



# Principles for Responsible Management Education

Sharing Information on Progress 2017

# Letter of commitment to the Principles for Responsible Management Education

I am pleased to present Newcastle Business School's first Sharing Information on Progress report which details the journey we have undertaken in the last two years in promoting and implementing the Principles for Responsible Management Education. The principles are central to our teaching, research, enterprise and engagement strategies and continue to inform our long term values, mission and strategy.

The Faculty of Business and Law within which Newcastle Business School resides, has recently revised its mission, vision and values which are now underpinned by our commitment to responsible management education. By aligning our corporate strategy with our overall purpose, we are emphasising the importance of ethics, responsibility and sustainability within business education and business in general.

Over the last two years we have fundamentally reviewed our curriculum embedding ethics, responsibility and sustainability into every undergraduate and postgraduate taught programme. We are confident that our revised courses offer exceptional opportunities for students to leave us with a thorough understanding of the role of business in society and the way in which organisations can contribute positively to some of the world's most pressing issues.

We have aligned our research activities with the principles of

responsible management establishing 'Responsible Business' as one of our signature research themes. The theme is built around nine areas of research covering a broad range of ethics, responsibility and sustainability topics enabling us to build on our position as the seventh most productive business school in the UK for publications in business ethics.

In our enterprise activities, we continue to work with a wide range of partners from the corporate world, civil society and the third sector. We have recently established our Business Clinic which provides a free service to SMEs working on key business challenges. Projects are undertaken in teams by our Undergraduate and Postgraduate students supervised by academic staff building capacity in our students as well as the organisations with whom we work.

In addition to this we have sought to broaden the range of organisations with which we engage. We have embarked on new partnerships with the Prince's Trust Responsible Business Charity, Business in the Community. We are working with the Legal Sustainability Alliance and their membership base of legal firms and organisations and we have begun a new collaboration with the North East Initiative on Business Ethics sharing their vision for a North East business community that acts ethically, treats its stakeholders fairly and delivers on its promises.

Finally we could not have achieved any of this without the support of our students whose enthusiasm for responsible management is being demonstrated through the establishment of an Enactus Chapter, their Sustainability Society and by increasingly choosing ethics, responsibility and sustainability topics as the subject of their undergraduate and postgraduate theses.

This SIP report merely represents the beginning of our PRME activities and I look forward to reporting on our ongoing efforts to make Newcastle Business School's name synonymous with responsible management education.



**Professor John Wilson, Pro-vice Chancellor for the Faculty of Business and Law**

# Introducing Newcastle Business School

Newcastle Business School is part of the Faculty of Business and Law, which is one of four faculties that form the University of Northumbria at Newcastle upon Tyne, UK. The School has a global reputation for delivering some of the best business management education in the UK. Having recently been awarded Association to Advance Collegiate Schools of Business (AACSB international) double accreditation in business and accounting, we are part of an elite group of less than 1% of business schools worldwide. The School is also accredited by EPAS for 18 undergraduate programmes – more than any business school in the UK.



Our size, infrastructure and resources enable us to offer an unprecedented range of research-informed programmes which are designed to deliver the relevant, cutting edge skills that are essential for the business leaders of today and to prepare tomorrow's leaders for a successful future. We offer programmes at every level of business education - undergraduate, postgraduate, post experience and doctoral. We are also at the forefront of technology-enhanced learning to improve the student experience.



As a professional and international School, we develop individuals to achieve leadership, management and career potential through research-rich, business relevant and academic excellent education. Programmes are developed and delivered by research-engaged academics and highly experienced business practitioners.

Employability of our students is very important to us demonstrated by our rank of eleventh out of 103 for graduate employability in The Times University Guide. This is enhanced through a focus on experiential learning and clinic-based education where students develop relationships with businesses and gain direct experience in problem solving. We continue to develop this approach through pioneering programmes such as our

Entrepreneurial Business Management Degree, where students run their own enterprises. Additionally, our Student Engagement Centre helps and actively encourages students to take up work placement, overseas study and volunteering opportunities. Newcastle Business School engages actively with the local community and makes a meaningful contribution to the regional economy.

Through Knowledge Transfer Partnerships we provide academic and professional expertise to help organisations improve profitability and efficiency. Our Corporate Executive Development Centre also works with more than 700 business leaders and managers offering learning experiences that enable significant and sustainable change.

# An Award Winning Business School

**We are the UK Business School of the Year\***

*\* Newcastle Business School was named 'Business School of the Year' in the Times Higher Education Awards 2015.*



On 28th November 2015, Newcastle Business School was awarded the prestigious Business School of the Year Award in the Times Higher Education Awards, the shortlist included Strathclyde, Henley and Manchester University Business Schools. The University, was also shortlisted for the Entrepreneurial University of the Year award.

The award judges said a fundamental review of the purpose of a modern business education – which propelled Northumbria University's Newcastle Business School into an elite group made up of less than 1% of the world's institutions – is a significant reason why it has triumphed in this category. They added:

*“The fact that their review involved fairly fundamental changes across all aspects of the school made it even more notable. Crucially, it was able to quantify the impact of the changes in terms of staff development, student mobility and employability, and accreditations.”*

Professor Kevin Kerrigan, Former Executive Dean for Newcastle Business School said:

*“Winning such a prestigious award is further evidence of the transformation of Newcastle Business School over recent years. The clear focus on excellence in terms of student experience, graduate employability and partnerships with businesses and professors around the world has built a culture of innovation and success.”*

The annual Times Higher Education awards are widely recognised as the most prestigious award ceremony

of the higher education sector in the UK attracting hundreds of entries every year that exemplify the talent, dedication and innovation of individuals and teams across all aspects of university life.

Since the award we have not been resting on our laurels and have used the prestige generated from the award to build upon our partnerships with other institutions and business organisations. We have also seen an increase in the number of students applying to study with us and embark on degrees which incorporate responsible business and management principles.



# 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.’***

At Newcastle Business School we intend to develop our mission, vision and purpose to the extent that our name becomes synonymous with responsible business and responsible management education. We believe that it is our responsibility as educators to ensure that our students leave us with the necessary knowledge, skills, competencies and values to contribute positively to business and society in general.

Over the last two years we have examined our entire curriculum, research and enterprise portfolio and engagement

strategies to ensure that they align with responsible business and education principles. We have developed a new signature research theme ‘responsible business’ to coordinate our research and enterprise activities and we have partnered with key business and civil organisations to extend our opportunities to engage with external stakeholders. We are working hard to make Newcastle Business School’s name synonymous with responsible management education and intend to be the destination of choice for students wishing to study ethics, responsibility and sustainability.

Our sustainability values extend to the campus in which we are located. The business school is housed in our £70 million sustainable campus. Opened in 2008, the building has won multiple awards including the CIBSE Low Carbon Performance Award for Low Carbon New Build Project of the Year; the RICS Sustainability, Design and Innovation Award; and the overall Building of the Year Award 2008 for Northern Region. Alongside the University we are continuing to work towards Ecocampus accreditation for our business school activities.



Newcastle Business School’s award winning campus.



# Northumbria University Sustainability

Alongside Newcastle Business School, Northumbria University believes integrating social, environmental and economic themes in learning and teaching will give graduates the skills needed to face the challenges of sustainability in a variety of industries. Peter Francis, Deputy Vice-Chancellor, is championing Education for Sustainable Development (ESD) at Northumbria, with a plan to integrate ESD into the curriculum currently under development. Many of our courses include content that considers sustainability and every year we work with a number of students on projects linked to sustainability here at the University. Past projects have included energy audits of buildings, surveying travel behaviours and considering how to improve recycling.

As a large organisation our operations have a substantial local, national and global environmental impact. Environmental Sustainability is of key importance at Northumbria University with a commitment to deliver significant improvements in sustainability.

This commitment is reflected in our achievement of the Silver EcoCampus Award<sup>1</sup> in 2016 for our Environmental Management System, covering all activities at our Newcastle campuses, as we move towards ISO 14001 accreditation. Northumbria University has also risen to 40th in the People & Planet University



Green League and is proud to be a Fairtrade accredited university. Our Environmental Sustainability Policy<sup>2</sup> is reviewed annually and agreed by the University Sustainability Management Group.

Students in University Accommodation can take part in the Student Switch<sup>3</sup> Off scheme. Over 450 students signed up in 2015/16 and Lovaine Hall residence won 100 tubs of Ben and Jerry's ice cream for winning the nationwide Climate Change Quiz!

We have a range of student engagement roles open to students which offer a wide variety of opportunities, from graphic design to recruitment and event planning. Staff and students across the University take part in NUS Green Impact Scheme. Together they complete a workbook of

activities to achieve the Bronze, Silver or Gold level<sup>4</sup>. As part of the scheme, students also have the opportunity to take part in IEMA accredited training to enhance their CV.

Students can engage with the University's Environmental Sustainability Policy and supporting Plans (including the Carbon Management Plan) via their student representative who attends the relevant groups.

We also have several events throughout the year that staff and students can get involved in. Go Green Week 2016 saw over 400 staff and students get involved in a range of events including Nordic Walking, Food Nation cooking classes and film showings. Other annual events and campaigns include Healthy Planet Healthy You, Earth Day and Sustainable Travel Days.

<sup>1</sup> "EcoCampus Register - Loreus." <https://goo.gl/z2s1l9>.

<sup>2</sup> "Environmental Sustainability Policy - Northumbria University." <https://goo.gl/QznDJ4>.

<sup>3</sup> "Student Switch Off | National Union of Students | Student Switch Off ...." <http://studentswitchoff.org/>.

<sup>4</sup> "Green Impact Awards 2016." <https://goo.gl/bGw5gx>.

## 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.’***

Ethics, Responsibility and Sustainability are fundamental strategic drivers for business and the concept of responsible management is a theme that permeates Newcastle Business School’s curriculum, research and enterprise strategies. The school aims to incorporate issues of ethics, sustainability, corporate social responsibility, responsible leadership and management in its education, knowledge transfer and business engagement activities.



We believe that responsible management should be at the heart of business operations and are dedicated to furthering the education of business leaders that recognise the challenges of sustainability and are equipped to innovate for a sustainable future.

We are committed to producing responsible managers that possess the capabilities to be generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy. Our commitment to Responsible Business is highlighted in the School’s Vision to promote

*“sustainable and responsible practice and leadership in business”*

Our ambition is that every single student will engage in real world learning experience which will be a unique offer in the market and ensure that we are known for successful integration

### *Vision Statement*

***‘As a professional and international School, the Newcastle Business School develops individuals to achieve leadership, management and employability potential through business relevant, research engaged education.’***

### *Mission Statement*

***‘The aspiration of Newcastle Business School is to provide excellent teaching, impactful research and value adding consulting which promotes sustainable and responsible practice and leadership in business. In this way we will benefit the individuals, communities and organisations we serve.’***

of theory and practice where teaching, research and enterprise connect with the community, business and professions at every level and in a deep, pervasive manner. We will have a global reach with a network of quality partners around the world and will draw

increasing numbers of international students and staff to the UK. We aim to have our work recognised by stakeholders and peers and as an indication of this aspire to achieve top quartile ranking in the Sunday Times League Table for each of our subject areas.



## Principle 3: Method

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

A commitment to Ethics, Responsibility and Sustainability (ERS) has been a long-standing feature of the School’s Programme Goals and Learning Objectives. The first goal of the Undergraduate Programmes is for graduates to be: *“Knowledgeable about the theory and practice of **responsible business and management** in an international context”*. This goal includes the objective that students are able to: *“Apply knowledge of business and management to complex problems in professional practice in order to **identify justifiable, sustainable and responsible solutions**”*. Further to this students must: *“Acquire an awareness of the cultural and **ethical contexts** in which international business operates”*

We are committed to providing a deep and meaningful coverage of ERS throughout the taught programme curricula. Current examples in the first year include our current *‘Management (HR0154)’* core module which involve specific seminar activities, readings and lecture content on ethical decision making and leadership. In the second year students study *Global and International Business Contexts (SM0269)* which includes lectures, reading and seminar activity on corporate social responsibility, corporate governance and global citizenship. In their final year, all students study the core



*Applied Business Ethics (SM0381)* module which focuses on ethical decision making and introduces students to multiple cases of contemporary business ethics issues through its ‘ethics in the news’ feature.

In addition to these modules, students are given a free choice over the choice of their Dissertation topic. In 2015/16 over 70 students chose projects in ethics, responsibility and sustainability (15% of the total). A new initiative is a one-day conference on Research in Responsible Business to which these students will be invited to present their work to their peers, academics and second year students.

In 2015/16 we undertook a programme review which marks a change towards a transversal strategy for coverage of ERS to replace dedicated modules. We

decided that further integration of ERS within core modules would better highlight the centrality of the topics rather than a standalone module. Students on the renewed programmes will undertake activities and assessment that capture ethics, responsibility and sustainability throughout their programmes.

The Level 6 *Applied Business Ethics’ (SM0381)* module will remain as core on programmes for students until 2018/19 when it will be replaced by a capstone *‘Sustainable Strategy’* module premised on the achievement of ERS learning objectives. The remainder of the undergraduate curriculum will be revised to include elements of ERS throughout the majority of modules to enable broader and deeper integration of key ERS topics and trends in current society.





Beyond pedagogic interventions students are encouraged to undertake activities leading to the Global and/Community Engagement Awards (part of the Passport to Employability initiative). The Global Award is gained through the presentation of evidence of engagement in activities including mentoring international students and undertaking development work on an international project funded through the Travel Scholarship scheme.

The Community Award is achieved through presentation of evidence of participation in community development including the Marketing Volunteers scheme in which students apply the marketing skills and techniques to help local voluntary sector organizations.

At postgraduate level we continue to develop our suite of Masters programmes and have reviewed coverage of ERS topics in every taught degree. We have revised our Postgraduate learning goals and objectives which now require our students *'Be culturally and ethically aware'* though their ability to *'Reflect on their own ethical values'* and *'Understand the wider impact of individual decision making on social and environmental contexts'*.



Specific opportunities to participate in development and volunteer activities are widely advertised in the School, the University and the Students' Union.

In addition to our current offerings we have embarked on a project to re-envision our MBA programme. We are rebuilding the programme from the bottom up with a focus on our signature research areas including the Responsible Business research group. One of the core modules on the programme will be titled 'Responsible Business' and seeks to enable students to understand, anticipate, preempt and respond to ethical challenges in business.



## 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.’***

Newcastle Business School had significant success in the 2014 Research Excellence Framework (REF). The GPA for the Business submission improved by 41% from 1.8 (2008) to 2.54 (2014). 40% of research outputs were assessed as being 3 or 4\* level (world leading or internationally excellent) with 94% ranked 2\* or better (Internationally recognised). 60% of Impact in Business and Management research was assessed at 3 or 4\* level.

A strategy to leverage the REF success has been devised with a focus on signature areas as a means of building reputation, esteem and sustainability. The signature areas will be recognised in terms of nationally and internationally excellent outputs, events, partnerships, engagement and impact.

The three business areas are: (i) Digital Business; (ii) Responsible Business; and (iii) Strategic Innovation and Entrepreneurial Leadership; in addition, the Business School is contributing to a University-wide multidisciplinary research theme on Digital Living.

The impact on national policy has been significant. Researchers regularly engage with organisational clients such as Sage UK plc, professional associations and bodies such as

the CIPD) and UK Women on Boards, and with the media. The Financial Times, The Washington Post, The Guardian, Reuters, Telegraph and the BBC are just a few of the media outlets that have showcased colleagues for their research and its impact. Academic and grant awards for research scholars have been received by colleagues from globally recognised institutions such as the British Academy of Management, and the Academy of Management.

***In the latest national Research Excellence Framework 60% of our research was judged to produce Internationally Excellent and World Leading Impact. This means real improvements to businesses and communities arising from our work.***



***Newcastle Business School was recognised as the seventh most productive business school in the UK for publications in business ethics.***

Recently Newcastle Business School was recognised as the seventh most productive business school in the UK for publications in business ethics. In the latest analysis of citations in ethical business practice, published in the August Journal of Business Ethics, Northumbria was also ranked 9<sup>th</sup> in the UK – making it the highest placed University for research in this field in the North East.

The study, A Citation Analysis of Business Ethics Research: A Global Perspective <sup>5</sup>, considers citations of articles published in ten business ethics journals between 1999 and 2012. In so doing it seeks to rank the world’s leading institutions in business ethics research impact. Ranked 50<sup>th</sup> for the first time confirms Northumbria’s growing international reputation for research quality and impact.

Ron Beadle, Professor of Organization and Business Ethics said:

*“Northumbria University is committed to the principles of responsible business and management in all of our teaching, research and wider work. We have a long history of producing world-leading research in business ethics and are delighted that the influence of our research has been recognised.”*

We are very proud of work on Corporate Social Responsibility with regional employers such as Northumbrian Water and professionals in the North East Initiative for Business Ethics and the Responsible Business Network North East. We will continue to create research and partnerships that promote genuine business excellence.

We have a long-standing commitment to such research and the Risk, Responsibility, Ethics and Governance research cluster brings together over seventy scholars and research students who aim to develop insightful, novel, and useful research. Colleagues working in this cluster undertake work in a wide variety of contexts and use a wide variety of methodologies. Responsible Business is built on nine areas of research but additional work is undertaken beyond these:



Professor Ron Beadle

**Corporate Governance and Reporting (Led by Prof. Philip Shrives)<sup>6</sup>**



Professor Philip Shrives

Research in Corporate Governance has been published on compliance with The UK Code and assessing the quality of company explanations. International work has considered issues including compliance and disputes in countries including Bangladesh, Nigeria and Russia. Doctoral Projects include work of the applicability of corporate governance to family businesses. Work in Reporting includes studies on pressure groups, environmental reporting and Financial Reporting Council consultations. Other areas include the use of impression management in annual reports, CSR reporting by Egyptian banks, corporate governance disclosures in Islamic Banks, corporate governance in Africa and the impact of social media in developing countries.

<sup>5</sup> "A Citation Analysis of Business Ethics Research: A Global Perspective." <https://goo.gl/PvGzba>.

<sup>6</sup> "Corporate Governance and Reporting - Northumbria University." <https://goo.gl/fsCtB2>.

## Responsible Business Leadership and Corporate Social Responsibility (Led by Dr Alex Hope and Dr Jenny Davidson)<sup>7</sup>

Recent debate as to the scale of corruption and poor governance in major institutions alongside general global CSR concerns have led to questions as to the legitimacy and purpose of business in society. We undertake research to develop evidence, tools and educational approaches that demonstrate how business can be responsible, legitimate and credible in working for the greater good of society and facilitate innovative responses to complex social problems. Our PhD students are undertaking innovating projects examining visual rhetoric in CSR reports.



## Responsible Tourism (Led by Prof. Tom Mordue)<sup>8</sup>



Responsible tourism is about all stakeholders (that is producers and consumers of tourism) taking responsibility for the consequences of their actions. This involves mass tourism as well as more niche forms such as ecotourism, adventure and 'alternative' tourism, Responsible Tourism positions tourism production and consumption ecologically in terms of how well it interacts with the natural, social and economic integrities of the destinations visited and in terms of the integrities of the business and travel processes that make those visits available to tourists.

## Diversity, Identity, Leadership and Learning (DILL) (Led by Dr Sandra Corlett and Dr Russell Warhurst)<sup>9</sup>

Issues of diversity, identity, leadership and learning are at the heart of responsible business practice. The Diversity, Identity, Leadership and Learning (DILL) Research Interest Group (RIG) within the NBS Signature Research Area of Responsible Business embraces research in these four areas based upon a recognition that people, their identities and behaviour, including leading at all levels and continuous learning are the keys to ensuring responsible and sustainable action in contemporary business.



## Business Ethics, the Virtues and Character (Led by Prof. Ron Beadle)<sup>10</sup>



What enables people to be morally responsible at work? The research area brings involves academics and research students with a particular interest in the way in which qualities of character (the virtues) operate at work. A slew of corporate scandals provides daily reminders of the potential of corruption in organizations but at the same time examples abound of people resisting corruption by exercising virtues of courage, wisdom, temperance and justice.

<sup>7</sup> "Responsible Business and Corporate Social Responsibility." <https://goo.gl/wjuvry>

<sup>8</sup> "Responsible Tourism - Northumbria University." <https://goo.gl/npdv3X>

<sup>9</sup> "Diversity, Identity, Leadership and Learning (DILL) - Northumbria ...." <https://goo.gl/KAxDPH>

<sup>10</sup> "Business Ethics, the Virtues and Character - Northumbria University." <https://goo.gl/rbE5aT>

## Socially Responsible Investment (Led by Prof. Janusz Brzeszczyński)<sup>11</sup>

Socially Responsible Investment (SRI) is the area of investment activity which includes strategies that combine social and/or environmental benefits with financial results. The SRI stocks investors' decisions therefore take into account their social, ethical, ecological and economic concerns. However, the existing empirical evidence about the performance of SRI stocks on international markets is somewhat mixed, so the new studies aim to provide more findings about the link between corporate social responsibility and financial performance.



## Social Economy, Entrepreneurship and Social Cause (Led by Dr Jan Myers and Dr Sanjay Bhowmick)<sup>12</sup>



Increasingly social economy organisations (voluntary and community organisations, charities, co-operatives, credit unions, public service mutuals, and social enterprises) with a focus on social and economic well-being of individuals, communities, and regions are emerging to address market/policy failures and making key contributions to economic equity and social development. This research area brings together academics, practitioners and students with an interest in social cause driven policy, innovation, and entrepreneurship regionally, nationally and internationally.

## Financial Crime (Led by Prof Jackie Harvey)<sup>13</sup>

Financial or 'white collar crime' has been a subject of academic interest since the 1940s and the pioneering work of Edwin Sutherland. More recently, however, efforts to counter fraud, money laundering, corruption and bribery are positioned at the forefront of national and international collaborative efforts to counter the global threat to the integrity of financial markets and systems arising from organised crime. Mechanisms to counter this threat are embedded within international and national legal and regulatory frameworks.



## Environmental Law (Led by Susan Wolf)<sup>14</sup>



Environmental Law is a dynamic, technical and evolving area of law which seeks to protect the environment. The scope and importance of environmental law is rapidly expanding with issues such as Climate Change and Sustainability becoming topics of increasing public and corporate concern. Consequently, the role and impact of environmental regulation is the subject of intense debate and Susan Wolf and Jennifer Stephens are contributing to the research in this area.

<sup>11</sup> "Socially Responsible Investment - Northumbria University." <https://goo.gl/JttvnG>.

<sup>12</sup> "Social Economy, Entrepreneurship and Social Cause - Northumbria ...." <https://goo.gl/PU9hwS>.

<sup>13</sup> "Financial Crime - Northumbria University." <https://goo.gl/voj9wf>.

<sup>14</sup> "Environmental Law - Northumbria University." <https://goo.gl/NV36hi>.

## Employment Relations and Migration (Led by Dr Ian Fitzgerald)<sup>15</sup>

in many sectors access to global and European labour markets support strategic organisational objectives. Workers who migrate in response to the perceived benefits these opportunities provide often find themselves in unfamiliar employment relations contexts. This research area situates the experience of migration in ideological, structural and economic contexts. Whilst some contexts provide social partnership arrangements in which employee voice and productivity is aided by such mechanisms as alternative dispute resolution and works councils others provide examples of unregulated and exploitative relationships.



## Spirituality in Management and Law<sup>16</sup> (Led by Nicholas Burton and Elisabeth Griffiths)



Responsibility can have quite different meanings for employers, managers and employees who understand themselves as being responsible to a religion, belief or truth rather than to shareholders, customers or laws. This research group aims to promote interdisciplinary research and scholarship which develops an understanding of spirituality in management practice. It also seek to provide opportunities for research & training that involves spirituality, management practice and law and offer a vibrant forum for academic and practitioner engagement

## Information Rights (Led by Claire Bessant)<sup>17</sup>

Information Rights Law encompasses data protection; privacy and confidentiality; transparency, including freedom of information and access to environmental information; whistleblowing and information sharing. When organisations fail to take a positive approach to their obligations under information rights legislation there may be significant reputational and financial costs. By contrast, when organisations focus on achieving compliance with their obligations, benefits can be achieved; time and money may be saved and good relations and trust are likely to be developed.



## Selected Research Studentships

<b>Lara El Mouallem</b>	Embedding Sustainability within Organisations
<b>Anna Taucher</b>	The PSR Journey - A Strategic Framework for Purchasing Social Responsibility Implementation
<b>Rajeev Vazhappully</b>	A study of the visual meaning-making in CSR reports from the perspectives of organisational rhetoric and stakeholder perception
<b>Caitlin Hudson</b>	The development of Character using Aristotelian theories in Generation Y managers
<b>Princess Murefu</b>	What are the most desirable features of a successful board? An Industry comparison of the FTSE 350
<b>Marc Andre Stuhldreier</b>	Patent Rights on Medical Products and their Omnipresent Threat to Sustainable Development

<sup>15</sup> "Employment Relations and Migration - Northumbria University." <https://goo.gl/I0munH>.

<sup>16</sup> "Spirituality in Management and Law - Northumbria University." <https://goo.gl/11Qkb8>.

<sup>17</sup> "Information Rights - Northumbria University." <https://goo.gl/JaUTFz>.

## 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.’***

Faculty are heavily engaged with the corporate world through our Business Consultancy Clinic, KTPs, collaborative research projects, consulting, and corporate training programmes. Staff in our Corporate and Executive Development (CED) Department, have worked with over 700 leaders and managers offering learning experiences that enable significant and sustainable change.

Our academic staff retain excellent links with industry, commerce and the professions. Examples include BAE Systems, Procter and Gamble, NHS, Capita, Northumbrian Water, the Army, the Rugby Players Association and Zurich Finance. The Business Consultancy Clinic is growing rapidly and supporting many SMEs and non-profit organisations.



In addition, the newly formed Research Signature Areas are driving more engagement with the corporate world and have resulted in breakfast briefings and workshops for businesses; corporate funded PhD studentships, collaborative research opportunities and other corporate links.

Our academic staff work at the cutting edge of their disciplines and retain excellent links with industry, commerce and the professions. 106 of our academic staff are professionally qualified or have professional accreditations and our academic programmes are accredited by 17 professional bodies. For example, our BA (Hons) Accounting Programme currently has 6 accreditations from 6 professional bodies (including [ACCA](#), CIMA, ICAEW).

We encourage practitioner-friendly academic conferences to the Business School; for example over 500 academics are expected to attend the 'Academy of Marketing Conference' being held in 2016 where the theme of the conference was 'Radical Marketing'.





L to R: Sarah Pinkerton, Northumbrian Water External Affairs Manager, Lara El Mouallem, Newcastle Business School PhD student with Louise Hunter, Director of Corporate Affairs at Northumbrian Water.

At Newcastle Business School our Corporate and Executive Development Centre enables leaders and managers to learn and grow by engaging in work-related projects within their own organisation, aiding improvements in business strategy, marketing, people management practice, financial performance and business processes, alongside the development of their leadership and management skills.

The Corporate and Executive Development Department has long established and close working relationships with a range of regional, national and international client organisations including BAE Systems, Procter and Gamble, NHS, Capita and Zurich Finance. These partnerships include collaborating on

research-informed and bespoke accredited awards, Continual Professional Development (CPD) and consultancy activity.

In 2015, the School became the first University in the North East of England to be awarded the prestigious 'Small Business Charter Award' in recognition of our work and linkages with small business, excellent success at graduate start-ups and our contribution to local economic growth.

The School continues to grow the engagement activity with corporate clients, delivering user-led research, consultancy,

continuing professional development and the executive coaching service. The School has recently launched a Business Consultancy Clinic module (NX0324) where students work in small groups with industry partners providing consultancy services. This initiative has enabled relationships with a range of small, medium-sized enterprises (SMEs) and Multinational corporations, 40 in total, including, Pet Circle, Greggs plc, Baltic, Parker Hannifin.

In 2015 111 students engaged in the Business Consultancy Clinic and 172 students during the 2016 academic year. This work related opportunity will engage 250 students in 2017 and further embed our engagement with business.





# The Business Clinic



Elaine Tickner of the Dyspraxia Foundation, third from the left with the student team with Newcastle Business School, at Northumbria University

**The Business Clinic is an education scheme whereby a group of business students participate in a 'consultancy firm' to provide advice for our clients. The service is offered for all types of businesses from SME's, multinational and through to not for profit organisations. Highly acclaimed by clients as successful, as students get to the root of the problem, and results in a detailed report and presentation of their recommendations.**

Consultancy advice is offered to clients by both our final year undergraduate and master's students. The consultancy firms are supported by a team of experts from Newcastle Business School to assist with successful outcomes.

The Business Clinic is offered on a range of business programmes as students elect the module in replace of the traditional dissertation. In their final year of study, students offer clients a full consultancy experience, after initially scoping the project clients can expect students in

groups of three/four to get hands on and tackle the organisations problem. In most case this would include, visiting the organisation, communicating with clients their progress, conducting primary or secondary research on behalf of the client and finally making recommendations in form of report and presentation.

The Business Clinic regularly undertakes work with third sector organisations such as the Dyspraxia Foundation, a registered charity that supports individuals and families affected by developmental Dyspraxia.

Students working with the charity were given a brief to develop a project to raise awareness of the dyspraxia in the work environment. After conducting primary research students identified the importance of workshops in overcoming the problem. Elaine Tinker, Volunteer Co-ordinator, for the foundation summarised the project's success:

*"I think if we were employing a professional company I wouldn't of received anything better, I am absolutely thrilled with what they did",*

Over the last few years we have developed a number of partnerships with employers, many of which are third sector or civil society. These are a group of employers who return to recruit our students each year and who attend open days, participate in careers talks to students and undertake recruitment initiatives on campus in partnership with us which encourage students to complete placement. These employers include Audit Partnership Ltd, Enterprise Rent a Car, Newcastle Building Society, Procter & Gamble, Walt Disney World, Nissan, Nike, Cummins, Hays, Scott Logic, Modrec International, Butler Search Group, IBM, General Motors, J N Bentley, J Barbour & Sons, Abacus Wealth, Faurecia, and L’Oreal. Overall, in 2014/15, 271 companies advertised one year placements with us and five of those companies were offering overseas placements. 322 short term EU placements were also advertised to the students.



Alongside our industry partnership activities, Newcastle Business School is building partnerships with some of the world’s leading teaching institutions thanks to our double AACSB accreditation. The School has developed relations with 28 high quality accredited partners throughout the world.

New destinations for students exist in Florida, California, Beijing, Santiago, Bandung (Indonesia), Nagoya (Japan), Montpellier, Dijon, Venice, Milan, Slovenia, Brussels, Barcelona, Linköping, Umea, Oulu, Frankfurt, Denmark, Zagreb, Nijmegen, Lisbon, Istanbul, Prague and Galway.

Several other new partners are being processed currently, including Alberta and Brock in Canada, Stellenbosch in South Africa and Sydney in Australia

There are double degree relationships with several partners, including CNU and KNU in South Korea as well as La Rochelle and Claude Bernard in France. The School is currently working on a strategy of actively expanding this double degree offering, and offering a greater variety of degrees; this will increase in intensity after renewal.



The School is in the process of arranging double degrees with Kedge in Marseilles, and ESC Dijon. The double degrees vary in structure; some include multi destinations such as Kedge, Marseille and Bordeaux and some include work placements such as those in South Korea and La Rochelle. The School recognises the value and importance of these double degrees to our student body in terms of experience, employability and careers.

Such initiatives enable us to extend our PRME activities beyond our base in the UK and embed the principles into our partner institutions. Examples include our Applied Business Ethics Module which is taught to more than a thousand students annually in Singapore and Hong Kong.

Newcastle Business School has recently announced a partnership agreement with the Qatar Finance and Business Academy (QFBA) to provide joint professional and academic programmes. Signing the Memorandum of Understanding (MoU) further confirms Newcastle Business School’s growing reputation as a global provider of business education.

Our relationship with QFBA enables us to provide the Academy’s students with state-of-the-art undergraduate and postgraduate courses that will sharpen their knowledge and enable them to compete in the global job market. These courses include modules on ethics and financial crime further extending our responsible management principles.



# 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.’*

At Newcastle Business School we actively engage meaningfully with our stakeholders on a wide range of topics. Since becoming involved in UN PRME we have sought to build upon this dialogue and engagement by initiating new partnerships and taking a leading role in the PRME Community.

Dr Alex Hope, our PRME project manager was recently elected as a member of the UK and Ireland PRME Chapter Steering Group. His role in UK PRME enables Newcastle Business School to take a leadership position in PRME and influence the growth and strategic direction of the PRME initiative.

Our commitment to the UN PRME initiative has further been underscored following our successful bid to host the 4th Annual UK and Ireland PRME Conference and AGM.

## PRME Principles for Responsible Management Education CHAPTER UK AND IRELAND



Dr Alex Hope (3rd from right) with other members of the PRME UK and Ireland Steering group including Steve Kenzie (far left), Executive Director of the UN Global Compact Network.



Newcastle Business School has developed a partnership to support the work of the Northern Initiative on Business Ethics (NIBE), given the

Talking

Together

Transforming

commitment in our Mission to contribute to developing a responsible and ethical shaping of society. We are using this relationship as an opportunity to

offer our expertise to small businesses throughout the north east and engage in dialogue with a range of local organisations on PRME matters.



# BUSINESS IN THE COMMUNITY

BITC are a business-led, issue-focused charity with more than 30 years' experience of mobilising business. Their core work is in helping businesses to think strategically about their impact and co-create solutions which enable them to grow responsibly and sustainably. They lead the Responsible Business Awards, the most prestigious and respected awards championing responsible business in the UK and abroad.

Core membership of the network comprises over 800 organisations from small enterprises to global



Dr Alex Hope (front, 4th from left) receives our membership certificate from BITC President HRH Prince Charles during the 2015 AGM.

corporations, including many of our existing partners such as Northumbrian Water Group, Unilever, Virgin Money and Gentoo Group whose CEO Peter Walls is a BITC ambassador tasked with working with members in the North East to champion responsible business.

At the time of writing 21 other Universities and business schools are BITC members including the University of Sunderland, Glasgow Caledonian University, Hull University Business School and Nottingham University Business School.

# LEGAL SUSTAINABILITY ALLIANCE

Another key partner who through which we engage in dialogue with key business leaders is The Legal Sustainability Alliance (LSA). The LSA was founded in 2007 by a group of leading law firms to

take positive action on climate change by measuring, reducing and reporting on their carbon footprint.

Since that time the LSA has grown both in size and scope into a network of nearly 300 firms across the UK with members varying from small practices to multinational global firms.

Newcastle Business School has been assisting the LSA as they have shifted their focus on , environmental sustainability toward a more inclusive and holistic focus which now includes social and economic

issues too. LSA member firms are today committed to looking at and acting on all areas of sustainability.

The day to day work of the LSA to deliver these aims falls into three main areas: Communication & Influence, Engagement & Support and Measurement, Reporting & Sustainability – each with a series of clearly defined and targeted objectives to ensure we are as active and effective as possible. Through our involvement Newcastle Business School has begun dialogue with leading law firms on PRME issues.



During November 2016, Northumbria University, Newcastle hosted a Big Top Tent at the Disruptive Innovation Festival (DIF), which is curated by the The Ellen MacArthur Foundation (EMF).

The Festival aims to help develop knowledge and practice that will lead to a more sustainable future. The Ellen MacArthur Foundation have developed a Circular Economy model that seeks to deliver both business and environmental benefits.

As part global Disruptive Innovation Festival, we hosted a 24 hour Circular Economy Innovation challenge called 'Our Relationship with Food'. The event involved students from Newcastle Business School alongside those from Northumbria University's Design, Engineering and

Health-studies all working together to create innovative responses to key Circular Economy challenges that face companies working within the food sector.

We engaged with companies who joined us to sponsor challenges, offer a specific challenge or a little of their time & expertise and provided food to help fuel the 24 hours and a prize for the winning team(s).

Challenges ranged from issues around logistics, packaging, production, preparation, retail and consumer-behaviour.



Responsible Business North East (RBNE) is a growing network of business, public sector and third sector organisations with a special interest in making responsible the USP of the North East. The network is led by academics at Newcastle Business School alongside a steering group of representatives from local business and civil society.

In April 2015, a breakfast event was held at Newcastle Business School and this challenge was set out by Peter Walls, the Prince of Wales Ambassador for Responsible Business in the North East.

In November 2015, we set about answering this challenge with a morning event at the Northern

Design Centre. There were some great round table discussions on what responsible business means and what good practice examples exist in the region - the answer is lots, but there could be more.

In order to continue to promote responsible business activities the RBNE runs a regular seminar series open to the general public. Past speakers have included Professor Teerooven



Soobaroyen (Essex Business School) speaking on concerns about excessive payments to charity chief executives and the impact of governance mechanisms on executive pay in the UK charity sector, and Professor Chris Cowton, Professor of Financial Ethics and former Dean of the Business School at Huddersfield University on Virtue Theory and Accounting.

The RBNE continues to grow and activities are being planned for Responsible Business Week during April 2017.

# Looking forward: Action Plan 2017-19

Newcastle Business School is committed to building on our work to date on the UN PRME principles. We understand that the more actions we can undertake on gaining the support of our staff and students, the more likely it is that our mission will be successful. Over the next two years we intend to embark on a number of initiatives to strengthen our commitment to UN PRME.

## Participate in the 2017 PRME Global Forum<sup>18</sup>

Newcastle Business School will be an active participant at the 7th PRME Assembly, the 2017 Global Forum for Responsible Management Education, which takes place on the 18-19th in New York. We will use our presence there to continue to build our networks, develop our knowledge and capacity and promote our PRME activities to our stakeholders.

## Host the 2017 UK and Ireland PRME Regional Chapter<sup>19</sup> meeting and Annual conference.

June 2017 will see Newcastle Business School host the 4th annual conference of the PRME Regional Chapter UK and Ireland. The theme of the conference will be 'Envisioning the Future of Responsible Management Education in the era of the Sustainable Development Goals'. The conference will bring together advocates of responsible citizenship, management and leadership from universities and institutions across the UK and Ireland.

## Host a Global Compact<sup>20</sup> Roadshow

Working in partnership with the Global Compact UK Network, Newcastle Business School will deliver a Sustainable Development Goals (SDG) Workshop in the first half of 2017, in the form of a 'SDG Roadshow'. The aim of the Roadshow is to raise awareness of the SDGs and motivate business, academic, government, and third sector communities around the UK to contribute to achieving them.

## Embed the Sustainability Literacy Test<sup>21</sup> into our curriculum

Sustainability Literacy is the knowledge, skills and mindsets that help compel an individual to become deeply committed to building a sustainable future and allow him or her to make informed and effective decisions to this end. We will embed the Sustainability Literacy Test into our curriculum to ensure that every one of our students is equipped with the knowledge and skills to address the current social, economic & environmental challenges the world is facing.

## MBA Development

We will continue to develop our new MBA programme which will be shaped by our commitment to PRME and embed the principles of ethics, responsibility and sustainability into the core of the programme.

<sup>18</sup> "PRME - Global Forum - General Information." <http://www.unprme.org/global-forum/>.

<sup>19</sup> "PRME UK." <http://www.unprme.org.uk/>.

<sup>20</sup> "Global Compact Network UK." <http://www.globalcompact.org.uk/>.

<sup>21</sup> "Accueil." <http://sulitest.org/>.

## Staff Development

We intend to actively engage staff, in particular new colleagues about PRME, the UN Sustainable Development Goals, and the principles of ethics, responsibility and sustainability in general. A timetable of staff seminars and engagement sessions is in development which will provide a forum for active dialogue, reflection and engagement with PRME and the Sustainable Development Goals.

## Research

Building upon the development of our Responsible Business Signature research theme we intend to increase our research funding bidding activity, recruit additional research students and establish a Responsible Business Working Paper series to encourage more staff to engage in ethics, responsibility and sustainability related research.

## Curriculum Renewal and Assurance of learning

We will continue to develop our renewed undergraduate courses towards full roll out in 2019. We will review and revise assurance for learning practices ensuring that responsible management learning goals are incorporated into learning, teaching and assessment activities. Staff will be supported in the design of innovative activities that integrate sustainability related material into lectures, seminars and workshops. We will continue to promote participatory and experiential approaches to learning and teaching to ensure that we provide a stimulating and intellectually challenging environment for our students.

## Student Ambassador Programme

We recognise that students themselves are often the best ambassadors for our activities and programmes. We will establish a PRME Student Ambassador Programme which will develop students to promote our PRME activities to other business students, across the University as a whole, and to prospective students on open days and engagement events. We will build the capacity in our students to develop PRME activities themselves giving them ownership of PRME within the business school.





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