

# DEFINING OUR FUTURE

**DEAKIN UNIVERSITY**  
**FACULTY OF BUSINESS AND LAW**

Principles For Responsible Management  
Education

Sharing Information on Progress (SIP) Report  
2013



# Introduction

## Faculty of Business and Law

The Faculty of Business and Law's mission is to engage with our students and partners in the provision of flexible educational programs and to undertake relevant research. Our vision is to enable globally connected and supported education using innovative, digital technologies and research that makes a difference to the communities we serve.

The Faculty hosts two courses which are EPAS Accredited: Master of Business Administration (MBA) and Bachelor of Commerce. This accreditation is challenging to attain due to its demanding international standards around program strategy, design, delivery and operations, as well as program outcomes, continuous quality assurance processes, and a focus on internationalisation and corporate connections. The Faculty's MBA and MBA (International) courses were also given a 5 star rating in 2012 by the Graduate Management Association of Australia. These various recognitions reflect our commitment to high quality programmes that address the emerging challenges faced by management in addressing sustainable, responsible and ethical business practices in an increasingly dynamic and volatile economy.

## Deakin's Commitment to PRME

The Faculty has had a long-standing strategy that encompasses responsible management education, research and thought leadership, which are directly aligned with its commitment to formally adopt the United Nations PRME initiative in January 2012.



***The Faculty of Business and Law remains committed to sustainability as a key driver of all aspects of the Faculty's operations...***

**Professor Gael MacDonald  
Pro-Vice Chancellor, Faculty of Business and Law**



## Strategic Research Centre: CSaRO

The Centre for Sustainable and Responsible Organisations (CSaRO) is a strategic research centre hosted by the Faculty of Business and Law at Deakin University. CSaRO brings together researchers from a variety of disciplines to better understand and promote long-term sustainable and responsible organisational behaviour. It is a key engine room for research on corporate social responsibility and sustainability within the Faculty.

CSaRO's main vision is to develop policies, systems and practices that lead to more sustainable and responsible enterprises through cutting edge, innovative research. The Centre comprises nearly 27 members who research around three major clusters:

- Environmental Sustainability and Socio-Economic Governance – focusing on Environmental Sustainability, Socio-economic impacts and risk management of carbon emissions, and cost effectiveness of social investment.
- Responsible Organisational Practices – focusing on SME sustainability, Employee well-being and Organisational disclosure
- Ethics and Social Engagement – Ethical and sustainable marketing, Business ethics, Corporate social responsibility, and volunteerism.

Currently, some of the key research projects undertaken by CSaRO members (which are often supported by large competitive grants) include corporate social responsible practices in emerging economies; carbon risk management; employee work well-being; indigenous financial education; small-medium enterprise sustainability, and migrant cultural issues. For more information on CSaRO's activities, please visit:

<http://www.deakin.edu.au/buslaw/research/csaro/index.php>



**The ongoing research agenda at CSaRO aims to inform, engage, partner and inspire the development of knowledge and practical solutions that promote a more sustainable world...**

**Professor Nava Subramaniam**  
**CSaRO Director**



### *Principle 1 – Purpose*

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

Industry linkages, international study tours, experiential learning opportunities and flexible delivery mode are some of the ways through which we are able to help our students define themselves and their career goals. Some examples of initiatives undertaken include:

#### **1) Our Legal Internship Programme - Aurora Native Title**

The Internship Program commenced in 2004 with the placement of legal interns at a limited number of Native Title Representative Bodies (NTRBs) and other organisations working in Indigenous affairs more generally. The legal internship program has since expanded to include anthropology and some social science (archaeology, cultural heritage, environmental management, human geography, history and sociology) students and graduates, now placed at the 15 NTRBs and at over 65 other Indigenous corporations, government bodies, community groups and other policy organisations Australia-wide.

In 2009, Aurora piloted the placement of business interns at NTRBs and other organisations. The internship program, combined with Aurora's training and professional development program, support the recruitment and retention of staff at NTRBs in particular. More than 1,000 internship placements have been arranged as at summer 2012/13. The program continues to attract enthusiastic participation by students and graduates from universities across Australia as well as overseas, with over 3,000 applications received and more than 1,000 internship placements arranged, as at summer 2012/13.

#### **2) International Study Tours**

The Faculty of Business and Law offers students the opportunity to participate in International and domestic study tours at undergraduate and postgraduate level, which integrate educational, cultural and practical experiences. The International Tour blends experiential learning with traditional study from a selection of third year Finance, Economics and



Accounting units and students visit the corporations, institutions and markets of the world's financial capitals. In 2012, the Faculty of Business and Law conducted International study tours to China, Chile and India. In Jan/Feb. 2013, students embarked on a study tour to Denmark, supported by our partner university in Aarhus (Denmark). Students visited key financial organisations such as the European Central Bank, The Deutsche Bank and the Frankfurt Stock Exchange as well as the Bank of England along with corporations in Paris, London, Dubai, Frankfurt, and the WTO and United Nations in Geneva.

### ***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.***

In general, all the courses offered by the Faculty are structured to incorporate some relevant environmental and sustainability components. These issues are regarded as being substantial for the training of the future senior managers. For example, the MBA and MBA International courses offered by the School are oriented around the following major themes:

- Globalisation
- Risk and Sustainability
- Social Responsibility
- Leadership

All the core units in our MBA course include these themes that collectively characterise the progressive, topical and up to date nature of the course.

In addition, we also offer other activities such as special workshops that provide a more interactive environment to engage students, staff and other stakeholders that foster critical thinking and creativity. One example is the highly popular WOFIE (Workshop for Innovation and Entrepreneurship) initiative.



## WOFIE

In 2012, the Faculty presented an opportunity for external organisations to collaborate with high-calibre postgraduate student teams in a 5-day intensive solutions-based workshop to gain new ideas and insights and explore innovative directions in relation to key challenges and opportunities in sustainable management. The event, WOFIE, is based on a competitive setting, where cross-discipline postgraduate student teams will be mentored by innovation and entrepreneurship experts, University faculty and alumni as they respond to the challenges. WOFIE culminates with the teams presenting their ideas to a team of judges and sector experts who decide on the three best responses and select an overall winner. The winners share in a \$10,000 prize pool.

The program was offered at Deakin for the first time in 2011 with the theme of Sustainability in Action. In 2012, the program focused on driving innovation and entrepreneurship in the Not-For-Profit (NFP) organisations and charitable bodies in Australia. This theme was motivated by the escalating challenges faced by the NFP sector in rapidly evolving environments which demand new thinking and a fresh perspective. The NFP sector provide vital social and environmental support services in key areas such as community care, emergency response services, child welfare and protection, homelessness, and many others, and are often staffed and supported by volunteers who give their time freely and generously. However, many are increasingly challenged by resource constraints and performance management.

Another unique aspect of this programme is the inclusion of many international students. In 2012, WOFIE had several visiting post-graduate students from India participating as well.



### *Principle 3 - Method*

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

The courses in Faculty of Business and Law are structured to integrate issues relating to sustainable and responsible management, and where possible to actively involve organisations in developing the student experience. The themes of responsible and sustainable management practices and ideas are fundamental in the design of both postgraduate and undergraduate courses. Two exemplary units or subjects that we would like to highlight in this report are as follows:

#### **MPM704 Managing for Environmental Sustainability**

MPM 704 is one of our elective units offered by the Deakin Graduate School of Business on environmental sustainability – that is available to all post-graduate students at Deakin University. It is designed to provide the students with the most recent developments and academic contributions in the area of environmental sustainability. The unit aims to give the students hands on practical perspective of how organisations deal with the emerging need for the planning for, and the application of sustainability principles, particularly in relation to the environment and related ideas in their businesses.

The unit not only attracted students from within the school but also students from different schools within the University. Moreover, the unit has also attracted students' interest as a non-award unit based on their individual, personal interests including students from other universities in Melbourne.

There are two assessment tasks in this unit:

#### **1. An essay on a theoretical topic**

The topic is selected by the students and authorised by the unit chair. This assignment is worth 40% of the total assessment. It is intended to give the students a chance to investigate one specific area of their interest in relation to environmental sustainability and report it with comments for assessment.



## 2. Hands-on Industry-based Practical environmental audit

This assignment is a project-based practicum and is worth 60% of the total assessment. The audit requires the students to collect information on company planning at corporate, strategic and annual levels, and review them for 'sustainability' objectives and company commitments to environmental sustainability. Students are also required to interview key corporate personnel and collect information on their attitudes and personal interests in sustainability. Additionally, the students visit different departments within the organisation and report on their observations. Those observations would be the basis for comparing organisational objectives and organisational sustainability behaviour and be able to identify the gaps in intentions and actions.

This analysis would be used to prepare a list of recommendation for the management of the company for their information and may be used by them to close the gap between their intention and behaviour. The recommendations given could also prompt initiates on new actions in areas considered for that company to be important. The students are required to present their recommendations and support them with rationale.

### **Unit performance feedback:**

This unit has been popular among students who enrolled in it. Few students even indicated that they are considering becoming 'environmental sustainability auditors'.

Furthermore, we have had in total 130-plus organisations who have supported this unit in 2012. Majority of the organisations were pleased with the students' reports and feedback and were willing to continue their support.



## **MAA350, Ethics and Financial Services**

At the undergraduate level, as part of the accounting major within the Bachelor of Commerce programme MAA350, Ethics and Financial Services is a compulsory core subject/unit. The unit offers an exciting and contemporary approach to addressing the behaviour of the accountant and business leaders in practice in the financial services domain. Students are exposed to corporate governance and practical ethical codes and models designed to sensitise them to ethical issues. These aim to assist them with appropriate skills to deal with the realistic conflicts of interest which will inevitably challenge them in the workplace. Practical case studies and scenarios are used, encouraging students to adopt methodical and principles based approaches to dealing with such dilemmas.

### **Unit performance feedback:**

Feedback from students is that this subject offers a welcome change to the number crunching, and provides insight into professional behaviour addressing the temptations and competing interests that pose a challenge to all leaders in business in our complex corporate arenas. Balancing the challenge of contributing and fostering working for a profitable entity versus placing public interest at the forefront presents the need for students to approach their work practices with an ethical and responsible perspective. The extensive use of case studies and exposing students to practical scenarios aim to equip our graduates with the skills and maturity to approach their future working lives with added perspective and maturity to applying their technical skills in an ethical and insightful manner. Students are also exposed to the serious penalties for breach of their professional duties, enhanced by a real life prison visit involving detailed interviews with inmates convicted of white collar crime. Student response to this experience has suggested that such a real life field trip, either in person or via listening to recordings, has been a highlight of their accounting degree, which encapsulates the full magnitude of professional responsibility by highlighting the serious consequences for a failure to uphold that duty.

Deakin University prides itself on MAA350 being a core and compulsory unit in the undergraduate accounting major. This is endorsed by the fact that the key professional bodies, both within Australia and globally, also place ethical training as a mandatory component of their post graduate, professional programs.



### *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*

The Faculty strives to instil global social responsibility in staff and students by encouraging research that is relevant and timely in addressing the various problems and challenges faced by not only businesses, not-for-profit entities, government organisations but society in general. Within the Faculty, members of CSaRO are working on a variety of sustainability and responsible management projects - many funded by the Australian Research Council (ARC) and other large competitive, industry grants. Some examples are as follows:

***Carbon Risk Management:*** Professors Nava Subramaniam, Barry Cooper and Graeme Wines are working on a \$240,000 grant from the ARC and industry partners (ACCA and IIA Australia) to study the risk management practices relating to carbon emission in Australia.

***Integrated Mental Health:*** Professor Andrew Noblet received a 3 year grant for \$ 229,902 from BeyondBlue to undertake an integrated mental health promotion project.

***Job Stress prevention:*** Professor Andrew Noblet received \$300,000 grant over a 3 year period from VicHealth to trial the development of comprehensive job stress prevention initiatives.

***Cultural Issues and Social Marketing in Relation to Migrant Communities:*** Professor Michael Polonsky received a 3-year ARC Linkage Grant to undertake this project on migrant blood donor behaviours.

***Indigenous Australian Financial Education:*** Professor Barry J. Cooper and Ms Luisa Lombardi are studying the role of educators and the accounting profession in providing entry opportunities for Indigenous Australians - supported by a \$60,000 grant from CPA Australia.



***Evaluating CSR Practices in Emerging Countries***: Prof. Doren Chadee and Prof. Nava Subramaniam are leading several projects in Indonesia, Phillipines and India assessing the governance and effectiveness of CSR activities in developing economies with industry funds.

Our researchers have also published many interesting and noteworthy journal articles, professional reports and book/book chapters such as:

- Antons, Christoph (2012) Intellectual property rights in indigenous cultural heritage : basic concepts and continuing controversies, in Graber, Christoph B.; Kuprecht, Karolina and Lai, Jessica C. (eds), *International trade in indigenous and cultural heritage*, pp. 144-174,
- Dellaportas, Steven, Jackling, Beverley\*, Leung, Philomena\* and Cooper, Barry J. (2011) Developing an ethics education framework for accounting, *Journal of business ethics education*, vol. 8, pp. 63-82,
- Fairley, Sheranne\*, Tyler, B. David\*, Kellett, Pamm and D'Elia, Kari\* (2011) *The formula one Australian grand prix : exploring the triple bottom line*, *Sport management review*, vol. 14, no. 2, pp. 141-152.
- Fujimoto, Y, Azmat, F & Hartel, C, 2012, 'Gender perceptions of work-life balance: management implications for full-time employees in Australia.' *Australian Journal of Management*, pp.1-24
- McClaren, Nicholas (2012) *The personal selling and sales management ethics research : managerial implications and research directions from a comprehensive review of the empirical literature*, *Journal of business ethics*, pp. 1-25.
- Noblet, Andrew, Maharee-Lawler, Saree and Rodwell, John\* (2012) Using job strain and organizational justice models to predict multiple forms of employee performance behaviours among Australian policing personnel, *International journal of human resource management*, vol. 23, no. 14, pp. 3009-3026,
- Polonsky, Michael Jay, Vocino, Andrea, Grau, Stacy Landreth\*, Garma, Romana\* and Ferdous, Ahmed Shahriar (2012) *The impact of general and carbon-related environmental knowledge on attitudes and behaviour of US consumers*, *Journal of Marketing Management*, vol. 28, no. 3-4, pp. 238-263.
- Polonsky, Michael Jay (2011) *Transformative green marketing : impediments and opportunities*, *Journal of business research*, vol. 64, no. 12, pp. 1311-1319,
- Rodwell, J, Demir, D, Parris, M, Steane, P & Noblet, A, 2012, 'The impact of bullying on health care administration staff: Reduced commitment beyond the influences of negative affectivity', *Health Care Management Review*, vol. 37, no. 4, pp. 329-338
- McManus, Lisa and Subramaniam, Nava (2009) Ethical evaluations and behavioural intentions of early career accountants : the impact of mentors, peers and individual attributes, *Accounting and finance*, vol. 49, no. 3, pp. 619-643,



- Setia-Atmaja, Lukas\*, Haman, Janto\* and Tanewski, George\* (2011) The role of board independence in mitigating agency problem II in Australian family firms, *British accounting review*, vol. 43, no. 3, pp. 230-246
- Warren-Myers, G, 2012, 'The value of sustainability in real estate: a review from a valuation perspective', *Journal of Property Investment & Finance*, vol 30, no. 2.

### ***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.***

### **International Conference on Sustainable Governance – India Partnership**

Besides working with major corporations, the Faculty of Business and Law has developed several critical partnerships with other international universities and related entities.

In December 2013, a large international conference was organised by CSaRO in partnership with Amrita University in India. The 3-day conference titled Sustainable Development and Governance: Building Commerce and Communities was held in Coimbatore, India at Amrita University, attracting over 200 plus attendees comprising local and international academics, CEOs, senior managers, and students. As part of the conference proceedings, delegates from Deakin University led a workshop on Corporate Social Reporting (Sustainability in Action). The conference was a huge success and was supported by numerous large Indian organisations including Tata, Infosys, Birla and SKF, as well as the non profit sector, UN Global Compact Network and research institutes such as The Energy Research Institute (TERI) in India. The conference was also supported by high profile keynote speakers such as former president Dr. APJ Abdul Kalam, world-renown environmentalist Dr. Vandana Shiva, Dr. Arunabha Ghosh CEO, Council on Energy, Environment and Water (CEEW) and many more. Based on connections made at the conference, several CSaRO members are now actively pursuing joint research collaborations with TERI and Amrita University, UN Global compact and Ernst and



Young Accounting Firm. Amrita University has also agreed to support the establishment of a Sustainability and Governance Research Hub which is currently in the planning process.

### **Deakin University and TERI**

At the university-wide level, the Honourable Louise Asher, MP and Minister for Innovation, Services & Small Business, Minister for Tourism and Major Events, along with Deakin's Vice-Chancellor, Professor den Hollander and Dr RK Pachauri, Director General TERI formally inaugurated a new research centre involving lab facility to provide solutions towards a greener and more advanced use of nanotechnology for resolving challenging agricultural, biomedical and sustainability issues. This outstanding facility is the result of a dynamic partnership between The Energy and Resources Institute of India (TERI) and Deakin University to augment research in the area of Nano Biotechnology, which will enable efficiency, effectiveness and provide solutions for a sustainable future.

The Faculty will further explore research opportunities in this area.

#### ***Principle 6 - Dialogue***

***We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.***

### **REPRESENTATION AT United Nations Global Compact Forum in Rio (2012)**

The United Nations Global Compact has recently welcomed Deakin University as a signatory and as a member of the UNGC Network in Australia. Professor Nava Subramaniam was invited to attend the Rio+20 Corporate Sustainability Forum in Rio de Janeiro in June 2012, and to form part of a panel that was convened jointly with the Australia, Indonesian and Japanese UNGC Local Networks to discuss risk management, outreach, dialogue facilitation and how that maps through to the development of more sustainable UNGC Networks.



## VISITING ACADEMICS

The Faculty of Business and Law has a seminar program that invites academics from within Deakin and from other Universities to participate and present their research to colleagues and students. Some of the high profile visitors to the University were:

Dr. Rajendra K Pachauri, the Chairperson of the Nobel Peace Prize (2007) winning Intergovernmental Panel on Climate Change and Director General, The Energy and Resources Institute (TERI). His presentation looked at the issue of sustainable development and the challenge of climate change that new knowledge and its applications can deal with effectively within a reasonable window of time. A one-to-one interview was also with Dr Pachauri about the current state of play with regard to - arguably - one of our most pressing environmental issues.

Other notable visitors to the Faculty and CSaRO include:

- Professor Jerome D. Williams, Prudential Chair in Business, Rutgers Business School, Newark and New Brunswick, USA. Professor Williams is also the Interim Director and Research Director for The Centre for Urban Entrepreneurship and Economic Development (CUEED) and PhD Program Director at Rutgers Business School, and Associate Editor of the *Journal of Public Policy & Marketing*.
- Associate Professor Lisa Nishii, Department of Human Resource Studies at Cornell University, New York.
- Dr Elizabeth Carson, Professor in Financial Accounting and Auditing at the University of NSW.
- Professor Frank Gertsen, Professor in Innovation Management from the Department of Business and Management at Aalborg University, Denmark.
- Professor Gerard Berendsen, Arnhem Business School at HAN University of Applied Sciences, the Netherlands.



- Professor Deryl Northcott, Professor of Management Accounting at AUT Business School and the chief editor of Qualitative Research on Accounting and Management (QRAM).
- Mr Pooran Chandra Pandey, Executive Director of UN Global Compact Network, India.

## **PROFESSIONAL SEMINAR AND ALUMNUS**

A number of recent events hosted by CSaRO include – collaborating with a variety of professional, government and industry groups such as the Cancer Council Victoria; CPA Australia; Sustain Group. The Faculty's alumnus also actively participated in these events. Some examples include:

Partnering with:

- 1) CPA Australia – seminar on Opportunities for Indigenous Australians to enter the accounting profession
- 2) Cancer Council Victoria – seminar on Digitisation and Fragmentation: The next frontier for junk food marketers, public health organisations, parents and regulators
- 3) Sustain Group – seminar on Carbon emissions management – Challenges and Opportunities for Local Government

## **Sustainability Initiatives: At the University-wide Level**

Deakin University has a number of sustainability initiatives that have been implemented across all campuses from 2010. These include

- Office recycling program - aims to reduce landfill waste
- Energy and Greenhouse Gas Emissions Program - aims to achieve continual improvement in energy conservation and greenhouse gas emissions, and to ensure ongoing strategic monitoring of our emissions.
- Green Power initiative - In April 2011, the University purchased 20% Green Power for the Warrnambool Campus, which will be powered by a range of renewable sources including wind and solar. The Green Power initiative will save 845 tonnes of



greenhouse gas emissions each year which is equivalent to over 165 million black balloons!

- Water saving initiative on the Melbourne Burwood Campus

Each year the Melbourne Burwood Campus uses around 44.9 million litres of water. The Office for Sustainability conducted a water audit at the Melbourne Burwood Campus in 2010 to investigate ways to reduce the Campus's water consumption. They recommended an upgrade to 5 and 6 star taps and fittings in all buildings. A tap with 3 or less stars uses between 7-12 litres per minute. These new 5 and 6 star fittings will reduce this to 3-5 litres per minute, improving water efficiency across the Campus. The upgrades were completed in January 2011. The expected savings are approximately 1.6 million litres of water per year. The fittings can easily be recognised by the custom-designed Deakin artwork.



