

Module Details	
Module Title	Principles of Responsible Management and Practice
Module Code	OIM4013-B
Academic Year	2020/1
Credits	20
School	School of Management
Subject Area	Operations and Information Management
FHEQ Level	FHEQ Level 4
Pre-requisites	N/A
Co-requisites	N/A

Contact Hours	
Type	Hours
Lectures	24
Tutorials	24
Directed Study	152
Directed Study	This module introduces students to the concept of responsible business enterprise and the approaches, techniques and organisational self-assessment frameworks (PRME/Global Compact/Three Pillars of sustainable development) influencing and underpinning its development. More broadly the module will consider the management challenges associated with ensuring such enterprises achieve their performance objectives in a sustainable global environment. In doing so, students will explore sustainable organisational performance through interrelated concepts such as; strategy, best practice/fit and techniques and frameworks for self-assessment gaining a contextual understanding of the organisational challenges in meeting both regulatory and voluntary social and environmental responsibilities. Furthermore, the module will introduce students to the concepts of corporate social responsibility and in doing so explore the role of government in facilitating and/or inhibiting responsible enterprise. Issues of ethical and strategic leadership and the impact of technology, data and ethics and globalisation will also be considered in this context. More broadly students will explore organisations through a range of theories including, organisation behaviour and design, operational management, leadership and ethics, ensuring they understand the factors influencing and underpinning their successful development.
Directed Study	? The fundamentals of responsible management ? Organisational structures, functions and processes ? The levers of management: people, systems and processes and how these can influence individual and organisational performance ? Pressures for ethical operations and Corporate Social Responsibility ? Environmental strategies to innovate, create value and build competitive advantage ? Best practice policies for managing sustainability in operations ? Environmental management & performance management systems ? Overview of EFQM framework and frameworks for self-assessment ? Tools, techniques and best practice -an applied session ? Leadership and the ethical organisation ? Technology and data ? The impact and future of globalisation on the organisation and its operating practices.
Directed Study	A blended learning approach is adopted on this module with lectures, seminars and on-line learning. Lectures will be used to introduce key theoretical principles, practices and techniques related to responsible enterprise. Student experience will be enriched by inviting industry experts to guest lecture on specific areas of responsible enterprise, principles of management and their wider initiatives towards sustainable development. Students will be expected to take responsibility for their learning in advance and participate in class plenary discussion of organisational case studies. During the seminar time, participation in group activities and plenary discussions will embed learning in relation to theory, research and best practices in the subject area.

Type	Hours
Directed Study	The summative assessments will assess against learning outcomes as follows; Assessment One: LO1, LO2, LO3, LO4 will be assessed through the Assessment One Students will be tasked with producing a poster presentation applying Six United Nations Global Compact Sustainable Development Goals to an organisation of their choice - providing a critical discussion around the extent to which they can be seen to be responsibly aligning their strategies and operations to these principles. Students must also provide a further discussion around what strategic actions this organisation could take to further advance broader societal goals, with an emphasis on collaboration and innovation. The presentation format is flexible, therefore can be delivered to the module leader/tutor both online, or in person. Group members for the presentations will receive a shared group mark, which may be individually adjusted according to individual contributions. Students will have the opportunity to gain formative feedback on their poster material and proposed delivery. The formative session is timetabled and takes place several weeks prior to the final presentation. Assessment 2: LO1, LO2, LO3, LO4 will be assessed through the Critical Evaluation Coursework (Assessment 2) Assessment 2 is an individual coursework in which students are required to critically analyse and evaluate a relevant case study producing a report outlining their recommendations and conclusions for responsible management. Students will be expected to conduct a literature review and critically analyse the role of business in society, highlighting the impact of private enterprise in society through the three pillars of sustainable development (social, economic and environmental with a focus on its impact across individual, organisational and/or societal level. Formative assessment will be in the form of a 300 word plan, outlining the plan of the summative assessment 2, indicating the key discussions, areas of literature and an overview of the key arguments to be included in the final submission. Appropriate feedback will be given for both elements of the assessment in accordance to the Faculty of Management, Law and Social Sciences required standards.

Availability	
Occurrence	Location / Period
BDA	University of Bradford / Academic Year
ONA	College of Banking and Financial Studies / Academic Year

Module Aims
This module introduces students to the concept of responsible business enterprise and the approaches, techniques and organisational self-assessment frameworks (PRME/Global Compact/Three Pillars of sustainable development) influencing and underpinning its development. More broadly the module will consider the management challenges associated with ensuring such enterprises achieve their performance objectives in a sustainable global environment. In doing so, students will explore sustainable organisational performance through interrelated concepts such as; strategy, best practice/fit and techniques and frameworks for self-assessment gaining a contextual understanding of the organisational challenges in meeting both regulatory and voluntary social and environmental responsibilities. Furthermore, the module will introduce students to the concepts of corporate social responsibility and in doing so explore the role of government in facilitating and/or inhibiting responsible enterprise. Issues of ethical and strategic leadership and the impact of technology, data and ethics and globalisation will also be considered in this context. More broadly students will explore organisations through a range of theories including, organisation behaviour and design, operational management, leadership and ethics, ensuring they understand the factors influencing and underpinning their successful development.

Outline Syllabus

- ? The fundamentals of responsible management
- ? Organisational structures, functions and processes
- ? The levers of management: people, systems and processes and how these can influence individual and organisational performance
- ? Pressures for ethical operations and Corporate Social Responsibility
- ? Environmental strategies to innovate, create value and build competitive advantage
- ? Best practice policies for managing sustainability in operations
- ? Environmental management & performance management systems
- ? Overview of EFQM framework and frameworks for self-assessment
- ? Tools, techniques and best practice -an applied session
- ? Leadership and the ethical organisation
- ? Technology and data
- ? The impact and future of globalisation on the organisation and its operating practices.

Learning Outcomes

Outcome Number	Description
01	Identify different organisational structures, functions and processes. Understand the purposes, functions and typical operations of standardised organisational divisions. Understand key aspects of corporate strategy within organisations and the impact of internal and external factors. Understand the managerial implications of organisations being technology intensive. Explain the roles of individuals in organisations and their potential impact on organisational success.
02	Understand what management is and how we can make it responsible. Understand the drivers of sustainable business excellence from the perspective of different stakeholders in global contexts. Critically evaluate the tools, techniques and frameworks used to achieve continuous improvement and 'sustainable' business excellence. Reflect on current challenges and issues relating to managing sustainable business excellence across a range of public and private enterprises and the role played by government in their development and operation. Understand the importance of ethical leadership within responsible enterprises. Identify the skills necessary and the importance of learning, training and development for a responsible manager. Understand the legal, governance, regulatory and ethical issues that affect organisations.
03	Understanding of the principles, policies and values relevant to the principles of responsible management (PRME) agenda and responsibility citizenship in a range of geographic and industry contexts from both a business and social science perspective. Review the range of strategic, legal, financial, human resource and operational challenges managers face in a variety of business contexts and the policies, theories and frameworks used to address them. Appreciate the nature and role of entrepreneurship, enterprise, innovation and creativity in relation to employability and economic sustainability at a local and global level. Recognise business management practice in the 21st century workplace involving cultural awareness and knowledge of diverse workforces and working practices. Apply PRME theories and concepts of business management in relation to transferability of knowledge and skills across nation, industry, sector and organisation.
04	Critically review, synthesise and develop knowledge relevant to business management and global business. Critically analyse current thinking, research and business practice in a range of industry contexts. Apply relevant information sources in an appropriate manner to generate alternative decisions and formulate creative, ethical solutions to business challenges.

Learning, Teaching and Assessment Strategy

A blended learning approach is adopted on this module with lectures, seminars and on-line learning. Lectures will be used to introduce key theoretical principles, practices and techniques related to responsible enterprise. Student experience will be enriched by inviting industry experts to guest lecture on specific areas of responsible enterprise, principles of management and their wider initiatives towards sustainable development. Students will be expected to take responsibility for their learning in advance and participate in class plenary discussion of organisational case studies. During the seminar time, participation in group activities and plenary discussions will embed learning in relation to theory, research and best practices in the subject area.

The summative assessments will assess against learning outcomes as follows;

Assessment One:

LO1, LO2, LO3, LO4 will be assessed through the Assessment One

Students will be tasked with producing a poster presentation applying Six United Nations Global Compact Sustainable Development Goals to an organisation of their choice - providing a critical discussion around the extent to which they can be seen to be responsibly aligning their strategies and operations to these principles. Students must also provide a further discussion around what strategic actions this organisation could take to further advance broader societal goals, with an emphasis on collaboration and innovation.

The presentation format is flexible, therefore can be delivered to the module leader/tutor both online, or in person. Group members for the presentations will receive a shared group mark, which may be individually adjusted according to individual contributions.

Students will have the opportunity to gain formative feedback on their poster material and proposed delivery. The formative session is timetabled and takes place several weeks prior to the final presentation.

Assessment 2:

LO1, LO2, LO3, LO4 will be assessed through the Critical Evaluation Coursework (Assessment 2)

Assessment 2 is an individual coursework in which students are required to critically analyse and evaluate a relevant case study producing a report outlining their recommendations and conclusions for responsible management. Students will be expected to conduct a literature review and critically analyse the role of business in society, highlighting the impact of private enterprise in society through the three pillars of sustainable development (social, economic and environmental with a focus on its impact across individual, organisational and/or societal level.

Formative assessment will be in the form of a 300 word plan, outlining the plan of the summative assessment 2, indicating the key discussions, areas of literature and an overview of the key arguments to be included in the final submission.

Appropriate feedback will be given for both elements of the assessment in accordance to the Faculty of Management, Law and Social Sciences required standards.

Mode of Assessment

Type	Method	Description	Length	Weighting
Summative	Presentation	Group poster presentation applying UN Global Compact sustainability goals to an organisation of choice.	15 mins	40%
Summative	Coursework	Case Study Report relating to an organisation relevant to chosen discipline/sector	N/A	60%
Formative	Presentation	Opportunity for formative feedback on poster material and proposed delivery	N/A	N/A
Formative	Coursework	Plan of case study report indicating the key discussions, areas of literature and an overview of the key arguments to be included in the final submission.	0-300 words	N/A

Reading List

To access the reading list for this module, please visit <https://bradford.rl.talis.com/index.html>

Please note:

This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.

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