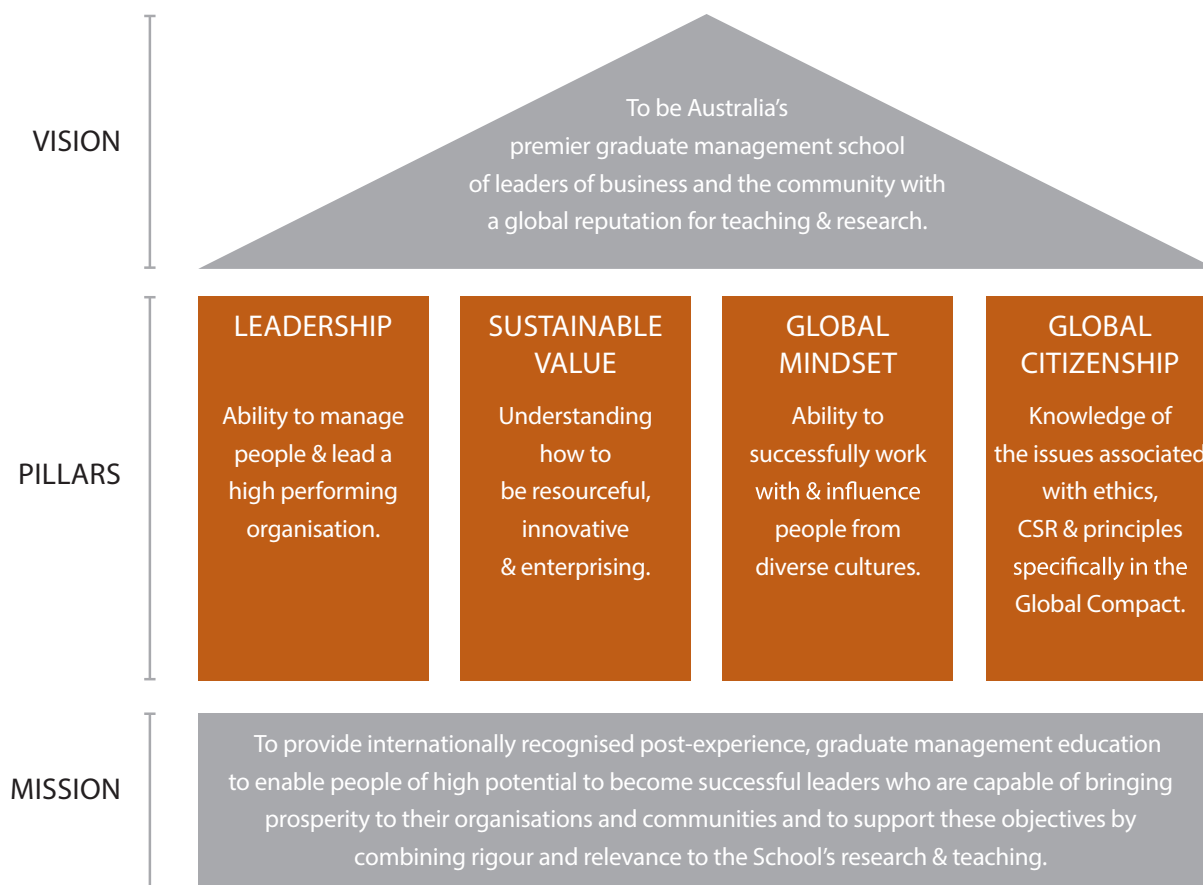


Figure 1: MGSM's vision, mission and pillars

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 new 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 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 effective managers who are capable of leading high performing organisations.

As will be discussed overleaf, 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 was proud to announce attaining The Association to Advance Collegiate Schools of business (AACSB) accreditation in late 2012. Through such accreditation MGSM has met specific standards of excellence, but has also committed to ongoing improvement to ensure the institution will continue to deliver high quality education to its students. Professor Guy Ford stated, "the particularly pleasing aspect of this accreditation is that the peer review team of the AACSB reported that 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". This 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

Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

DEVELOPING LEADERSHIP AND GLOBAL CITIZENSHIP

MGSM adopted 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 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.

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.

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 is ecologically sound, socially just and economically viable in all of its activities. 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 modeling 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.

Furthermore, Macquarie University is the first Fair Trade accredited University in Australia and New Zealand, receiving the Fair Trade accreditation on May 6, 2009. The first Fair Trade products went on sale at the Campus Hub Shop in 2008. Since then, Campus Hub has significantly increased the availability of Fair Trade products and exclusively sells Fair Trade certified tea and coffee throughout campus. In addition, Macquarie University now actively supports community volunteering by providing up to two days leave for continuing full time and part time staff to participate in voluntary activities with local communities.

Staff engagement is seen as key to achieving Macquarie University's sustainability goals and objectives. The Sustainability Representative Network (SRN) was established in February 2010 to facilitate better engagement and has grown to over 60 staff from various areas of the university. These members are dedicated to promoting sustainability in their workplace by raising awareness and facilitating initiatives. SRN members are the first point of contact for their colleagues on sustainability issues and are an important avenue for communication between Macquarie Sustainability and staff across campus. SRN has the support of the Vice Chancellor and the Director of Human Resources. In summary Macquarie University is:

Sustainability Representative Network (SRN)

Developing a framework that defines sustainability principles in the context of learning and teaching; and establishing suitable criteria against which People and Planets units can be assessed.

Developing new arboretum walks and establishing gardens to complement the Ancient Cultures and Australian History Museums.

Expanding and strengthening the Sustainability Representative Network (SRN) and the Student Sustainability Network (SSN).

Further embedding sustainability procurement through new processes, resources and an online portal for staff.

Building an eco print tool to monitor and manage buildings on campus.

Rolling out new multimedia sustainability communications.

Implementing an energy efficiency and optimisation project and lighting upgrade.

Undertaking an energy supply and distribution project across campus.

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 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 an 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. The second study followed a long consultation process with an advisory committee based in five continents, with revisions to the research instrument and translating it 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 (1991) pyramid, indicated that ethical, rather than financial considerations, are the primary responsibilities of a business. When asked about responsible management education, the students reported that their school is preparing them well on issues of business ethics and social responsibility, and that they feel well equipped to apply responsible management knowledge in real life. In addition, we found that in a number of areas, responses varied significantly by gender and type/stage of program. The full report for 2013 can be retrieved here: <http://www.unprme.org/resource-docs/MGSMPRMEMBASTudentStudy2013.pdf>.

This research increases our commitment to responsible management education and to increase students' capabilities in this area, as this is what the students, particularly females, are aiming for.

The Principles for Responsible Management Education

Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

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. All the actions and plans that are detailed in this report derive from these pillars and are based upon them.

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	Understand how business is ethically conducted globally by exchanging views with alumni around the world.

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.

GLOBAL CITIZENSHIP AS A LEARNING GOAL

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 of every student in every subject and in every term (the evaluations are done at the end of each term and are anonymous). 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:

CURRICULA CHANGES TOWARDS RESPONSIBLE MANAGEMENT EDUCATION

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. A full unit on Strategic CSR is now offered as an elective to all students; and
2. 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 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 Sustainable leadership:



Dr Debbie Haski-Leventhal is a senior lecturer of management, the MGSM Leader of Global Citizenship and the Director of Master of Social Entrepreneurship. She is a scholar of CSR, Academic social responsibility and volunteerism. Dr Haski-Leventhal works closely with PRME on the MBA International study, and was invited to be a discussion leader in two 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.

Dr Debbie 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. She was a consultant to UNV (United Nations Volunteers) and assisted in writing the State of the World Volunteering Report. More recently 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.



Professor Gayle Avery is a global expert on sustainable leadership. 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 “Not-for-profit Institute for Sustainable Leadership”, a not-for-profit research organisation. 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 Avery has been prolific in the area of research relating to responsible management.



Professor Richard Badham contributes to the general fields of strategy and organisational behavior 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. She further uses examples from not-for-profits and social enterprises in her teaching and research.

The Principles for Responsible Management Education

Principle 3: Method

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
New for 2013/14

MASTER OF SOCIAL ENTREPRENEURSHIP

In 2014, MGSM and Macquarie University will be offering the first Master of Social Entrepreneurship in Australia, as a cross-faculty degree. The program 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 will include existing core units and electives from MGSM and other faculties as well as a new elective “Social Entrepreneurship (MGSM869)”. This unit will focus on the knowledge and practices of social entrepreneurship and social sector leadership. It will provide 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 will focus on the development of a strategic plan, which will advance the vision and mission of social enterprises and provide meaningful services to address the needs of communities around the globe. Students will be expected to develop, understand and influence social policy and manage finite and renewable resources to assist social enterprises to succeed.

HEALTHCARE MANAGEMENT AND LEADERSHIP

A new initiative in 2013 is the introduction of a unique optional course called Healthcare Management and Leadership. This course is 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 embedded in core units

We now have a component on ethics, global mindset and leadership embedded in all our core units, in accordance with the four pillars and PRME principles.

For example, MGSM uses a course-embedded measure in a core unit in the MBA program, MGSM840 “Accounting for Management”. Within the lectures, students 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.

The course “Negotiation: Theory and Practice” (MGSM 884), includes a session on ethics in negotiation, which focuses on

ethical dilemmas in negotiation (negotiating in good faith, truth telling, role conflict and equity and fairness), to ensure the students consider the benefits of negotiating within an ethical framework.

In addition, the units below are taught from the perspective of ethical business practices and application of strategic thinking to complex current ethical issues:

Functional area	Learning outcome
Management Thought	Students will articulate a range of concepts and practices of ethics from Virtue to Deontological forms of ethics and reflective practices of ethical conversations.
Accounting for Managers	Students will develop good ethical corporate citizen practice through financial knowledge and an awareness of the range of stakeholders involved in any business and their different needs.
Operations Management	Students will be aware of topics of sustainability and emerging challenges such as social and ethical responsibility and can interpret implications of these concerns for the firm.
Marketing Management	Students will gain the knowledge and skills to apply ethical management and ethical marketing concepts in their professional life to be engaged, active and ethical citizens and managers.
Strategic Management	Students develop awareness of the importance of values in business and corporate social responsibility (CSR) with specific examples studied such as Westpac, Enron, Tyco.
Organisational Behaviour	This unit seeks to engage students with multiple perspectives for understanding and managing their own and others' behaviour within organisations, with an emphasis on ethical management and a global mindset.

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. **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.
3. **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.
4. **Operations Management** has a strong focus on CSR. In teaching operations Management a whole session is devoted to the analysis of the Harvard case study (9-607-003) entitled "Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability", which is a case study that illustrates how a firm can improve performance by scrutinising its processes through environmental lenses.



ADDITIONAL ELECTIVE UNITS THAT EMBED CSR

There are a number of elective units taught at MGSM that specifically focus on CSR at some stage in the course. A few examples of these elective units and how CSR 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 Dr Debbie Haski-Leventhal, Faculty Leader of Global Citizenship.
2. “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.
3. “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.

The Principles for Responsible Management Education

Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

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. In 2013, MGSM has 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.

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

Avery, G.C. & Bergsteiner, H. (2013). *Honeybees & Locusts: The Business Case for Sustainable Leadership*. Chinese version, Ceibs, Shanghai.

Avery, G.C. & Hughes, B. (Eds) (2013). *Fresh Thoughts in Sustainable Leadership*. Vol. 1. Melbourne: Tilde University Press.

Hughes, B. & Avery, G.C. (Eds) (2013). *Proceedings of the 8th International Symposia on Sustainable Leadership*, Institute for Sustainable Leadership, June 4-7, Nice, France. ISBN 978-0-9874618-2-7.

Avery, G.C. & Bergsteiner, H. (2011). *Sustainable Leadership: Honeybee and Locust Approaches*. Routledge.

Wong, L. & Avery, G.C. 2013. *Creating sustainability in organizations:*

Beyond being green. Chapter 3 in Westover, J.H. (Ed.), *Socially Responsible and Sustainable Business around the Globe: The New Age of Corporate Social Responsibility* (pp. 31-41). Common Ground.

Butt, L., More, E. & Avery, G.C. (2011). *Sustainable practice in universities - leading and championing change*. Institute for Sustainable Leadership Symposia, European Applied Business.

Vimolratana, P. & Avery, G.C. (2011). *Sustainable Leadership in a non-profit organisation*. Institute for Sustainable Leadership Symposia, European Applied Business Research Conference, Barcelona, Spain, June 6-9.

Dr Debbie Haski-Leventhal is a scholar on CSR, CSV, volunteering, and academic social responsibility. Among her recent publications in this area are:

2. The MGSM Corporate Social Responsibility (CSR) Partnership Network was launched in 2013 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 first study, conducted by Dr Debbie Haski-Leventhal was on corporate volunteering and employee engagement. In 2014 the MGSM CSR Partnership Network will study disaster responsiveness by businesses as well as perceptions on creating shared value.

RELATED RESEARCH AND 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. For example:

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.

Haski-Leventhal, D. (2013). MBA students around the world and their attitudes towards responsible management: Second annual study, 2013. PRME. Retrieved 7/10/13 from: <http://www.unprme.org/resource-docs/MGSMPRMEMBASTudentStudy2013.pdf>

Haski-Leventhal, D. (2012). Academic institutes must adopt a socially responsible attitude. *Financial Times*, November 30, 2012.

Haski-Leventhal, D. (2011). *Corporate Responsibility and Responsible Management Education in the Eyes of the MBA students*. PRME. Retrieved 7/10/13 from: <http://www.unprme.org/resource-docs/MGSMPRMEMBASTudentStudy2013.pdf>

www.unprme.org/resource-docs/PRMEMBASTudentStudy.pdf

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

Haski-Leventhal, D., Grönlund, H., Holmes, K., Meijs, L. C. P. M., et al. (2010). Service learning: Findings from a 14 nations study. *Journal of Nonprofit & Public Sector Marketing*, 22(3), 161 - 179.

Haski-Leventhal, D. (2009). Altruism and Volunteerism: The perceptions of altruism in four disciplines and their impact on the study of volunteerism. *Journal for the Theory of Social Behaviour*, 39(3), 271-299.

Haski-Leventhal, D., Meijs L.C.P.M., & Hustinx, L. (2009). The third party model: Enhancing volunteering

through governments, corporations and educational institutes. *Journal of Social Policy*, 39(1), 139–158.

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 papers in this area are:

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 the following book chapter on leadership in various sectors including not-for-profit organisations. He published this article:

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: 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:

Ho, C. S. J., Nesbit, P., Jepsen, D., & Demirian, S. (2012). Extending

self-leadership research to the East: Measurement equivalence of the Chinese and English versions of the MSLQ. *Asian Journal of Social Psychology*, 15(2), 101-111.

Nesbit, P. (2012). The Role of Self-Reflection, Emotional Management of Feedback, and Self-Regulation Processes in Self-Directed Leadership Development. *Human Resource Management Review*, 11(2), 203-226.

Ho, C., & Nesbit, P. L. (2011). A refinement and extension of the self-leadership scale for the Chinese context. *Journal of Managerial Psychology*, 24(5), 450-476.

JOURNALS EDITED BY MGSM SCHOLARS

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. Dr Avery is also a contributing editor of *Strategy & Leadership* 2012 onwards.

BUSINESS, PEACE AND SUSTAINABLE DEVELOPMENT

GSE Research and Greenleaf Publications has recently 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. Dr 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".

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. "CSR attitudes and employee engagement in the banking sector in Bangladesh"
2. "What executive education and development programs are most effective in developing leaders and managers for ecological, economic and social sustainability?"
3. "CSR as a competitive advantage to SMEs: A Hong-Kong case study."
4. "Failing the future: Factors affecting the management of environmental sustainability programs in universities in the Sydney Basin and region."
5. "Examining Relationships between Organic Leadership and Corporate Sustainability."
6. "Bang for your Buck" considering philanthropy, Health and Medical Research funding and charity business models to increase efficiency and scope of HMR funding."
7. "Measuring social impact of social enterprises in India and Australia."
8. "Levels of NFP efficacy disclosure and financial performance."
9. "Management and communication of CSR in Hong Kong small and medium enterprises."

The Principles for Responsible Management Education

Principle 5: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

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, research networks, and via students and alumni.

THE MGSM CSR PARTNERSHIP NETWORK

The MGSM Corporate Social Responsibility (CSR) Partnership Network is led by MGSM faculty leader of Global Citizenship, Dr 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 2013, members include Johnson & Johnson Medical, Johnson & Johnson Pacific, Janssen, the NAB, PwC, IBM, AMP, Qantas, Brookfield Johnson Controls, the Commonwealth Department of the Prime Minister and Cabinet, the NSW Department of Citizenship, the Salvation Army, Habitat for Humanity Australia and the NSW Centre for Volunteering.

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 qualitative study will examine two additional aspects of CSR: disaster responsiveness of businesses in Australia and creating shared value. 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. Dr Debbie Haski-Leventhal presented these 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](#).

PARTNERSHIPS THROUGH RESEARCH NETWORKS

MGSM has developed strong collaborative research linkages with leading global business schools and academic institutions including Henley Management College, the Copenhagen Business School, Hong Kong Management Association, University of Goettingen Germany and Mahidol University Thailand. In addition, MGSM has recently established a business education forum, the Phronesis ("Practical Wisdom") network of industry partners and academics. This network was created to explore new ideas and seed new conversations to help create knowledge that makes a difference.

MGSM has links with leading business international business schools around the world 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 Graduate School (China)

Grenoble Graduate School of Business, Grenoble Ecole de Management (France)

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 professionals since its inception and over 25 have attended MGSM.

PARTNERSHIP THROUGH STUDENTS AND ALUMNI

Among the hundreds of current students and over 16,000 alumni, 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 16,000 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	Northern Sydney Health Macquarie Hospital
Australian Red Cross	Spiritual Assembly of Baha'is
The Salvation Army	Wesley Methodist Church
Smith Family	Sydney Adventist Hospital
St Vincent de Paul	Anglican Retirement Village
Medicines Sans Frontiers	The Environmental Group Ltd
RSPCA	Department of Justice and Community Safety
Sydney Symphony Orchestra	AWA
Sydney Counselling Centre	Sylvania Anglican Church
Spastic Centre NSW	Baptist Community Services
Westmead Hospital	Guides Australia
New South Wales Fire Brigades	Western Mission Rotary
Living Memory International	Haven of Hope Christian Service
Youth Driver Awareness	Petcorp Pty Ltd

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 BrightSky 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 2013 we presented the first CSR-focused internship in PriceWaterhouseCoopers (PwC). Our student, Timothy Jones, assists PwC to develop several CSR projects and their CSV strategy while developing knowledge and skills in this area.

The Principles for Responsible Management Education

Principle 6: Dialogue

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.



NAB, Centre for Volunteering and Habitat for Humanity Australia at the MGSM CSR Partnership Network annual event.

As the MGSM CSR Partnership Network includes not-for-profits, it allows such organisations to obtain network, research, workshops and collaboration opportunities free of charge. In 2013 NFPs included the Salvation Army Australia, Habitat for Humanity Australia, NSW Centre for Volunteering, Cancer Council, Mission Australia and others.

In 2012 and 2013, MGSM also partnered with the Australian Israeli Chamber of Commerce (AICC) to present the MGSM Leadership Series. This four-part breakfast series is designed to provide participants with practical knowledge and resources to assist them in their work environments. The core focus of the series is on issues of Leadership; Global Mindset; Creating Sustainable Value and Global Citizenship, showcasing leading MGSM experts and industry leaders. For example, In 2012, one of the lectures focused on “Business, Society and Peace”, presented by Dr Debbie Haski-Leventhal and Mr Matthew Tutaki, the Executive Chairman and CEO of Sustain Group and ex-Officio Director of the Board Role of the United Nations Global Compact.

COMMUNITY OUTREACH BY ACADEMIC STAFF

Professor John Croucher was awarded 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.

In October 2010, Dr Jo Rhodes was invited by the then CEO of Canon, South Africa, Mr Mtendeni Bengane to extend her work in micro-enterprise development in Africa through partnering with a newly formed Black Economic Empowerment Initiative called Banking Machine Services in Johannesburg. Dr Rhodes is also involved in micro-enterprise development with rural women in South Africa, and since 1996 has been involved with the Rural Women's Association (RWA) of Sekhukhune land, South Africa. Dr Rhodes further contributes her knowledge to Reality Learning, a Melbourne-based not-for-profit, which partners with World Vision International and Queensland health to develop digital training and communication programs for socio-economic development with marginalised groups.

Reality Learning is now in conversation with the World Health Organisation, has continuing programs being developed for China, and has delivered programs to Chinese universities to train lecturers in the teaching of Occupational Therapy.

Dr 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 had recently 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.

Graeme 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.

ATTRACTING SCHOLARSHIPS FOR NFP'S LEADERS TO STUDY IN MGSM

MGSM supports not-for-profits through the annual alumni appeal: the "Enrichment Scholarships" program. Thanks to the generous contributions of our alumni community we have been able to offer over 90 scholarships in the past three years across our postgraduate and executive education programs. Many of these in collaboration with Macquarie University's service learning initiative, PACE who partner with not for profit organisations.

Of these scholarships, 25 have been awarded to individuals from the not-for-profit sector (including senior managers from World Vision, Variety, Mercy Foundation, Devine World University, Juvenile Diabetes Research Foundation and the Australian Youth Orchestra) and 66 have been awarded to individuals who qualify for entry into our programs but who would be excluded due to financial hardship. Thanks to these scholarships these talented individuals have been given an opportunity to be educated with the best and brightest MGSM students. We thus enable our alumni to provide more scholarships to support community leaders; establish scholarships for high-impact PhD research to address local and global issues; and institute scholarships for the best and brightest students who may have a financial barrier to attend MGSM.

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: There are 16 Australian and 3 New-Zealand business/management Schools who are PRME signatory Schools. Dr Debbie Haski-Leventhal attended the first ANZ Regional Forum in 2011 at the UNSW. She further attended and gave a keynote address in the second Regional Forum in Griffith University, QLD in 2012. She was also invited to present the MGSM PRME MBA study in the third Regional Meeting in New Zealand in 2013.
2. Dr Debbie Haski-Leventhal led the MGSM PRME MBA annual study. In the second annual study, as per the advice of the Head of PRME, she 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.
3. Dr Debbie Haski-Leventhal was also invited to be a discussion leader in two Global Forums: the 2012 one in the Rio+20 Summit and in 2013 in Slovenia. She helped in creating the ANZ Local Chapter.

Future Progress

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.

MGSM became a very engaged PRME signatory school in the last two years. 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 Compact and the Principles and to act according to them as future leaders in business, government and community sectors.

We plan to continue our commitment 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.



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