

**Andrew Radford. MSc 12.**

**Year 2 Project proposal.**

I have spent 40 years working in businesses of various shapes and sizes and for much of that time have occupied roles of considerable responsibility as general manager, Managing Director and Chairman. I have always been highly conscious of the accountability which comes with such positions for ensuring the businesses not only strive for optimum profitability but also act in an ethical, moral and responsible manner with respect to all stakeholders connected with the business (see my year 1 LP3.)

I joined the course in the hope that I could add both theoretical background and up to date practical models to my acquired knowledge of the issues around responsibility and business management. Specifically, I wished to exit the course with some clear ideas which I could introduce to the Company with which I am currently involved – Andrews & Partners Ltd. – and which might also allow me to help other small & medium sized enterprises (SME's) engage with these issues.

As discussed in my year 1 learning review, I feel this objective is still very far from being achieved and, whilst I am hoping that the year 2 curriculum will better address my need in this respect I have also decided to be proactive and to focus my year 2 project on this.

So, my proposal is for an inquiry which will allow me to develop a manifesto for SME's to allow them to develop strategies which embed responsibility and sustainability in their business practice.

I will need to inquire into:

Who are the groups connected to/affected by a business?  
What would responsible/irresponsible behaviour look like in respect to each group?  
What are the key issues in responsibility & business practice?  
What theoretical background exists to support good practice?  
What models of good practice can be identified?  
How can the issues best be communicated?  
How can a business's existing culture (worldview/action logic) be analysed to establish where they currently stand on this issue?  
How can theoretical theses on effecting organisational change be applied in practice?  
How might we engage businesses (like Andrews) who perhaps superficially have little negative impact and who apparently already act responsibly?  
How do we persuade SME's, many of which are currently struggling to survive, that these issues are a)important to the world and b) in their own interests?  
How can I engage others in this inquiry? And who? From MSc 12 , from the MSc community and from elsewhere?  
How can I end up with a manifesto, a framework, a tool kit for the responsible & sustainable SME in language which they will understand?

Andrew Radford 12/01/09

