

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION REPORT



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

Sharing Information
on Progress Report
2017-2018

June 2019

NEWCASTLE.EDU.AU



AACSB
ACCREDITED

PRME Principles for Responsible
Management Education
an initiative of the United Nations Global Compact

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INTRODUCTION FROM THE PRO-VICE CHANCELLOR AND EXECUTIVE DEAN



The Faculty of Business and Law is a dynamic learning community that offers comprehensive degrees embedded with real-world experiences and opportunities for industry collaboration at a local, national and international level.

We strive to make a difference by addressing some of the great challenges we face regionally and globally. We have a strong team of researchers dedicated to tackling issues such as climate change, disaster relief, indigenous participation and gender equality. We have strong collaborative partnerships with our communities and industry, and we actively engage these partners in dialogue and debate about issues of global significance.

Newcastle Business School provides opportunities for more than 200 students each year to take part in international immersions, placements, student exchanges and leadership programs in countries including

China, France, Japan, Fiji, Vietnam and Singapore. These students are challenged to explore a number of issues in line with the Principles for Responsible Management Education (PRME) and the Sustainable Development Goals.

The School, in partnership with the Hunter Research Foundation Centre, has a significant role in supporting the evolution of the City of Newcastle and the Hunter by informing industry, government and the community with socioeconomic evidence.

Our progress in implementing the PRME six principles is outlined in this progress report. We will build on this strong foundation to further embed our commitment to PRME in our research, teaching and engagement.

Professor Tony Travaglione
Pro Vice-Chancellor and Executive Dean
Faculty of Business and Law

THE UNIVERSITY OF NEWCASTLE BY NUMBERS



No.1

university in Australia for
Innovation Connections for
'industry collaboration'¹



7,221

international
enrolments from
over 114 countries²



300+

industry partners



40 YEARS
OF MEDICINE

2,521

postgraduate students
by coursework

1,428

postgraduate students
by research

\$90K

median salary
for postgraduate
employment⁴



**ALTERNATIVE
ENTRY PROGRAMS**

largest provider of
alternate entry programs
in Australia



WGEA

Employer of Choice
for Gender Equality,
4 years in a row

1. League table 2017, Innovation Connections program, AusIndustry.
2. The University of Newcastle Data Warehouse 7 February 2019
3. Overall Employment - postgraduate coursework Graduate Destination Survey 2018, Graduate Outcomes Survey 2018 (qilt.edu.au)
4. The University of Newcastle Data Warehouse 7 February 2019
5. 2019 Good Universities Guide
6. The University of Newcastle Data Warehouse, as at 7 February 2019
7. Excellence in Research Australia, 2015
8. The University of Newcastle Data Warehouse 7 February 2019



FIVE FACULTIES

Engineering and Built Environment,
Health and Medicine,
Science, Business and Law and
Education and Arts



5-STAR

maximum rating for overall experience
and social equity⁵

36,677

students from more
than 114 nations
educated and supported
by 2,680 staff⁶



95%+

postgraduate
employment rate³



TOP 8

in Australia for research 'well
above world standard'⁷

142,000

alumni based in
145 countries across the globe

OVER 1,000

Indigenous enrolments -
the University of Newcastle
being the first Australian university
to achieve this⁸

OVERVIEW OF THE NEWCASTLE BUSINESS SCHOOL

A MESSAGE FROM THE DEAN OF BUSINESS



The Newcastle Business School is pleased to present its Principles for Responsible Management Education (PRME) Sharing Information on Progress (SIP) Report for the period ending May 2019. Our SIP provides a description of practical actions that we have taken to implement the six PRME Principles during the past 24 months.

This, our second SIP report, demonstrates our achievements. We are proud to show good progress with respect to all six PRME principles. We have done so through initiatives in research and teaching, as well as through increasing community and industry engagement.

In 2017, we committed to embedding learning objectives that are pertinent to responsible management into our assurance of learning. In particular, we have begun to assess the extent to which all of our degree graduates attain skills and knowledge relevant to competencies such as ethical management and social responsibility.

As part of our awareness campaign, we have started to display the Sustainable Development Goals logos on University digital signage within the school building to promote events such as academic seminars and presentations by external organisations. Some of our course assessment requirements were also modified over the past two years to include more focus on reflecting on issues around ethics, sustainability, responsibility and the Sustainable Development Goals.

The School developed a PRME working party comprised of academics, professional staff and students. This working party was instrumental in raising the prominence of the PRME principles within the school and developing future goals and objectives.

In addition to continuing our current work in support of the six PRME principles, our key objectives over the next 24-month period will be to:

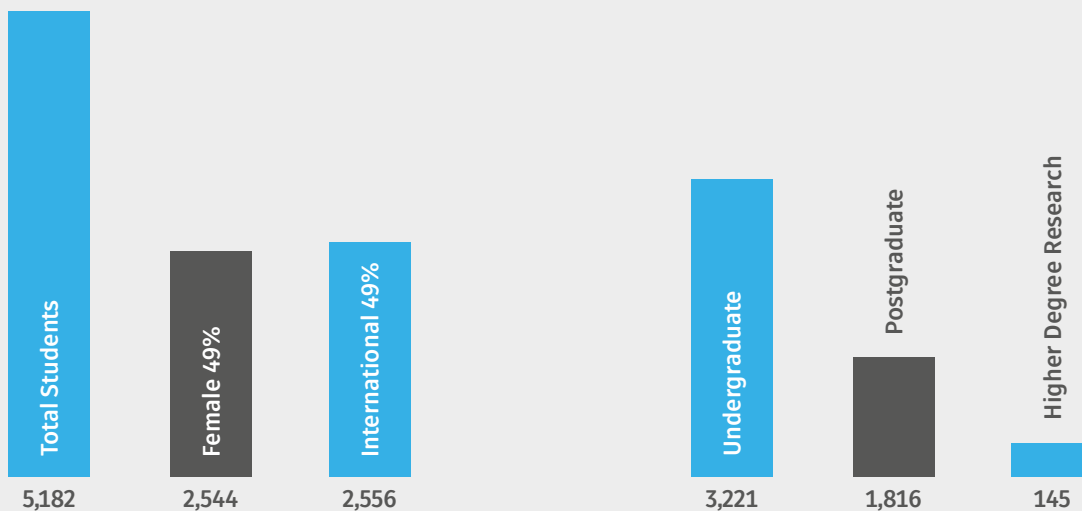
- undertake more comprehensive mapping of Sustainable Development Goals in curriculum and research output
- embark in deeper and more prominent engagement in Sustainable Development Goal Day in September 2019 and 2020
- increase visibility of the Sustainable Development Goals in course materials such as course outlines by 2021
- implement a staff and/ or student award for Ethics, Sustainability and Responsibility to assist with embedding the PRME values within the School
- in future revisions of the School mission, include a stronger emphasis on PRME related principles
- introduction of PRME related workshop/seminar series.

The School looks forward to working together to help educate globally aware and responsible leaders of the future.

Professor Morris Altman
Dean of Business

OVERVIEW OF THE NEWCASTLE BUSINESS SCHOOL

STUDENTS



Source: NINA 2018 Data
Number of Students by Program Level

Source: NINA 2018 Data

PROGRAMS OFFERED BY THE SCHOOL

UNDERGRADUATE

Majors for Bachelor of Business

- Entrepreneurship and Innovation
- Governance, Policy and Political Economy
- Human Resource Management
- International Business
- Leadership and Management
- Marketing
- Sports Management
- Tourism

Majors for Bachelor of Commerce

- Accounting
- Economics
- Finance

POSTGRADUATE

- Graduate Certificates (7)
- Masters Degrees (9)
- Double Masters Packages (5)

HIGHER DEGREE RESEARCH

- PhD

TOP 200

in the world for Business and Economics ¹

TOP 150

in the world – Management Administration ²

TOP 150

in the world - Management ²

¹ Times Higher Education Subject Rankings 2018

² Shanghai Ranking's global rankings of academic subjects 2019



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.



OUR CURRICULUM

The primary way that the Newcastle Business School seeks to develop the capabilities of students to be future generators of sustainable value for business and society is through our curriculum. The program learning outcomes for all programs offered throughout the Newcastle Business School include objectives such as an understanding of ethical, economic, regulatory, social and global perspectives.

In 2017, the school sought to ensure that the learning objectives which are pertinent to responsible management were completely embedded into our Assurance of Learning (AOL) process and were being measured. In 2019 we can report that as part of AOL, each program has a learning goal around 'Global, Cultural and Ethical Awareness' and a schedule for where this will be assessed as part of the program.

The next phase of this process will be to examine the data, to ensure that our graduates indeed hold and practice these values. Complete data for Assurance of Learning is not yet available, as programs are only measured twice in a five year period. Preliminary data indicates that for our MBA, Master of Professional Accounting, Bachelor of Business and Bachelor of Commerce programs, more than 80% of our students are assessed as having a satisfactory level of Global, Cultural and Ethical Awareness. We look forward to collecting this valuable data and examining how we can continue to improve on these results.

IMPLEMENTATION OF PRME RELATED ACTIVITIES

In 2017, the Newcastle Business School appointed an academic lead for PRME and established a working group. This working group is comprised of Undergraduate, Postgraduate and Higher Degree Research students; academic staff from the Newcastle Business School and external student representatives from the University of Newcastle United Nations Society. This committee has been focused on driving the PRME agenda within the school and has primarily focused on creating awareness of PRME amongst students and staff. Progress has been made on the Newcastle Business School PRME website and a general awareness campaign throughout the school. The committee has implemented some changes to digital signage (now displaying sustainable Development Goals) and presentations have been made at School Board meetings.

Members of the working group were recently promoted university wide as part of 'Enterprise + Innovation Month', as 'Explorers of Management and Social Change'. Ms Julia Weber and Mr Amit Kumar spoke about how PRME aims to move the world forward by helping future business leaders understand sustainable development goals as good business practice.

The working group and the Dean have made a commitment to the following goals for the next two years:

- undertake more comprehensive mapping of Sustainable Development Goals in curriculum and research output
- embark in deeper and more prominent engagement in Sustainable Development Goal Day in September 2019 and 2020
- increase visibility of the Sustainable Development Goals in course materials such as course outlines by 2021
- implement a staff and/or student award for Ethics, Sustainability and Responsibility to assist with embedding the PRME values within the school
- in future revisions of the school mission, include a stronger emphasis on PRME related principles
- introduction of PRME related workshop/seminar series



Ms Julia Weber and Mr Amit Kumar, PRME representatives for E + I Month at the University of Newcastle

SCHOOL MISSION

The Newcastle Business School's mission is to build and sustain a vibrant learning community that advances business knowledge.

In working to achieve our mission, we pursue:

- a. opportunity for academic development that builds our research capabilities, both within disciplines and across disciplinary boundaries;
- b. collaboration with local, national and international partners;
- c. research-led and student-focused teaching and learning opportunities.

In 2020 this mission statement is due to undergo a review. The Newcastle Business School will ensure that responsible management and other PRME related principles are given much more consideration in the next iteration.



PRINCIPLE 2

VALUES

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

ORGANISATIONAL PRACTICES

The University of Newcastle stands as a global leader distinguished by a commitment to equity and excellence and to creating a better future for its regions through a focus on innovation and impact.

The University of Newcastle holds that universities are committed to the discovery and transmission of knowledge, wisdom and learning for the betterment of society. We are committed to the Code of Conduct values of honesty, fairness, trust, accountability and respect.

THE UNIVERSITY OF NEWCASTLE VALUES

Equity and social justice - We provide opportunities for people with ability, regardless of their background and experiences. We lead in providing education for indigenous Australians.

Excellence - We deliver the highest quality in everything we do and benchmark ourselves against the world's best.

Engagement - Our staff, students and alumni are a resource for our whole community. We are partners and collaborators in world-class research, teaching and learning, and our skilled graduates contribute to our regions, Australia and the world.

Innovation - We challenge standard practice and received wisdom. We are world leaders in generating new knowledge and translating innovative ideas into real benefits to society.

Integrity - We are open, ethical, rigorous and committed to the highest standards in academic enquiry. We are champions of academic freedom and professional responsibility.

Sustainability - We are leaders in environmental sustainability. We make a significant contribution to the economic, social and environmental capacity of our communities.

EQUITY AND DIVERSITY

The University of Newcastle is acknowledged as a leader in providing opportunities for people from all walks of life. We are proud to create an environment that empowers our staff and students to reach their potential.

The University's Workforce Gender Equity Plan - Progress to Equity outlines a suite of actions proposed (under the SAGE Athena SWAN action plan and more broadly) to address known gaps and other issues. The plan outlines the University's actions that underpin a shared commitment to:

- foster an inclusive and equitable organisational culture
- embed accountability for leaders in gender equity
- attract and retain more women in under-represented areas (STEM)
- increase the number of women in senior and leadership positions
- support women's careers through training, leadership and development
- close the gender pay gap
- maintain a flexible workplace culture.



Dr Bobae Choi (far left) with fellow University of Newcastle WIR fellowship recipients

ATHENA SWAN BRONZE AWARD

The University of Newcastle is proud to be among the first 15 Australian research institutions to receive the Bronze Award under the Athena SWAN Charter.

The Athena Swan Bronze Award recognises a solid foundation for eliminating gender bias and developing an inclusive culture that values all staff. This includes:

- an assessment of gender equality in the institution, including quantitative (staff data) and qualitative (policies, practices, systems and arrangements) evidence and identifying both challenges and opportunities
- a four-year plan that builds on this assessment, information on activities that are already in place and what has been learned from these
- the development of an organisational structure, including a self-assessment team, to carry proposed actions forward.

We have more than 80 actions in our four-year plan, such as the establishment of key leadership roles, including the inaugural Women in STEMM Chair and five new Assistant Deans Equity, Diversity and Inclusiveness roles.

Other initiatives include the setting of KPIs for STEMM faculties where greatest under-representation of women exists; ongoing funding for Women in Research Fellowships; and the engagement of leaders and staff through promotion of the Gender Equality Leadership Pledge.



WORKPLACE GENDER EQUALITY ACT

In February 2018, the University of Newcastle was recognised as an Employer of Choice for Gender Equality for the fourth consecutive year. The WGEA Employer of Choice for Gender Equality citation is a leading practice recognition program that aims to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

We are a University of excellence for Indigenous employment, education and research.

We have the highest number of Indigenous staff of any university in Australia. Aboriginal and Torres Strait Islander people currently make up 2.8 per cent of our staff. Our Aboriginal and Torres Strait Islander Employment Strategy *Maligagu* focuses on attracting quality applications for academic and professional positions at all levels across the University. We provide an internal environment that promotes professional and personal growth for Indigenous staff and develop strong collaboration with relevant community organisations.

WOMEN IN RESEARCH (WIR) FELLOWSHIPS

The University of Newcastle places incredible importance on championing diversity and gender equity in the workplace, across academia and within research. With females representing 56 per cent of the university sector workforce but holding only 35 percent of senior academic positions, the University of Newcastle's Women in Research (WIR) Fellowship is designed to champion diversity and gender equity in the workplace.

Now in its second year, the WIR Fellowship attracts numerous highly-competitive applicants across a variety of fields and areas of research. Dr Bobae Choi from the Newcastle Business School is one of the seven recipients of the University of Newcastle Women in Research Fellowship for 2018.

The Scholarship provides funding for mentorship from senior academics, training, placement and travel opportunities, networking events, as well as support for juggling family/career responsibilities.



THE WOLLOTUKA INSTITUTE

The Wollotuka Institute is guided by the teachings of our Nguraki (elders/cultural mentors) whose wisdoms are respected and honoured. Our Nguraki and Community played a pivotal role in shaping and developing a locally defined set of Cultural Standards which reflect and embrace the cultural essence to which our goals are directed and to guide how we operate.

Wollotuka is committed to the advancement and leadership of Indigenous education at a local, national and global level. It also continues to draw strength from culture, communities and past journeys. Wollotuka consolidates all Indigenous activities of the University under one strategic and operational body.

ACCESSIBILITY

At the University of Newcastle, we want our staff to reach their full potential. This is why we have made it our priority to remove the structural, attitudinal and environmental barriers which may stop a staff member with a disability from giving their best. We will achieve this through the Accessibility Action Plan 2015 - 2020.

The University of Newcastle works with WorkFocus Australia (a disability advisory service) to become more informed about the various types of disabilities and to develop tailored plans to recruit and retain people with a disability.

LGBTIQ

The ALLY Network is a key initiative aimed at creating a more inclusive culture at the University of Newcastle by promoting greater visibility and awareness of lesbian, gay, bisexual, transgender, intersex and/or queer, + other diverse sexual orientations and gender identities. (LGBTIQ+) staff and students and their related issues.

The Network offers professional development and training to staff and students who are prepared to advocate on behalf of members of the University of Newcastle's LGBTIQ+ community.



EXCELLENCE FOR EQUITY IN HIGHER EDUCATION

The University of Newcastle is proud of its reputation for being an institution not only of excellence but also one that embraces equity. Through the Centre of Excellence for Equity in Higher Education (CEEHE), the University is committed to developing an agenda that brings equity practice and research together, and in doing so, provides a robust suite of multidisciplinary research and practice to offer leadership in equity both nationally and internationally.

MULTICULTURALISM

At the University of Newcastle, we are committed to upholding the principles of Multiculturalism. The University has a diverse student and staff population and is committed to ensuring an inclusive culture for people of all backgrounds, culture and religion. The University of Newcastle has a *Multicultural Action Plan (2015 - 2020)* and has the following goals:

1. Recognise and acknowledge the diverse backgrounds, languages, experiences and skills of students and staff; and celebrate the contribution and importance they bring to the wider community.
2. Demonstrate innovation and leadership in inclusive practices in widening participation, quality teaching, research, administration, management and in enabling support programmes to ensure people have equal access to the University regardless of culture, religious identity or background.
3. Ensure meaningful engagement of students and staff from multicultural and diverse backgrounds in planning for improvement of the University as a global leader in higher education at all levels of planning.
4. Acknowledge the changing needs of people from diverse backgrounds, which require regular assessment and updating of resources, as well as the training and information that is available to students and staff on areas of diversity and culture.
5. Implement policies and practices that are inclusive, non-discriminatory and anti-racist to ensure protection against ethnic, racial and culture-based discriminations and their ability to express their specific needs and concerns.

NEWCASTLE BUSINESS SCHOOL CURRICULA

The University of Newcastle and Newcastle Business School value the principles related to PRME and the values of global corporate responsibility are covered in a large number of courses on offer throughout the Business School as illustrated in the table below (more detail provided in Principle 3).

As a future goal, the Newcastle Business School plans to embed the Sustainable Development Goals into the course outline which students receive at the commencement of their course.

NEWCASTLE BUSINESS SCHOOL COURSES COVERING PRME RELATED THEMES

UNDERGRADUATE	POSTGRADUATE
ACFI1001 Accounting for Decision Maker	GSBS6001 Managing Under Uncertainty
ACFI1002 Accounting Practice	GSBS6003 Globalisation
ACFI1003 Introduction to Finance	GSBS6004 Organisational Behaviour and Design
ACFI2003 Management Accounting	GSBS6005 Marketing Management and Planning
ACFI2012 Accounting for Corporate	GSBS6006 Employment Relations in Globalised Economies
ACFI3000 Contemporary Accounting Issues	GSBS6007 Managing Human Resources in International Organisations
ACFI3001 Accounting Theory	GSBS6008 Global Business Management
ACFI3002 Issues in Fin Accounting	GSBS6009 Cross-Cultural Management-Ethics, Global, Cultural
ACFI3004 Taxation	GSBS6013 Customer Decision Making and Behaviour
ACFI3005 Auditing & Assurance	GSBS6014 Digital Marketing
ACFI3007 Accounting and the Sustainability Ethos	GSBS6015 Services and Relationship Marketing Management
ACFI3070 Issues in Taxation	GSBS6040 Human Resource Management
BUSN1001 Globalisation and International Management	GSBS6041 Global Marketing Strategy and Planning
BUSN3001 Project in Business	GSBS6042 Employment Relations
BUSN3002 Industry Placement	GSBS6060 Strategic Management
BUSN3500 International Work Placement in Business	GSBS6100 Negotiation and Conflict Resolution
BUSN3600 International Study Experience	GSBS6143 Applied Portfolio Management
ECON1001 Microeconomics for Business Decisions	GSBS6145 International Financial Management
ECON1002 Macroeconomics in the Global Economy	GSBS6150 Individual Financial Planning
ECON2002 Intermediate Macroeconomics	GSBS6192 Strategic Human Resource Management
ECON3002 Economic Development	GSBR6201 Research Methods 1
ECON3003 Global Trade and Finance	GSBR6204 Research Proposal
ECON3004 Money & Banking	GSBS6420 Macroeconomic Analysis
ECON3006 Environmental Economics	GSBS6430 Issues in Developing Economies
ECON3008 International Macroeconomics	GSBS6481 International Business Strategy
IBUS1000 Managing International Business Risk	GSBS6484 Corporate Governance & Social Responsibility
IBUS2001 Cross-Cultural Management and Negotiations	GSBS6505 Marketing Research in Practice
IBUS2003 International Trade Logistics	GSBS6507 Professional Practice in Human Resource Management and Employment Relations
IBUS3000 International Business Strategy	GSBS6513 Project in Entrepreneurship and Innovation
IRHR1002 Dynamics of People and Work in Organisations	GSBS6514 Leadership in Contemporary Organisations
IRHR2010 Intro to Industrial Relations	PACC6001 Management Accounting
IRHR3000 Applied HRM & Employment Relations	PACC6002 Auditing and Assurance Services
IRHR3035 Managing Diversity	PACC6004 Financial Accounting 2
IRHR3040 Negotiation and Advocacy	PACC6005 Financial Accounting 3
IRHR3510 Human Resource Development	PACC6006 Taxation Law
IRHR3540 Inter Human Resource Management	PACC6007 Economics

LEIS1000 Leisure Behaviour and Organisation	PACC6009 Business Law
LEIS2000 Sports Operations Management	PACC6010 Company Law
LEIS3000 Managing Events	
LEIS3001 Sports Leadership	
MKTG1001 Foundations of Marketing	
MKTG2010 Marketing Research	
MKTG2101 Consumer Behaviour	
MKTG3002 Digital and Social Media Marketing	
MKTG3004 Advertising and Marketing Communications Strategy	
MKTG3040 Services Marketing	
MKTG3060 International Marketing	
MNGT1001 Introduction to Management	
MNGT1002 Introduction to Entrepreneurship and Innovation	
MNGT2001 Business Strategy	
MNGT2002 Business Venturing	
MNGT2003 Entrepreneurial and Innovation Diversity	
MNGT2004 Managing Innovation	
MNGT2005 Leadership and Ethics	
MNGT2006 Decision Making under Uncertainty	
MNGT3002 Knowledge Management	
MNGT3006 Entrepreneurial Strategy	
MNGT3007 Social Entrepreneurship	
MNGT3008 Advanced Innovation Management	
MNGT3009 Business Development and Growth	
MNGT3011 Leading Organisational Change	
MNGT3012 Strategic Business Management	
OPSM2000 Supply Chain Management	
OPSM3001 Supply Chain Strategy	
POLI1010 Australian Politics and Government	
POLI1020 Introduction to Politics	
POLI2202 Global Terrorism: Politics and Problems	
POLI2203 International Political Economy and Global Development	
POLI3001 Organisations	
POLI3002 Power and the State	
POLI3120 Challenging Political Discourses	
POLI3180 Politics, Policy & Government	
POLI3190 United States Politics and International Relations	
TOUR2001 Tourism and Cultural Heritage	
TOUR2002 Visitor Management	
TOUR2003 Global Tourism Management	
TOUR3000 Tourism and Environmental Management	
TOUR3001 Destination Development	
TOUR3003 Tourism Marketing	
TOUR3004 Specialised Sectors of the Tourism Industry	



PRINCIPLE 3

METHOD

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



OUR COURSES

Newcastle Business School aims to undertake more comprehensive mapping of PRME related topics and the Sustainable Development Goals in the next two years. It is hoped that there will be a number of courses where the course outline specifically highlights the Sustainable Development Goals that will be addressed as part of the course. There are, however, currently a large number of courses that touch on PRME related topics (as outlined in Principle 2), of which the following courses have been identified as those with the greatest impact with reference to the Sustainable Development Goals.

ACFI3007 ACCOUNTING AND THE SUSTAINABILITY ETHOS

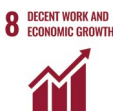
This Course takes an interdisciplinary approach in introducing third-year Bachelor of Commerce students to ways of facilitating societal learning about sustainable development in the face of increasing environmental degradation, and despite uncertainty inherent in the science of climate change. Students will tease out theoretical constructs that should inform any process of measuring attributes of sustainable performance, and will critically evaluate the usefulness of this information to enable society to embark on a journey of engaging with the sustainability ethos in a responsible manner.



ECON1001 MICROECONOMICS FOR BUSINESS DECISIONS

The microeconomic principles covered in this course apply to both the individual and the firm, as students are introduced to economic analysis and its applications in topics such as: Consumer-Choice, Competition, International Trade and Finance, Market Forces, Market Failures, Public Policy, Poverty and Welfare.

The course also addresses contemporary public policy issues such as pollution, resource depletion, provision of public goods and services, rental controls, minimum wages, and taxes and subsidies. The course develops the students' ability to critically analyse economic events at the local, national and international scale.



IRHR2010 INTRODUCTION TO INDUSTRIAL RELATIONS

The effective management of complex employment relationships is a critical function in contemporary organisations. The course introduces industrial relations delineating its essential concepts. In so doing, it considers the historical dimensions of work and the employment relationship, and the origins and the development of industrial relations up to the present time. Particular detailed attention is given to the present day structures and characteristics of employee representation, management and employers' associations. This is complemented by an examination of the role of the state, and how recent systemic changes affect state regulation and the workplace. The problem based learning structure allows students to develop their inquiry and communication skills.



IRHR3035 MANAGING DIVERSITY

Management of diversity impacts both organisational performance and environment. This course aims to introduce students to a range of theoretical and applied approaches from various disciplines, so students can analyse workforce diversity in modern organisations and then design, evaluate and implement strategies to manage workforce diversity. Federal and state interventions which address labour market inequality and issues of gender, culture, disability, age and work/life balance etc, especially in Australia, are analysed. How diversity is managed at an organisational-level is the PRINCIPLE focus of the course. The social, legal and equity issues relevant to managing diversity in enterprises from both a national and international perspective are also addressed.



MNGT2005 LEADERSHIP AND ETHICS

Leadership and ethics have never been so important in contemporary business environments given high profile cases of ethically-compromised corporate failures. This course introduces students to the concepts of ethics and ethical behaviour within the context of leadership for the 21st century. The course will examine contemporary dynamic and complex business environments and explores the need for leaders to manage effectively ethically challenging situations, whilst seeking to balance the (often conflicting) expectations of multiple stakeholders. It examines both the foundations of ethical approaches within the context

of leadership and the dominant normative leadership theories as well as emerging values-driven leadership theories. It evaluates such theories and examines closely contemporary issues in leadership and the special role the leader in nurturing ethically-orientated organisations. In addition, students will also be introduced to the UN Sustainable Development Goals – ‘17 Goals to Transform Our World’. In the workshops we discuss the role of leadership in addressing these Sustainable Development Goals.



TOUR3001 DESTINATION DEVELOPMENT

This course examines tourism planning as both a process and as a set of techniques for sustainable tourism development. Tourism is a dynamic industry sector which is heavily influenced by political forces and their policies. Public policy determines the manner in which the tourism industry exists within communities and operates in the marketplace as it guides industry practice, tourism planning and development. To develop sustainable patterns within the tourism sector requires knowledge of the processes of policy development, stakeholder involvement, questions of implementation and the consequences thereof. In this course, students will evaluate public and private sector roles relating to the nature of tourism development in specific settings, and its parameters and constraints. Students will study the physical environment of strategic planning, and the social, cultural and political contexts of tourism planning and policy making. This course is designed to develop both professional knowledge and skills in tourism policy-making processes, strategic tourism planning and the evaluation of tourism plans and policies from local, national and international industry perspectives.



GSBS6100 NEGOTIATION AND CONFLICT RESOLUTION

Using a workplace and organisational perspective, this course analyses the nature of conflict and how it is 'resolved' from a variety of theoretical and applied perspectives. Students will be able to describe and apply a range of conflict resolution methods including mediation, negotiation, and advocacy. The course is practically oriented. Students develop conflict resolution skills particularly through group-based formal negotiations within the general context of business organisations and the specific context of employment relations law and practice. Adopting a problem based learning approach, the course emphasises the importance of student's communication skills as an essential attribute in effective conflict resolution.



GSBS6430 ISSUES IN DEVELOPING ECONOMIES

Many developing countries continue to be blighted by poverty, land degradation and other serious problems. How should the international community respond or can governments in developing economies address their own problems? These issues have become increasingly important in a global environment characterised by increasing interconnectedness of people and places. Widespread global changes have made the understanding of these issues more challenging but even more critical. This interdisciplinary course critically examines the major problems facing developing countries.



GSBS6411 INTRODUCTION TO CO-OPERATIVE MANAGEMENT AND ORGANISATION

This introductory course provides students with a theoretical and practical framework for understanding the origins, principles and values, and the strengths and weaknesses of the co-operative business model. It seeks to explain how this business model is positioned in relation to the market, social and sharing economies. It explores different types of co-operatives based on different models of ownership and considers how and why these types have emerged and continue to evolve to provide solutions to a range of social, economic and environmental problems in Australia and internationally. This course examines contemporary challenges with co-operative law, capital-raising, governance and management and seeks to identify barriers to co-operative growth and development.



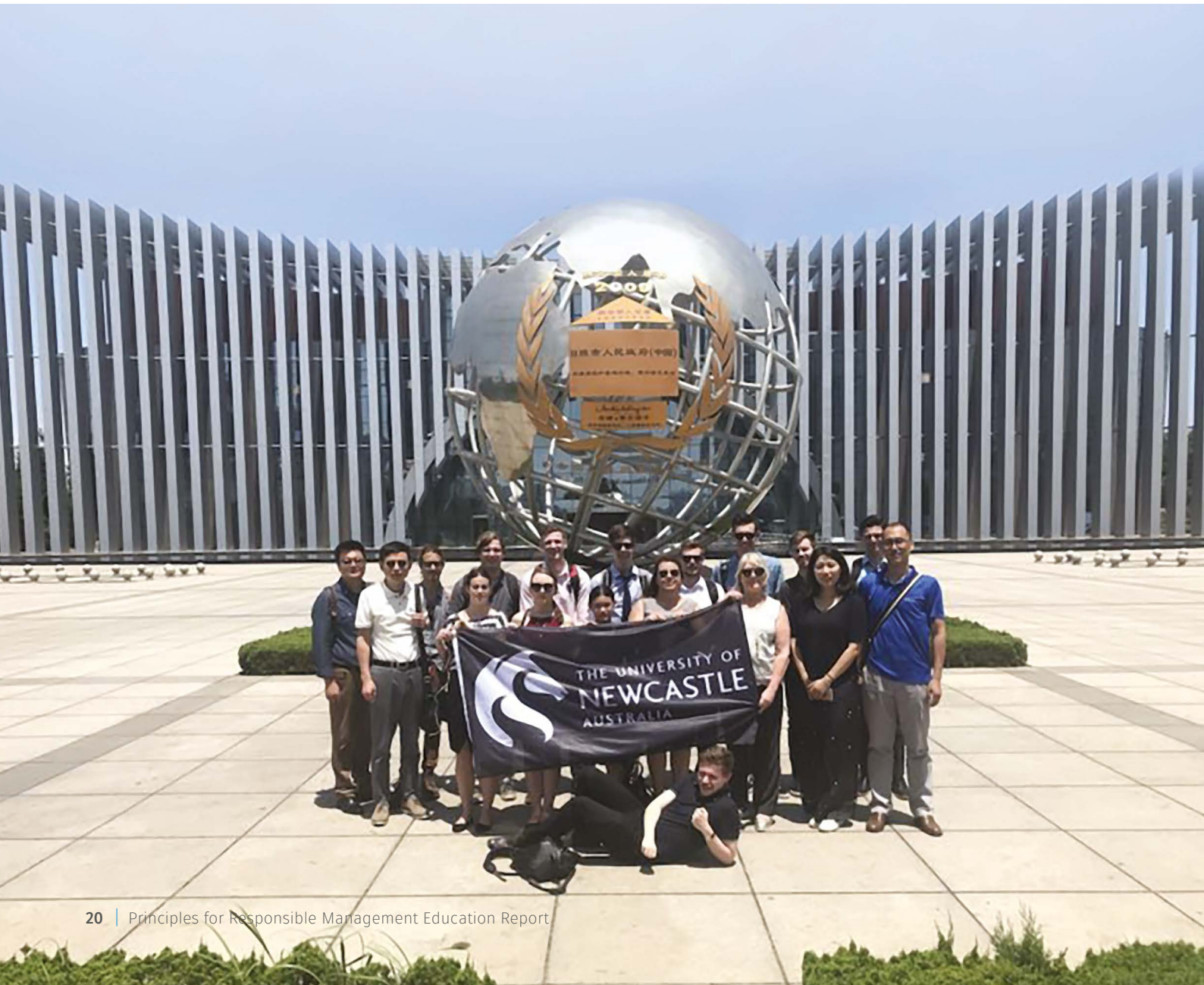
GSBS6484 CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

Corporate Governance and Social Responsibility examines how corporations respond to ethical dilemmas whilst taking stock of the needs of their various stakeholders and the expectations of national governments. This requires an understanding of the social responsibilities of business in a global environment. The roles of government regulation and community collaboration, as they impact on businesses operating across cultures, are also explored and current reforms of corporate governance are analysed.



POLI2203 INTERNATIONAL POLITICAL ECONOMY AND GLOBAL DEVELOPMENT

This course introduces students to the study of international political economy (IPE) and global development. It examines the reciprocal, interactive relationship between politics and economics or between states and markets in the contemporary international system. It does this through learning about four key perspectives in IPE - neo-classical, institutional, feminist and Marxist - in relation to five key debates in global-local (glocal) development. These include global hunger and food sovereignty; poverty and gender; inequality and the state; precarity and post-work utopias, and ecological crisis and climate change. The use of different theories to explore these debates will help students to describe, explain and suggest solutions to these global-local (glocal) issues and challenges.



STUDENT MOBILITY OPPORTUNITIES

CHINA INTERNATIONAL STUDY EXPERIENCE

In July 2018, a group of 14 undergraduate students undertook a two-week 'industry-focused' study tour in China. They visited a total of eight significant enterprises in China's energy and resource sectors, including those in steel making, renewable energy equipment manufacturing, e-waste recycling (circular economy), as well as an iron ore and coal importing port. A majority of these organisations are heavily involved in the value chain across Australia and China. The visit to the Rizhao city has been featured in the local newspaper, the Rizhao People's Society. The tour was led by Newcastle Business School's Associate Professor Hao Tan and with support from Dr Patricia Johnson and the University of Newcastle PhD student Jintao Zhang.



FIJI INTERNATIONAL STUDY EXPERIENCE

Supported by the 2018 New Colombo Plan Mobility Program, twelve students from the Newcastle Business School engaged in a 2-week education abroad program to create a commercial endeavour in Fiji. Using an entrepreneurial toolbox, the group stayed in the chiefly village of Serua village (on the Coral Coast) to develop a village homestay business that would appeal to future Australian university staff and students interested in a cultural education program in Fiji.

The final product, covers health and safety, educational opportunities, risk assessment, academic preparations, and fiscal management for the homestay and was created to provide a source of revenue for the local village. On the final evening of the program, the students presented their business venture as a commercial prototype for empowering local women in villages throughout Fiji.



SUPPORTING FEMALE STUDENTS

WiMBA

The WiMBA initiative aims to redress the gender equity imbalance by offering scholarships to female students in partnership with leading organisations. WiMBA provides the leadership skills and strategic perspective to move female employees into senior management and executive positions.

The Faculty of Business and Law is proud to support aspirational and high-achieving females with the Women in MBA (WiMBA) scholarship. Organisations who partner with the WiMBA Scholarship program show their commitment in addressing gender diversity in leadership, help grow the female talent pipeline and foster positive economic growth for the Newcastle region. An MBA has a significant impact on career pathways and is particularly acute in driving middle-managers towards executive roles. The WiMBA Scholarship is designed to promote the advancement of women who are ready to take their place among Australia's senior corporate community.



EMPOWER NETWORK

The EMPOWER Network is one that thrives off the shared values and mutual beliefs of women who want to make a difference. The Network is designed to help women in the process of becoming stronger and more confident in their ability to manage their own career.

EMPOWER provides a three-way connection between university students, industry professionals and high school students through a combination of face to face and online experiences and interactions. These connections are designed to inspire and inform young women about the study and career opportunities available in business, commerce, entrepreneurship and law, informing decisions regarding their work futures.

EMPOWER aims to:

- give women the confidence and strength to navigate and manage their own career development;
- create new networks and provide access to role models and influential peers;
- develop networking, leadership and business communication skills;
- expand workplace knowledge;
- provide real-world experiences that students can apply to their studies and their personal career choices.





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.

A number of researchers from the Newcastle Business School are making contributions in areas that connect with the PRME principles and the Sustainable Development Goals.

Professor Daniel Nyberg
Academic,
Newcastle Business School

OUR RESEARCHERS

THE LAKE MACQUARIE HOTSPOT PROJECT

Professor Daniel Nyberg

The Lake Macquarie ‘Hotspot’ project is a case study of the barriers and successes of climate adaptation in Australia. We use the term ‘hotspot’ to identify regions which are already having to negotiate the political, economic and social impacts of climate change. As climate mitigation strategies are increasingly delayed, rising temperatures and increases in extreme weather events are becoming increasingly evident. This is making the need for understanding climate adaptation and resilience increasingly important.

Lake Macquarie is built around Australia’s largest salt water lake, making it particularly vulnerable to sea level rise. In 2009, the federal government identified it as one of the six most vulnerable local government areas to climate change in Australia, with at least 6,800 properties at risk from sea-level rise and storm tide inundation by 2100. This led the city council to implement a range of measures aimed at assisting residents and planners to manage the worst impacts of climate change, and sea-level rise in particular. However, some of the measures implemented by the council – in particular, restrictions on development intensification and requirements to build new buildings 2.85 meters above sea-level – were met with strong resistance from the community and sections of the business sector. These concerns were focused on the impacts of the policies on property prices, insurance costs, and were often informed by an overall scepticism of climate science. The council responded to these concerns by rolling out an intensive deliberative democracy program of consultation with the community. Working on an area by area basis, the council used expert consultation and facilitation to co-design an adaptation plan with residents in the affected areas. The first of the reports resulting from this process was released in 2016.

Professor Daniel Nyberg and his teams’ research is aimed at understanding how the various concerns played out between residents, politicians, the council and business leaders throughout the process (which is still ongoing). As a region at the forefront of negotiating the challenges of adapting to climate change, the case study offers a unique opportunity to understand some of the key dynamics and concerns which arise. The council has been recognised as a leader in climate adaptation, yet the current research suggests that progress towards this has been slow and difficult.



EAST ASIA’S CLEAN ENERGY SHIFT: ENABLERS, OBSTACLES, OUTCOMES AND LESSONS

Associate Professor Hao Tan

With his colleagues from University of New South Wales and Macquarie University, Associate Professor Hao Tan has won an Australian Research Council (ARC) Discovery Project grant in the latest 2019 round, with AUD\$301,000 of funding awarded to the project. The project, entitled ‘East Asia’s clean energy shift: enablers, obstacles, outcomes and lessons’, will investigate the transition to a low carbon economy with a focus on the creation of key clean energy industries in two East Asian countries. The research team also includes Associate Professor Elizabeth Thurbon (UNSW), Dr Sung-Young Kim and Professor Emeritus John Mathews (MQU).



ARTICULATING VALUE IN HOUSING CO-OPERATIVES, RESEARCH FOR COMMON EQUITY NSW

Dr Sidsel Grimstad

As part of a research team led by Dr Louise Crabtree (Western Sydney University), Dr Grimstad is undertaking research into the cooperative housing sector.

The cooperative housing sector in Australia is diverse, including a majority of rental or zero-equity cooperatives and a minimal number of ownership or market-equity cooperatives. While the former are a mechanism for providing affordable housing, the latter are not necessarily oriented toward that goal, although some manage to retain affordability due to their location and social profile. The project will synthesise existing data from international and local jurisdictions to analyse different equity models and help the Australian sector move forward. The cooperative housing sector is not well researched, so the project will require the identification and generation of primary data.



ALTERNATIVE FUTURES AND REGIONAL PROSPECTS RESEARCH NETWORK: WORKING ACROSS DIFFERENCES, BEYOND CARBON, CAPITAL AND COMMODITY

Associate Professor Sara Motta

Associate Professor Motta is working on a project with colleagues from the Faculty of Education and Arts at the University of Newcastle, to bring new scope and reach to interdisciplinary research at the University of Newcastle by incorporating and consolidating the newly formed international 'Common Alternatives Network'. The

strategic network collaboratively studies and promotes alternative modes of development beyond carbon, capital and commodities with a focus on the prospects of urban development in Australian regional areas, particularly the Hunter Region. The team is uniquely comprised of experts from a broad range of disciplines who strongly share a common interest in contributing scholarly research to support the creation of a sustainable and inclusive future.



CARBON ASSETS MANAGEMENT

Dr Laura Luo

Dr Laura Luo, together with Professor Yan Jiang in Nanjing University of Finance and Economics (NUFE), has successfully secured a grant of approximately AUD\$100,000 with the National Natural Science Foundation of China entitled 'Carbon Assets Management Mechanisms' which will be funded from 2019 to 2022.

The purpose of this project is to build an effective carbon asset management mechanism to achieve energy conservation and emission reduction, which is critically important in transition to a low-carbon economy.

More specifically, three main research questions are explored:

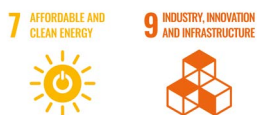
1. What green policies should be implemented to achieve energy conservation, emission reduction and green transformation?
2. What is an effective corporate carbon asset management and how it should be designed and implemented?
3. How do companies promote and improve corporate carbon trading and achieve low carbon development via existing capital market mechanisms?



A GLOBAL AND REGIONAL FORECAST OF THE ENERGY TRANSITION TO 2050

Associate Professor Hao Tan

Associate Professor Hao Tan has acted as an external expert for reviewing and commenting on the Energy Transition Outlook 2018 Report by DNV GL Group. The report was a major initiative by world-leading providers of third party and technical advisory services, and is independent from international organisations and national states. The report was launched in London and Oslo, with media coverage by Wall Street Journal, Houston Chronicle, Bloomberg, Reuters, Forbes and CNBC news.



SOCIAL IMPACT INVESTING

Professor Stephen Easton

Professor Easton and his colleague Associate Professor Sean Pinder (University of Melbourne) are examining the potential impact of socially responsible investing on expected returns and risk. This research examines the theoretical and empirical evidence with respect to this impact.

The evidence suggests that very well governed companies with strong employee relations and strong environmental performance may earn positive abnormal returns. However, for poorly governed companies socially responsible investing may involve agency costs that result in underperformance. Further, investing in firms whose core business is in industries that are widely seen as 'sin' industries may earn positive abnormal returns, and avoiding these firms may impose a financial cost on investors. Nevertheless, for investors with a diversified portfolio, the overall financial effect of socially responsible investing may be marginal. In those cases where socially responsible investing may be expected to result in financial harm to fund members, trustees may be in breach of their fiduciary duties.

One possible reform that may be considered is to allow trustees to consider non-financial criteria without breaching their fiduciary duties, provided that other prudential requirements are met. This research is ongoing.



PARTNERSHIP WITH BEYOND BLUE

Associate Professor Jamie Carlson and Dr Jessica Wyllie

Working in a multi-disciplinary team, led by Professor Frances Kay-Lambkin, Dr Jessica Wyllie and Associate Professor Jamie Carlson were awarded \$196,973 by the National Health and Medical Research Council in a Partnership Project Grant with Beyond Blue.

As a three year program, this research integrates technology (via the online eCLIPSE tool) into the management of mental health and alcohol/other drug use for the community and practitioners. Dr Jessica Wyllie and Associate Professor Jamie Carlson will lead the development and implementation of the digital marketing communications and online user engagement component of the online eCLIPSE tool.

Beyond Blue is an Australian independent non-profit organisation working to address issues associated with depression, suicide, anxiety disorders and other related mental disorders.

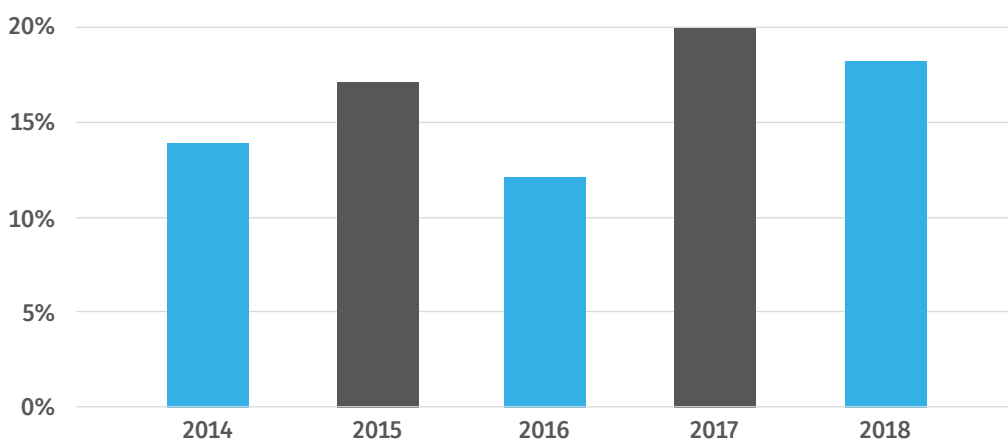


OUR PUBLICATIONS AND ENGAGEMENT

A number of academics for the Newcastle Business School have been researching in PRME related topics over the past five years. Our data indicates that the percentage of PRME related journal outputs have increased since the school became an Advanced Signatory of PRME in 2016.

The school hopes to develop a more comprehensive system to collect this data in the future and develop some tools to track publications that are aligned to the Sustainable Development Goals.

% OF PRME RELATED JOURNAL OUTPUTS



Voola R, Wyllie J, Carlson J, 'Transformational Learning Approach to Embedding Unsustainable Development Goal 1: No Poverty, In Business Curricula', Social Business, 8 369-385 (2018)

This paper explores transformational learning (TL) via critical reflection in a novel Master's course titled 'Poverty Alleviation and Profitability'. This course, run at a leading university in Australia, explores how for-profit businesses can alleviate poverty (United Nations Sustainable Development Goal 1) and obtain profits, simultaneously. A TL approach was adopted to challenge students' worldviews, including their existing assumptions about poverty and profits, and then shifting these assumptions with the aim of changing their behaviour.



Datt R, Luo L, Tang Q, Mallik G, 'An International Study of Determinants of Voluntary Carbon Assurance', Journal of International Accounting Research, 17 1-20 (2018)

Driven by a scarcity of literature on the issue, this study investigates corporate incentives for external carbon emissions assurance. Our sample comprises 5,184 firm-year observations across 44 countries between 2010 and 2014. The descriptive result suggests that 66 percent of the sample firms received assurance and the number of firms that adopted carbon assurance increased during the period investigated. We find that firms exposed to higher carbon risks are more likely to voluntarily seek carbon assurance. Moreover, firms that had adopted carbon reduction initiatives, with an environmental committee, with carbon reduction incentives, or with higher carbon disclosure scores tend to obtain assurance. Our study is based on a number of corporate social responsibility theories; namely, legitimacy, signalling, information asymmetry, and institutional theory. This study contributes to the literature by empirically testing the validity and applicability of these theories in the emerging field of nonfinancial assurance services.



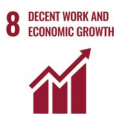
Sale, J. (2018). Labour Law and the Labour Market: A Case Study of Malaysia. *New Zealand Journal of Employment Relations*, 43(3), 55-74

According to the International Labour Organization (ILO): “...global economic integration has caused many countries and sectors to face major challenges of...continuing high levels of unemployment and poverty...and the growth of both unprotected work and the informal economy...”.

But the level of unemployment and size of informal sectors vary across countries over time. For instance, the unemployment rate is around three per cent and non-agricultural employment in the informal sector is about 11 per cent in Malaysia. On the other hand, the unemployment rate is close to six per cent while the “informal sector employs between 61% and 70% of the total labour force” in neighbouring Indonesia.

By and large, labour laws developed in “both the common and civilian law systems” in the twentieth century. In the case of Malaysia, might the outcomes described in the preceding paragraph, among others, be explained through the ways its labour law and regulation have been framed and/or revised over time? Generally, is there a close relationship between the country’s labour law and economy or variety of capitalism? Specifically, does its labour law contribute to labour market formation, including relatively low levels of unemployment overall, and employment in the informal sector in particular? Owing to its pre-colonial, colonial and post-colonial histories, might the ways by which Malaysia’s labour law and regulation have been framed and/or revised show legal pluralism, exogenous (e.g., common law and civil law) and endogenous (e.g., “ethnic distribution”) origins?

This paper aims to provide some plausible answers to these questions through systems analysis and case study of labour law and regulation in Malaysia and their links to the economy, including the variety or varieties of capitalism, labour market formation and outcomes.



COAL EXIT IN CHINA

Associate Professor Hao Tan

Taking up the recent news of coal exit in Germany, Associate Professor Hao Tan recently published a piece in the ‘UK Financial Times’ online, discussing some of the distinctive challenges and opportunities facing coal exit in China.

The piece, in part, based on his recent field study in a number of coal-fired power stations in China. Within less than 36 hours of the publication of the piece, the Weibo about this piece from the media’s official account had been viewed over 312,000 times, been reposted 65 times and received 41 ‘likes’. The piece has since also been reposted by some other major Chinese media outlets, such as sohu.com, and websites of organisations such as Power China Co., China Society of Hydropower Engineering and China Energy Engineering Group.

13 CLIMATE ACTION



RESPONSIBLE RESEARCH

Associate Professor Hao Tan

Associate Professor Hao Tan has recently published a piece in the Responsible Research in Business and Management (RRBM) network, entitled ‘Towards Responsible Research in Business and Management: A Transition Perspective’. In this piece, Associate Professor Tan argues that business schools around the world and their stakeholders form a social-technical system; and their transitions towards RRBM can be informed by ‘transition research’, as a source of inspiration, ideas, and analytic tools. RRBM is a network and community initiated by a number of leading management scholars, which now includes over 1000 members, including 85 co-signers, almost 900 endorsers, over 55 institutional partners, and six pioneer schools.



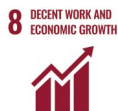


Professor Julia Connell (left) at ICAS.

INTERNATIONAL WORKSHOP ON ECONOMIC DEVELOPMENT

Dr Richard Oloruntoba

Dr Richard Oloruntoba was recently invited to be a workshop discussant and panel member at a seminar organised by the Government of Okinawa (Okinawa Prefecture) and Okinawa Trade Association on ‘Exploring the Possibility of Economic Development in Okinawa in relation to Asia’ as part of the 10th International Conference on Logistics & Transport. Okinawa Trade Association is an umbrella association of manufacturers, shipping companies, importers, exporters and other business firms in the Japanese island of Okinawa who are searching for logistics strategies to better integrate with and seize business opportunities in the growing economies of China and the region.



BEYOND PATRIARCHAL CAPITALIST - COLONIALITY

Associate Professor Sara Motta

In her new book ‘Liminal Subjects: Weaving (Our) Liberation’, Associate Professor Sara Motta explores the decolonising and feminised politics of liberation through the stories of women in movement in the Americas, Europe and Australasia.



INTERNATIONAL CONFERENCE ON ADMINISTRATION SCIENCE

Professor Julia Connell

Professor Julia Connell was recently an invited Guest Speaker for ICAS 2019 – The First International Conference on Administration Science held on April 30, 2019 in Bandung, Indonesia.

The Theme of the Conference was: Opportunities and Challenges of Government for Innovation and Partnership Based on the Sustainable Development Goals

The title of Julia’s presentation was: Local Government and the Sustainable Development Goals: Change makers and collaborators

Approximately 160 people registered for the Conference from a range of countries including Indonesia, India and Singapore. As noted by the conference organisers, the Sustainable Development Goals (Sustainable Development Goals) consist of three main dimensions of development, namely:

1. Environment;
2. Social; and
3. Economy.

Therefore, holistic policies and synergistic program implementation are important because the three aspects are closely interrelated. This means that, in achieving the above targets, innovative efforts are needed as well as partnerships between the government and civil society. This includes academics from various disciplinary backgrounds due to the complexity of the problems faced in achieving the above targets.

RESEARCH SEMINARS

The Newcastle Business School has an active research seminar series. Some of the seminars connected with the Sustainable Development Goals are highlighted below.

Is culture a barrier or stimulus for corporate carbon performance?

Dr Laura Lou



Analysing research trends on immigrant and ethnic entrepreneurship in a B2B or industrial context using text mining

Associate Professor Guilherme Pires



Reimagining the Global Colour Line: Andrew Bolt and the Politics of Whiteness

Professor Jim Jose



Light it up! The effect of darkness and isolation on youth gambling behaviour

Associate Professor Stacey Baxter



Export Orientation, Technological Progress and Economic Growth in China

Dr James Zhang



Free Speech, Toleration and Equal Respect

Dr John Tate



A comparison of the profiles of new male and female directors

Dr Karen Handley



An identity in transition: Understanding local residents' place identity and attitudes toward tourism in the changing landscape of Newcastle, New South Wales

Dr Po-Hsin Lai



Black or Green? Exploring the Drivers and Roadblocks behind Renewable Electricity Consumption

Dr Ameet Pandit



From the Field to the Front Office: Investigating the role of higher education in enabling greater representation of Indigenous Australians in the management of sport

Dr Paul Stolk



Industry funded research on housing co-operatives. Articulating Social Value of Co-operative Housing; International and Methodological Review

Dr Sidsel Grimstad



Equity Pedagogies in the Teaching of Economics and Politics: Temporalities, Care and Belonging

Drs Sara Motta, Elsa Licumba, Bronwyn McDonald, Ybiskay Gonzalez, and Andrew Nadolny



Macro (ECON) Modelling Workshop

Dr James Juniper, Dr Rumi Khandoker and Adam Kaczynski





CHANDIGARH UNIVERSITY'S (CU) INTERNATIONAL FACULTY DEVELOPMENT PROGRAM

Professor Julia Connell represented the Faculty of Business and Law in India, facilitating six research development workshops for faculty members during Chandigarh University's (CU) International Faculty Development Program from 9 July – 12 July 2018. Julia also met with female researchers from across the university to promote the creation of a Women Researchers network group. Julia has also facilitated a research workshop for 20 HDR students at IIT Delhi's School of Management Studies before meeting with senior staff from the institution. Both Universities are important partners for the Faculty of Business and Law and the University of Newcastle and are keen to strengthen collaboration.



Professor Julia Connell at Chandigarh University.

CURRENT THESIS TOPICS

HIGHER DEGREE RESEARCH (HDR) STUDENTS

Newcastle Business School has a vibrant HDR culture, with many students engaging in topics related to the Sustainable Development Goals. Below we have outlined a selection of topics that our students are currently working on:

- Examining Factors Affecting Environmental, Social, and Financial Performance (Triple Bottom Line Reporting) of Listed Companies in Australia
- Inclusive Growth and Poverty Reduction: How Important are Financial Inclusion and Informality in SSA?
- Corporate Governance and Voluntary Corporate Disclosure: An Empirical Investigation of CSR Disclosure in the Singaporean Banking Sector
- Carbon Lock-Out: Advancing Community Renewable Energy in Australia
- International Evidence on the Effect of Structural and Relational Social Capital on Firm Performance
- Representation of Shangri-La: Using Social Representation Theory to understand Sustainable Tourism Meanings and Practices by Local Stakeholders.
- Board gender diversity and financial frauds of corporations: Evidence from USA
- The Impact of Corporate Governance on Corporate Social Responsibility
- Corporate Social Responsibility and Corporate Financial Performance: Do Executives' Religiosity Matter?
- Applying the Social Cost of Carbon Valuations for Assessing Australia's Climate Aid Policy
- New Resistances: Women at the Intersections of Austerity and Gender Violence
- Evaluating the Impact of Ethics Education in MBA Programs on the Moral Reasoning of Students
- Finances, Governance, Economic Growth and Poverty Alleviation in Sub-Saharan Africa - Three Empirical Essays
- Neo-liberal Globalization, Environmental Degradation, and the Rise of Populism: an Existential Crisis for Social Democracy?
- Technology transfer to and within developing countries in renewable energy industries: A dynamic capability perspective
- Impacts of Wealth Distribution on Systems on Individual Trust
- Network Coopetition for Sustainable Tourism Development: A Case Study in Da Nang and Hue, Vietnam
- Coopetition in CSR and Firm Performance
- An empirical investigation of the impact of foreign aid and institutions on savings, investment and economic growth in Sub-Saharan Africa
- A Dynamic Approach to Technology Interaction in the Era of Ferment
- Applying the Social Cost of Carbon Valuations for Assessing Australia's Climate Aid Policy
- The Influence of CSR Practices on Employees' Perceptions of the Organisation



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.



IMPLEMENTING THE NEW URBAN AGENDA – ABORIGINAL TOURISM

Newcastle City Council and two students from the Newcastle Business School have been working on delivering a transformative project that supports local Aboriginal communities. As part of an Industry Placement Course during Semester 1, 2019, the students worked with council to develop an initial business case to support an Aboriginal Tourism Connector for Newcastle.

The aim of the Tourism Connector is to support development and inclusion of Aboriginal tourism in Newcastle; to create employment, education and skills development opportunities; to contribute to economic self-sufficiency for local Aboriginal people; to create a sustainable enterprise that has the potential to be a best practice model.

This project is being developed as part of the UN Global Compact Cities Program. This program supports partnership formation between local governments, private sector, civil society organisations and academia, enabling project development and financing of high impact projects to achieve the Sustainable Development Goals and the New Urban Agenda (NUA).



FINANCIAL LITERACY PROGRAM FOR HIGH SCHOOL

The University of Newcastle and Greater Bank have established a five year partnership to build financial literacy in the community. With our combined strengths in education, banking, community engagement and regional focus, the partnership between Greater Bank and the Newcastle Business School provides community education programs and experiential facilities that support informed financial decision making when it comes to managing money.

The Greater Bank Finance Academy is set to deliver its pilot Fundamentals of Financial Literacy Program to more than 500 high school students across the Hunter in partnership with the University of Newcastle.



INNOVATIVE PARTNERSHIP AIMED AT IMPACT IN KENYA

A new partnership between The University of Newcastle, the Kenyan Government and the Australian Government will facilitate a valuable education initiative under the Australia Awards Fellowships. A collaboration between academics and government representatives, the fellowship is aimed at strengthening public service performance and building governance capacity in Kenya.

Newcastle Business School academics, Dr Patricia Johnson and Professor Jim Jose are leading the fellowship and in February 2018, the school hosted senior management of the Kenyan Public Service Commission (KPSC) as part of a DFAT funded (\$195K) Australia Awards Fellowship grant entitled 'Strengthening public service performance: Building capacity in effective governance and public policy'. The program involved the development and delivery of executive training to the KPSC Board and Secretariat in public service governance, effectiveness and productivity (DFAT funded \$197,107). The program received UNITAR United Nations accreditation for its engagement with Sustainable Development Goals by addressing development challenges, building strategic partnerships, and contributing to effective governance and advanced principles of gender equality and inclusion. The program facilitated new connections and strengthened key institutional links for the University of Newcastle in Kenya. The project team is now engaged in gathering data for a research component of the program, and are in the process of seeking funding to deliver the training to future cohorts from the KPSC. This research has the potential to inform policy and practice for public organisations in other developing countries.



Professor Jim Jose, Ambassador and Chairperson of the Kenyan Public Service Commission Mr Peter Nkuraiya, Dr Patricia Johnson and Chief Executive Officer of the Kenyan Public Service Commission Alice Otwala.

STUDENTS RECEIVE NEW HUNTER WATER SCHOLARSHIPS

Two Faculty of Business and Law students have been awarded newly established Hunter Water scholarships, which offer financial assistance to help Indigenous students achieve their educational aspirations. Studying a Bachelor of Commerce, and in his first year, Jack Roberts received the Hunter Water Indigenous Scholarship which offers a total benefit of \$22,500 over three years. Business student, Tahleigha Compton, was awarded the Hunter Water Indigenous Community Leadership Scholarship. The scholarship offers a benefit of \$7,500 each year for up to three years to a student who is committed to making a difference in their community.



SCHOLARSHIP AWARD FOR KENYA'S YOUNG ENTREPRENEUR CHALLENGE WINNER

A mobile app to enable farmers in rural Kenya to advertise and sell any daily surplus crops has won the 2018 Nairobi Young Entrepreneur Challenge, hosted by the Newcastle Business School. Aamir Pirani from the Aga Khan Academy won first place for his business plan innovation, collecting a \$25,000 University of Newcastle study scholarship. Aamir's 'Soko phone' app business plan enables low income customers to access cheaper farm produce by engaging directly with suppliers and features transaction capability through existing cellular money transfer apps. Aamir was one of four finalists selected to present their plans at the Australian High Commission in front of Australian's High Commissioner for East Africa, Alison Chartres, and a panel of judges consisting of University of Newcastle's Dr Patricia Johnson and two notable Nairobi business leaders. The Nairobi Young Entrepreneur Challenge is an initiative of Dr Michael Seamer of the Newcastle Business School and conducted in partnership with the University's agent in Nairobi – Koala IAC. The competition is based on the NSW Year 11 Business Plan Challenge developed by Dr Seamer, which is now in its fifteenth year of competition.



HIGH IMPACT RESEARCH FOCUSED ON WATER CONSERVATION BEHAVIOURS

Dr Sonia Vilches-Montero and Dr Stacey Baxter will study Water Conservation Behaviours in the Hunter Region.

This Water Conservation Research Agreement is being undertaken as a partnership with Hunter Water. Sustainable water consumption is an important consideration for ongoing sustainability.

The project seeks to understand the water consumption habits of consumers in the Hunter Valley along with the factors that may facilitate consumers to reduce their water consumption.

The project will be executed from April 2019 to December 2020, with a total cash contribution of AU\$164,000 from Hunter Water.





GREAT BANK FINANCIAL LEARNING



Greater Bank



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.

CONFERENCES

INTERNATIONAL CO-OPERATIVE ALLIANCE RESEARCH CONFERENCE AUSTRALIA

Millennials are increasingly looking to member owned business models to provide decent employment, affordable housing, renewable energy, a democratic say and a concern for the community and the environment.

With the UN Declaration of the 'International Year of co-operatives' in 2012, began a process to create awareness about the cooperative model. According to the International Cooperative Alliance (ICA), there are around 1 billion co-op members in 3 million co-ops, employing more than 10% of all employed people worldwide. In Australia, co-ops and mutual enterprises (CMEs) provide more than 8% of GDP, and a surge of interest in finding co-operative solutions to decent work, affordable housing, renewable energy, aged and disability care and in agriculture.

In 2017, the Australian peak body, the Business Council for Co-operatives and Mutuals (BCCM), supported the Faculty of Business and Law to launch Australia's only postgraduate degree in co-operative management and organisation. In 2019, it is now a viable and growing program. The Faculty of Business and Law have also published on affordable housing solutions, simplifying co-op start-up processes, understanding demutualisation and improving governance processes.

These concerted efforts have resulted in the Faculty of Business and Law hosting the 14th ICA CCR Asia-Pacific Research conference on 13-14th December 2019, organised by Professor Morris Altman, Dr Sidsel Grimstad and Ann Apps. The theme for the conference is: Co-operation among co-operatives and mutuals in the Asia-Pacific region – working together to achieve a flourishing and sustainable future. It is expected that researchers from the Asia Pacific region as well as Europe and North America will come to this Australia-first event.

The International Co-operative Alliance movement has publicly pledged to work specifically for the following Sustainable Development Goals: 1, 2, 5, 8 and 13.



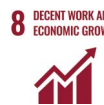
In addition, the theme for the December conference is also aligned with Sustainable Development Goal 4, 7, 11, and 17.



14TH ANNUAL WESTERN ECONOMICS ASSOCIATION INTERNATIONAL (WEAI) CONFERENCE

Close to 400 delegates from 35 countries arrived in Newcastle in early January 2018 for the annual Western Economics Association International Conference (WEAI), which shares the latest in cutting-edge international research within the field of economics.

The conference provided a great opportunity for young and established researchers to hear from and connect with experts in their field, with topics ranging from consumer behaviour, wine to immigration. The keynote addresses were from some of the world's best economists, including Nobel Prize winner Professor Daniel McFadden.



CAUTHE CONFERENCE ASKS DELEGATES TO THINK SMART

Dr Tamara Young and Dr Paul Stolk welcomed over 200 delegates from around the world for the 28th Council for Australasian Tourism and Hospitality Education (CAUTHE) Conference, to share insights into the changing behaviours of visitors and tourists.

Hosted by the University of Newcastle's Business School, CAUTHE 2018 themed 'Get Smart' featured key note addresses from leading industry experts, alongside sessions and workshops ranging from Indigenous cultural tourism to destination resilience and crisis recovery.



Dr Tamara Young (left) at CAUTHE Conference.

PUBLIC SEMINARS AND EVENTS

YEAR 11 BUSINESS PLAN CHALLENGE

The Year 11 Business Plan Challenge has been a key external engagement project in the Newcastle Business School for the past 15 years and has grown from 35 submissions in its inaugural year to over 545 participating students submitting over 385 business plans from across the state of NSW in 2018. The University of Newcastle views this competition as an important tool to encourage students from both private and public school sectors, to explore the interesting opportunities that await them in the business world. It is specifically designed to foster creativity and influence the student's mindset that business goals are attainable regardless of age.

The competition is also structured to encourage inclusiveness of all students including those from diverse ethnic and low socioeconomic backgrounds. In 2018, in line with the school's commitment to PRME, students were also asked to consider ethical and/or sustainability issues in their submissions.

The various elements the students are asked to address in these plans align very closely with the current curriculum and many schools use the Business Plan Challenge as part of their yearly assessment for Business studies. A business plan template link is provided to assist students with direction for their entries and to provide an equal competitive base to build from.

All four business plans presented in 2018 were extremely impressive, with the judges commenting on the innovation and planning detail shown by all. An underlying theme of sustainability was also evident in all business proposals.

The winning plan was from a student at Pacific Hills Girls Christian School - 'Building Blocks'. This student's vision related to a business that recycled plastic waste to produce an advanced, durable and tough building material with a mission to advance sustainability and eco-friendly living in the building and construction industry while encouraging the protection of the environment.



GLOBAL DAY #ACT4SUSTAINABLE DEVELOPMENT GOALS

A number of our staff and students were involved in celebrating the Global Day #Act4Sustainable Development Goals on 25 September in conjunction with the University of Newcastle United Nations Society and Newcastle City Council. The school plans to engage with this event again in 2019.



A CO-OPERATIVE APPROACH TO SUPPORTED INDEPENDENT LIVING UNDER THE NDIS

The Newcastle Business School and Supporting Independent Living Co-operative (SILC) held a community forum in June 2018 on new solutions to support independent living. The forum discussed the National Disability Insurance Scheme and how families now have the opportunity to pool their NDIS resources and form co-operatives to set up family governed supported accommodation models. This enables them to directly govern and manage the operations of the home, and remain actively involved in living choices and arrangements. Informing the discussion was Steve Anthony, Founder of SILC.



UNITED NATIONS GLOBAL COMPACT CITIES PROGRAMME

The Cities Programme Taskforce has been developed to discuss opportunities for an Aboriginal Tourism Incubator to support the development of Indigenous tourism products in Newcastle and the Hunter Region. The aim of the Aboriginal Tourism Incubator is to create opportunities for employment, education and skills development for Aboriginal tourism entrepreneurs, and to contribute to economic self-sufficiency for local Aboriginal people. The project will support understanding and promotion of contemporary Aboriginal cultures across the region.

The Taskforce includes representatives from City of Newcastle, Guraki Committee, Miromaa Aboriginal Language and Technology Centre, Destination NSW, Indigenous Business Centre, EJE Architecture, and the University of Newcastle. Dr Tamara Young is the taskforce member from the Newcastle Business School.

The project is being developed as part of City Partnerships, a UN Global Compact Cities Programme initiative. The City Partnerships process supports partnership formation between city governments, private sector, civil society organisations and academic, enabling project development and financing to accelerate implementation of high impact projects to achieve the Sustainable Development Goals (Sustainable Development Goals) and the New Urban Agenda (NUA).



COMMUNITY ENERGY

The Newcastle Business School wants to support the diversity of business models in achieving economic, social and environmental objectives for the society. In a series of seminars, we have explored how the co-operative business model may provide solutions that are different and sometimes more resilient than the investor-owned company business model.

In September 2018, the School hosted an Innovation and Entrepreneurship Talk, with guest speakers, Tom Knockolds and Kevin Cox, who are two innovators in the area of community renewable energy. The presentation outlined several co-operative solutions both in organisations, financing and ownership



HUNTER RESEARCH FOUNDATION (HRF) CENTRE

The Faculty's HRF Centre conducts a program of research that is unique in Australia in its focus on key aspects of the economy at a regional level and in the degree of engagement with community, business and government. Using the Hunter as an exemplar, the HRF Centre develops and shares deep knowledge and insight on the dynamics of regions in transition more generally. In the Hunter, it surveys businesses and households twice each year and draws on government statistics in analysis that is presented at regular, well-attended economic breakfasts. The research, analysis and ongoing engagement with key stakeholders across the business, government and community sectors help to build and align economic and social strengths. That is particularly important in the Hunter, which sees the rises and falls in export income from coal and agricultural products and is facing long-term changes in coal mining.

The Centre contributes to strategy and policy development by delivering insight and analysis to key industry and government stakeholders in innovative ways. A state agency contracted with the Centre for research on the value to the local economy of the health sector. The findings were presented in a workshop for medical and business leaders, attended by the NSW Health Minister. The report, discussion, and background work by the ministry resulted in a \$750-million commitment to redevelop the John Hunter Hospital Health and Innovation precinct.

The Centre shares such expertise and findings nationally and internationally. Some of the Sustainable Development Goal-relevant topics covered at HRF Centre events in the past 24 months are listed below.

HOUSING UNAFFORDABILITY DISCUSSED AT HRF CENTRE ECONOMIC BREAKFAST

House prices in the Hunter have soared in recent years, taking first-home purchase beyond the reach of many. The Hunter Research Foundation (HRF) Centre's First Home Buyer (FHB) affordability index was at its highest level (most unaffordable) in June 2017. The Centre's lead economist, Dr Anthea Bill, drew insights from newly-released Australian Census data and other sources to examine the flow on economic effects related to housing affordability.

The breakfast also featured a presentation by the Group General Manager of Compass Housing, Greg Budworth. Mr Budworth then joined Sharon Pope, Manager Integrated Planning for Lake Macquarie City Council, and Dane Crawford, a member of the Property Council's Hunter Future Directions committee and Director of Project Marketing at Colliers International, in a panel discussion on issues relating to the Hunter's housing affordability.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



INEQUALITY DISCUSSED AT HRF CENTRE BREAKFAST

Inequality in Australia and the Hunter region was the subject of the HRF Centre's economic breakfast in May 2018. The event drew 230 guests from the community, government, and business sectors. Dr Anthea Bill, HRF Centre's lead economist, revealed a trend of increasing inequality between Hunter neighbourhoods. Dr Bill examined disadvantage in the region based on location, education and family history. She also drew insight from the HRF Centre's survey data - Wellbeing of Hunter residents. Why growing inequality is being studied by leading economists around the world was addressed by Melinda Cilento, CEO of the Committee for Economic Development of Australia (CEDA). She released details of a new CEDA report - 'How unequal? Insights into inequality'.

10 REDUCED INEQUALITIES



ENERGY FUTURE DISCUSSED AT HRF CENTRE ECONOMIC BREAKFAST

The global shift from coal-fired electricity generation to renewable sources was discussed at the HRF Centre's Upper Hunter economic breakfast in April 2019. Hunter region decision makers should be preparing for a future with less economic reliance on coal mining, according to Tony Wood, Energy Program Director for the Grattan Institute.

Mr Wood told a capacity crowd of 170 that the global shift is being driven by concerns about climate change among policymakers and investors. "The direction and drivers of change are clear," Wood said. "Less clear are the scale and rate of change in Australia over the next three decades."

7 AFFORDABLE AND CLEAN ENERGY



SECOND CITIES SYMPOSIUM

Over 100 delegates participated in a three-day symposium at the University's NeW Space campus from 29h to 31 October 2018. The 'Second Cities: Smaller and Smarter' symposium was organised by the Faculty's HRF Centre in partnership with Hunter and Central Coast Development Corporation, Hunter Water, and AECOM. Half of the delegates were from the business sector and one-third from government.

Forum sessions featured analysis and debate on the evolution and potential of second cities. Second cities were portrayed as vital alternatives to the increasingly congested and costly capital cities here and abroad. Case studies were contrasted in New South Wales, Victoria and the Netherlands.

Internationally recognised experts engaged in panel sessions, walking workshops and 'clinics', which addressed 'wicked problems'. Topics included innovation in urban design, city and regional planning strategies, the impact of new technologies and methods to boost innovation, shifting demographics, and the challenges of building needed infrastructure while sustaining liveability and wellbeing.

The symposium featured a series of interactive clinics and an outcomes workshop. These practical sessions harnessed delegates' knowledge and experience to prioritise strategies into an action plan.

11 SUSTAINABLE CITIES AND COMMUNITIES





PRINCIPLE 7

SUSTAINABILITY

We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.



THE UNIVERSITY OF NEWCASTLE ENVIRONMENTAL SUSTAINABILITY PLAN 2019-2025

In 2018, the University of Newcastle refined its Environmental Sustainability Plan 2019-2025 (ESP). The ESP is a roadmap for sustainable operations, and sets bold targets in areas including:

- Energy and carbon
- Water
- Waste and recycling
- Biodiversity and landscaping
- Sustainable design
- Sustainable transport
- Investments
- Procurement

The Environmental Sustainability Plan 2019-2025 is guided by Sustainable Development Goals, and is the University of Newcastle's plan to operating in a sector leading, environmentally sustainable way.

Recent initiatives

The following are examples of the University of Newcastle's environmental sustainability impacts as reported in the University's 2018 Annual Report.



500

our solar panel project produces enough energy to power 500 households



4,168

energy efficient LEDs installed across the Auchmuty Library and Student Accommodation Towers



278

solar panels installed on the Central Coast campus library



115,000

plastic bags recycled in our soft plastics program



1ST IN RESPONSIBLE INVESTMENTS

joint first place out of 11 local peers reviewed in 2018



OVER 25HA

of bushland zones and wetland areas were regenerated



2,486

native seedlings planted



1,000

on average, the number of passengers using the daily campus shuttle bus



7%

reduction in water usage, year-on-year

RED ENERGY

The University of Newcastle was the first university in Australia to sign up to Red Energy's new 100% renewable product. Its contract commenced 1 January 2019, with 100% renewable electricity provided from 1 January 2020, once Red Energy has finished building its solar, wind and hydro capacity.

Vice-Chancellor and President, Professor Alex Zelinsky AO, commented, "Social and environmental responsibility is at the very core of our operations. Our students, staff and community told us they want us to demonstrate our commitment to environmental sustainability in a tangible way, so we are extremely pleased to partner with Red Energy to use 100% renewable electricity.

"In addition to making a positive environmental impact, the new contract delivers costs savings that will enable us to continue investing in strategic initiatives. This is about us using our buying power for good," said Professor Zelinsky.

The Red Energy partnership complements the University's ongoing solar panel project, which has seen 278 solar panels installed at its Ourimbah campus, and a commitment to installing a further 7,000 solar panels across Ourimbah and Callaghan – one of the largest Photovoltaic (PV) solar installations in the sector. Combined, these installations could power around 500 typical households.

The 100% renewable electricity contract with Red Energy will be in effect across the University's Newcastle City, Callaghan and Central Coast campuses.

NEW SPACE IS PLAYING A KEY ROLE IN THE UNIVERSITY'S ENVIRONMENTAL SUSTAINABILITY JOURNEY

NeW Space is a \$95 million landmark education precinct in the heart of Newcastle's CBD, harnessing the latest in technology and innovation in teaching and learning to deliver a world-class student experience. The Newcastle Business School moved to this new building in July 2017 and it is where the majority of our staff are located and where the majority of our students undertake their studies.

In 2017, the University of Newcastle partnered with a leading waste management contractor and together, we are working to achieve an ambitious target of 70% recycling for general solid waste. Since July 2017, New Space has achieved an average waste diversion rate of 65% per month; the highest of any of our campuses.

A key success in this result is the composting of food scraps at the state of the art sorting facility that are placed in the red bins. These composted materials are used across the Hunter Region as soil rehabilitation in our agriculture and horticulture industries. With the new waste contractor and their advanced sorting facility, new bins on campus and a campaign of education and awareness, NeW Space is playing a key role in the University's environmental sustainability journey.

SUSTAINABLE TRANSPORTATION

The University of Newcastle's sustainable transport program includes a range of initiatives to influence the travel behaviour of staff and students and reduce reliance on private motor vehicles and car parking.

Liftango, a ride share app, is available to students and staff. The free app matches riders with driver with smart algorithms to make ride sharing easier. The app supports the user the pick-up and drop-off process with the additional flexibility of the user choosing rides based on the day and times that suit them best.

Other sustainable transport program initiatives included:

- A carpooling program was launched at Callaghan in 2013 with 39 dedicated carpooling spaces allocated for use by staff and students. Using the online carpooling scheme and sharing rides to work, the program has extended to Ourimbah campus.
- There are a number of bike hubs located on the University of Newcastle campuses each with bike racks, lockers, showers and toilets. The success of these hubs has been a catalyst for additional cyclist infrastructure and cycling initiatives through the University such as refurbished bike sales, cycle route mapping, cycle skills training days and cycling safety awareness. There is a dedicated bike hub in the City Precinct with secure undercover storage for 217 bikes.
- A free shuttle bus service operates for staff and students between Callaghan and NeW Space.

SCHOOL INITIATIVES IN NEW SPACE

Since relocating to NeW Space in 2017, members of the School have been proactive in establishing battery recycling and printer cartridge recycling points.

The Newcastle Business School would like to acknowledge the contribution of Bachelor of Business student, Ms Xiaofeng (Stefanie) Wang on this SIP Report. Stefanie completed an internship within the School to work on this project as part of her enrolment in BUSN3002 Industry Placement.



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