



UNIVERSITY  
OF WOLLONGONG  
AUSTRALIA



**Faculty of Business**  
PRME  
Sharing in  
Progress Report  
2018



## **EXECUTIVE DEAN FACULTY OF BUSINESS**



### **Professor Charles S Areni**

In 2018, we made substantial progress toward integrating the United Nations' Principles of Responsible Management Education (PRME) and commitment to the Sustainable Development Goals (SDGs) into all of our academic programs.

Another holistic perspective involves embedding Aboriginal knowledges into our degree programs. Jindaola is a new and exciting program, developed by UOW Learning, Teaching and Curriculum in consultation with local Elders and Knowledge holders, modelled on traditional Aboriginal systems for conducting business and maintaining knowledge integrity.

The Faculty continues to produce world-class research with pragmatic value to business and society in general, as evidenced by an increase in high-ranking academic journal articles, grant applications, industry partnerships and industry-sponsored funding, a high number of PhD student completions, multiple media appearances, and the establishment of a new research centre to build upon our strengths in cross-cultural management issues.

In 2018, we broadened our engagement with industry via a number of programs, including internships, industry challenges, masterclasses, short courses, corporate partner discounts, women in MBA scholarships, research and consultancy reports, and grant partnerships.

The Faculty boasts a wide range of student clubs, societies, and initiatives to help create a positive overall student experience. We recognize that an important part of the student journey involves what happens outside the classroom as well as inside it. Providing a supportive student environment is important to us, which is why we are so pleased to be ranked among the top four business schools in Australia for overall student experience by the Department of Education's Quality Indicators of Learning and Teaching (QILT).

The Faculty engages in a number of programs to facilitate international experiences for students and academic staff. We are proud of our record of success in receiving New Colombo Plan grants to facilitate undergraduate student mobility. Multiple grants schemes within the University of Wollongong allow academic staff to engage with institutions from around the world in various teaching and research collaborations. In 2018, we also launched the GoLead program for high-achieving high school students, which provide the opportunity to study for one year at three offshore institutions in Singapore, Hong Kong and Dubai.

We also continue to provide numerous study tour opportunities within existing degree programs, so students can experience studying overseas for shorter periods as part of their degree program.

In terms of providing opportunities for international experiences, the Faculty continues to deliver our degree programs in Dubai, Hong Kong, Malaysia and Singapore.

The year ahead will present the Faculty with a number of challenges and opportunities. We look forward to improving on existing programs and developing new learning and teaching, research, international, and industry engagement initiatives to strengthen our commitment to our mission and vision to be a global leader in promoting the theory and practice of responsible business principles.

Excitingly 2019 has started with a very exciting announcement that UOW ranked 13th in the first Times Higher Education Impact rankings.

**Faculty PRME Coordinator**  
**Australia & New Zealand Chapter Coordinator**  
**Belinda Gibbons**



I acknowledge that the beautiful land on which our stories grow is aboriginal land. I give gratitude and heartfelt thanks to the sky above that carries the sea eagle, the ocean that surrounds us and the mountain beneath our feet that allows us to see all the beauty along our shorelines. As we share our way may we also honour the ways of knowing embedded forever within the Aboriginal custodianship of country. I would like to pay respects to the Elders past and present and I would like to extend my respect to the Aboriginal people and colleagues who have contributed and who engage with these stories.

While we have interdisciplinary subjects that are built upon the theoretical foundation of the UN Global Compact (UNGC) and mapping PRME and SDG education research across disciplines, some of the smaller initiatives at Wollongong are having a large-scale difference. Examples of these include; a PRME representative seat on the Faculty Education Committee to ensure responsible management is in all curriculum and assessment changes; PRME representation in all course reviews with the latest course reviews in 2018 ensuring responsible management in undergraduate and postgraduate course learning outcomes and assurance of learning practices; academic and professional staff hiring job descriptions now have responsible leadership and sustainable business practices in position descriptions alongside grant funding applications must show how they contribute and provide impact to the mission and particular SDGs.

The Faculty of Business is driving interdisciplinary action towards realising the SDGs within the University through initiatives such as #Act4SDGs. Extending this knowledge and action to the wider community is also extremely important to us as seen in our industry and community collaborations.

The Faculty of Business played a significant part in the wider UOW Times Higher Education Impact Rankings. The new impact rankings demonstrate the difference UOW is making to the world we live in and the positive impact it is delivering to the communities locally, nationally and globally. UOW ranked 13th in the world for SDG 17, Partnerships for the Goals, 6th for SDG 10, Reduced Inequalities, 13th for SDG 11, Sustainable Cities and Communities and 18th for SDG 4, Quality Education.

We look forward to sharing our stories with you through our PRME progress report.

## Principle 1: Purpose – Developing the capabilities of students to be tomorrow’s responsible leaders



### OUR MISSION

We will advance business-related knowledge through ground-breaking research, innovative degree programs, inspirational teaching and industry collaboration to promote responsible leadership and sustainable business practice, and contribute to a stronger economy and a more just society.

### OUR VISION

We will be a global leader in promoting the theory and practice of responsible business principles.



### OUR STRATEGIC GOALS

- 1 Perform high quality, relevant and innovative business research in a collegial research community and culture of active and collaborative scholarship.
- 2 Provide a high quality, technology-enhanced, supportive learning experience, with a focus on multi-modal and blended learning innovations, integrated curriculum across multiple locations, and an industry-based, problem-solving approach to business education.
- 3 Adopt a global orientation in all aspects of its core operations, including student recruitment, educational experience, research initiatives, and institutional alliances.
- 4 Embrace sustainable, responsible management (SRM) and integrate these principles into all teaching, research, and governance and service activities.
- 5 Build a reputation as a leading business faculty in Australia and the Asia-Pacific.
- 6 Ensure sustainable growth and long-term financial performance.



In addition to our strategic goals, the Faculty fully embraces the Principles of Responsible Management Education (PRME) and contributes to the realization of the Sustainable Development Goals (SDGs). The initiatives we undertake are underpinned by the six principles of PRME, the realization of the SDGs as well as our strategic goals.

# SUSTAINABLE DEVELOPMENT GOALS



## 4 QUALITY EDUCATION RESPONSIBLE LEADERSHIP & SUSTAINABLE BUSINESS PRACTICES

Incorporating the Faculty Vision, Mission and commitment to the Principles of Responsible Management Education (PRME) on the front page of every subject outline in 2018 highlights the ongoing commitment to integrating responsible leadership and sustainable business practices into all our undergraduate and postgraduate degree programs.

Each program in the Faculty of Business supports the realisation of the UN Sustainable Development Goals (SDGs) through the commitment of academic and professional staff in their research, governance, teaching and learning, and student experience.

### Subject Information

Trimester 1, 2019 Wollongong On Campus

#### Faculty Vision, Mission and PRME

The Mission of the Faculty of Business is to promote responsible leadership and sustainable business practice, and contribute to a stronger economy and a more just society. The Faculty Vision, Mission and Values statements can be found at <https://business.uow.edu.au/vision-mission-values/index.html>

The Faculty is also a signatory to the Principles of Responsible Management Education (PRME) and supports the realisation of the United Nations Sustainable Development Goals. More information on PRME can be found at <https://business.uow.edu.au/about/index.html>

We are a committed faculty because we need to be – our world is in a race against time and our students will make the difference that this world requires.

## Principle 2: Values – Incorporating the values of global social responsibility and sustainability in to our curriculum



To realise the SDGs we need a cross-sector approach. This is also required in Universities where students from all faculties are given the opportunities to come together and learn, challenge and find innovative solutions to complex local and world challenges. This year the Faculty of Business joined in the #ACT4SDG day, incorporating the wider university and community in our goals. Tuesday 25th September 2018 marked the third anniversary of the Sustainable Development Goals where thousands of institutions, organisations and citizens across the world mobilised to take concrete actions in support of the SDGs.

The Faculty organised a cross-faculty event that provided students with the environment to develop crosscutting skills and competencies in an interdisciplinary setting, network in an interfaculty setting with like-minded peers, and be a part of a global movement for change. We had students register from Business, Law, Humanities & the Arts, Engineering and Information Sciences, Science, Medicine & Health and Social Sciences. Cross-faculty student tables explored solutions to challenges surrounding SDG 13 – Climate Change and SDG 3 – Good Health & Wellbeing. Different perspectives were presented and generated ideas which were pitched to a judging panel.

Key feedback received identified the positive outcomes of interfaculty events; *'We can't achieve anything without working together'* (UOW Student 2018) and *'how easy it was to come up with varying useful ideas that could be applicable to real implementation'* (UOW Student 2018).





## UNIVERSITY COLLABORATION

UOW currently collaborates with a number of international universities including: the University of Cambridge, EAFIT University and ICESI University in Columbia, University of New England Australia, Grand Canyon University, IMC Krems University Austria, Royal Holloway London, the EWHA Women's University South Korea and WikiRate - an independent crowd-sourced platform, which enables interested parties the opportunity to contribute to making transparent companies operations in relation to the United Nations SDGs.



This collaboration, formed in 2018, enables students at the above universities to import and check SDG metrics on organisation's social, environmental and governance practices; and offer a unique platform for comparing these practices between companies as well as industries.

### **Principle 3: Methods – Creating educational frameworks, materials, processes, environments and responsible management learning experiences**

Our curriculum encompasses industry-based, problem-solving approaches to business education where Indigenous knowledges, responsible leadership and sustainable business practices are embedded into lectures and tutorials. Teaching and learning support is provided to students through the Peer Assisted Study Sessions (PASS), individual and group mentoring, in addition to supplementary personalised and online modules.



Discussions on personal and business related ethical practices form a critical part of our curriculum



where students are encouraged to reflect on their experiences and the impact of ethical decision making on others.

Faculty of Business teaching staff continued inspire their students to achieve and seek recognition of their achievements such as becoming finalists in the Australian Financial Review's Top 100 Future Leaders Awards. Opportunities continue to be available for both our undergraduate and postgraduate students to undertake industry internships, research projects with industry partners, international study tours, and international exchanges. These opportunities provide students with unique experiences to advance their business related knowledge within local and global contexts, better preparing them for the real world challenges they will face beyond their degree.

Our academic and professional staff are encouraged to undertake personal development to enhance their teaching and learning. A number of our staff are Fellows and Senior Fellows of the Wollongong Academy of Teaching and Learning Excellence (WATTLE), with two of our academics on the WATTLE Executive Committee. WATTLE provides personal development opportunities to ensure our staff instigate best practice approaches to the delivery of learning and teaching, which are then shared with others at UOW and across the sector.



## JINDAOLA - EMBEDDING ABORIGINAL KNOWLEDGES INTO THE CURRICULUM

Throughout 2018 the Faculty of Business completed the initial phase of Jindaola. Jindaola is a new and exciting program, developed by UOW Learning, Teaching and Curriculum in consultation with local Elders and Knowledge holders, modelled on traditional Aboriginal systems for conducting business and maintaining knowledge integrity. Jindaola presents a methodological approach to embedding Indigenous knowledge and perspectives into the UOW curriculum.



In 2018, the Faculty Jindaola team, which consisted of Academic and Professional Faculty staff, met fortnightly to look at how Aboriginal knowledge could be introduced into the curriculum. After consulting staff in the Faculty, four subjects trialed a variety of ways of embedding Aboriginal knowledge in subjects. An interactive intranet site was created to show our journey to staff, represented through a symbolic diagram.



## Business Faculty Jindaola Way

The image below is a symbolic diagram of the Business Faculty Jindaola Way. Click on the camp fires to see and read [our stories](#).

The **Big Bora** in the centre represents the Faculty of Business, where important decisions are negotiated and outcomes affecting staff and students. The open spirals represent **camp fires** around which the Business Jindaola team gather.

All of the Business Jindaola stories travelled through each of the camp fires with knowledge being carried along the **Jindaola tracks** connecting with Faculty and wider UOW staff and students.

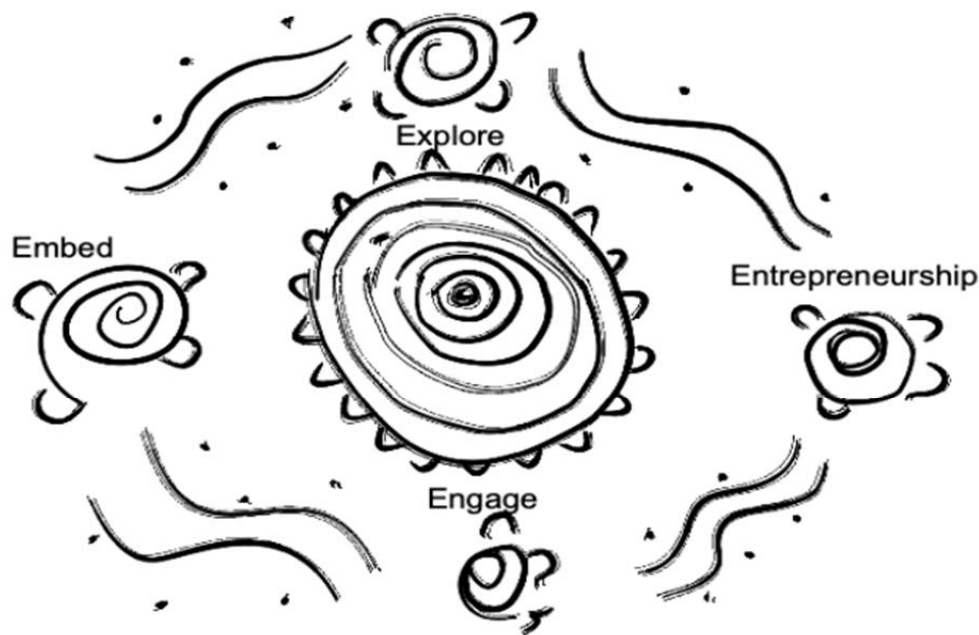


Image by Jade Kennedy

1. **Explore** – During EXPLORE, the Business Jindaola team came together through fortnightly informal gatherings. During yarning at this camp fire knowledge was created, ideas developed and future strategies and protocols began to emerge. We developed our space and understanding of respect, responsibility and reciprocity while ensuring routine, regularity and relevance.
2. **Entrepreneurship** – During ENTREPRENUERSHIP, the Business Jindaola team designed, developed and piloted ideas that would become our Jindaola stories. During this camp fire, many questions were asked about what was currently happening in our Faculty, what happened in the past – successes and failures, what do we want to happen moving forward and how do we ensure sustainable long lasting change.
3. **Engage** - During ENGAGE, the Business Jindaola team built relationships with Aboriginal knowledge holders and other Faculty members also on the Jindaola journey. This included formal gatherings over an 18 month period that allowed us to share our landscape, ways, walk and stories.
4. **Embed** - During EMBED, our ideas turned into actions and in turn have become our stories. These stories are embedding Aboriginal knowledge in the Business curriculum and are to be celebrated and engaged by others. Click [HERE](#) to share our stories.

Indeed, we feel privileged to have become members of the Jindaola community. We have walked the Jindaola journey over the past 18 months and have learned a great deal about Aboriginal ways of knowing and protocols and building relationships.



## WOMEN IN MBA SCHOLARSHIPS

Sydney Business School, University of Wollongong has committed to achieving gender equity in the MBA program with an initiative that offers 50 Women in MBA Scholarships and support aimed to improve the participation of women in MBA programs, and ultimately, the representation of women in the highest echelons of leadership in the public and private sector.

Sustainable Development Goal Target 5 strives to ensure women's full participation and equal opportunities for leadership at all levels of decision making in political, economic and public life. An MBA has a significant impact on career pathways and is particularly acute in driving middle managers towards executive roles. While research shows an MBA has a significant impact on career pathways, with graduates reporting promotions, increased responsibilities and salary, in 2014, only 31% of MBA enrolments were female. Sydney Business School, University of Wollongong will partner with businesses to identify and support females in middle management through an MBA. Joining forces with four other leading business schools, the network is committed to raising almost \$20 million (in industry and university funds) to attract overall 320 new women into MBA programs by 2019. In 2018, we saw a 26% growth in female proportion, taking the female mix in our MBA to 39%.



*Professor Grace McCarthy, Dean Sydney Business School, UOW (left) is pictured here with our first Women in MBA graduate, Karen Burdett, CEO CRAM Foundation..*



## BUSINESS INTERNSHIPS

The subject 'Professional Experience in Business' (COMM391) provides the opportunity for Business undergraduate students apply their university knowledge in an industry setting. In 2018, 111 students undertook an internship with a variety of industry partners including NAB, Mercer, Accor Hotels and KPMG. In partnership with CRCC Asia, 4 Business students were awarded with a New Colombo Plan \$3,000 travel grant to undertake an internship in Shanghai, China during the 2018/19 summer break.

*Pictured (right) Isabella Panozzo, among the first cohort of students undertaking the Bachelor of Commerce Global (Honours).*

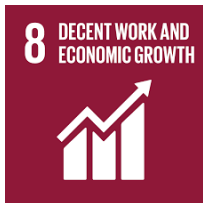


## GoLEaD

The UOW Global Leaders Development Program (GoLead) incorporates two unique degrees – the Bachelor of Commerce Global (Honours) and the Bachelor of Commerce Global – Bachelor of Laws. This degree, for high achieving High School students, provides the opportunity to study for one year at three offshore partner institutions in Singapore, Hong Kong and Dubai. In addition, students undertake three industry internships in Australia with high profile companies.

By enrolling in a UOW Global degree, students receive significant financial scholarships, undertake extensive overseas study and are exposed to leadership training and development activities designed to propel students into leadership roles in their chosen career. In 2018, 13 Business students enrolled in either the Accounting or Finance major of the degree, with an average course mark of 86 across the cohort.





## INDUSTRY CHALLENGES

The Industry Challenges program was launched in 2017. Corporate and public sector clients come into the classroom to present briefs to teams of students who must compete for the client's business. Students are given the opportunity to interact with senior management and have an agency experience that prepares them for careers in advertising agencies, brand consultancies, marketing research firms, HR consultancies, IT consultancies, and many other specialist fields. PeopleCare and the NSW Taxi Council were the first two organisations to participate in this innovative new program and we intend to have 10 clients participating each year from 2019 on.



*Faculty of Business student presenting to PeopleCare.*



## EXECUTIVE EDUCATION AND SHORT COURSES

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The Faculty of Business introduced customised in-house and standard/open executive education programs in 2018. In-house programs are bespoke collaborative designs, addressing the organisation's goals and strategic imperatives, incorporating their vision and values, linking to their own policies and using their language, culture, norms, etc. They can be combined with relevant assessments e.g. leadership surveys, emotional intelligence, to enhance participants' self-awareness and provide a baseline for measuring progress. Participants receive a certificate of completion, which they can use to demonstrate continued professional development, and they may be eligible for credit into our MBA and other relevant masters programs if they meet the relevant requirements.



## MASTERCLASSES

Throughout 2018 MBA students at both Wollongong and Sydney campuses took part in a series of masterclasses, which provided an elevated perspective on management practice, allowed participants to develop skills in a range of core business functions and encouraged participants to link their learning to action in their workplace.

The following masterclasses were delivered:

- IP Explained: Intellectual Property Fundamentals for Start ups and Entrepreneurs (Kieran Williams, Principal, Shelston IP).
- How to Prevent and Deal with Workplace Bullying Claims (Jonathan Hamberger, Senior Deputy President, Australian Fair Work Commission).
- The National Electricity Market: Is it Time for Change? (Brian Nelson, Market Design and Development Specialist, Australian Energy Market Operator).
- How Industry 4.0 can Facilitate Better Environmental Management and Reporting to Add Value and Support CSR Practices in a Company (Elizabeth Kanyeson, Supply Chain Project Manager, Thales).
- Conflict Resolution and HRM (David Lewin, Professor Emeritus in Management, UCLA).
- Offshoring and Outsourcing, can it deliver sustainable shareholder value the case of Alpha Healthcare (Martin Fahy, CEO, ASFA).
- "I think, therefore I am": Machina Sapiens in Work (Michael Walton, Justice, Supreme Court of NSW).



## ENSURING ACADEMIC INTEGRITY

2018 saw the launch the UOW Office of Academic Integrity. This office offers a central coordination point to help mitigate academic integrity challenges. Associate Professor Ann Rogerson was named Chair of the new Academic Integrity Advisory Group, which provides direction to the Office of Academic Integrity.



## FACULTY STUDENT CLUBS AND SOCIETIES

The Faculty has a variety of student clubs to cater for the various academic disciplines and interests of our students. Our active clubs in 2018 were:

- Accounting Society
- Chinese Academic Business Learning and Education (CABLE)
- Marketing & Public Relations Society
- Management & Human Resources Society
- ENACTUS
- Business International Peer Mentoring Network (BIPMN)
- Supply Chain Management Society



In 2018, internationalisation continued to be a key focus for the Faculty of Business. Amongst other things, the Faculty continued its efforts to diversify its student cohort, embed a globalised perspective throughout its curriculum, encouraged students to engage in various international student mobility opportunities, deliver our programs at campuses around the world and encouraged staff to broaden their research networks with high quality international institutions including Sri Lanka, Mongolia and Thailand.

The Faculty provides extensive support to its international students. This includes support through programs managed by students themselves. The BIPMN, or the Business International Peer Mentoring Network provides a program for international students that aims to team up a small group of new international students with a mentor (normally a senior student in the Faculty) who can provide social support while they adapt to their new surroundings. Supporting the BIPMN program is CABLE or the Chinese Academic Business Learning & Education group. This program involves senior students providing academic peer mentoring to other students across the Faculty. In 2018, the outstanding work undertaken by CABLE was recognised when they were awarded ‘Club of the Year’ by the University.



The Faculty supports and encourages students to engage in opportunities to enrich their learning experience through various student mobility programs. In 2018, the Faculty, through its Deans Travel Scholarships, provided 8 students with financial aid to help cover travel costs enabling them to spend a semester studying overseas. In 2018, the Faculty was also successful in obtaining grants through the competitive New Colombo Plan (NCP) to enable staff to take 44 students to a variety of countries on a number of student mobility programs, including study tours, student exchange and international internships.

Delivering Faculty programs offshore through our association with the University of Wollongong Dubai, the University of Wollongong College Hong Kong, in Malaysia in conjunction with INTI Laureate and in Singapore in conjunction with PSB Academy continues to be a strategic goal of the Faculty. Not only does the Faculty deliver programs in these locations in conjunction with these partners, it also enables the Faculty to provide opportunities for students to move between these campuses to study. Leveraging student mobility opportunities will continue to be a major focus in 2019 and beyond.

As a global university and a business Faculty with a global outlook, it is essential that the Faculty has strong links with high quality institutions around the world to not only enable the exchange of our students but also enable academic staff to work with their peers around the globe. In 2018 staff in the Faculty of Business collaborated with academics in such quality institutions as: Cambridge, City University of New York, Xi’an Jiatong University, Cornell University and Duke University to name just a small few. In 2019, the Faculty will continue to develop and strengthen its ties to such institutions.



## INTERNATIONAL STUDY TOURS/STUDENT MOBILITY



*COMM335 students in Singapore, a part of a Faculty-led study tour.*

In 2018, 129 Faculty of Business students undertook an overseas study experience, including Faculty-led study tours, semester-length international exchange, and overseas short courses.

<b>Student mobility program type</b>	<b>Number of students</b>
Semester-length exchange	36
Faculty-led study tour*	69
Overseas short courses	24

*\*Faculty-lead study tours include MGNT351: Dubai, COMM335: Malaysia/Singapore, COMM330:Sri Lanka, COMM330: Thailand/Laos, MGNT939: India, and EMBA study tours.*

The Faculty has been proactive in encouraging students to undertake some sort of international experience as part of their degree by coordinating credit bearing study tours, applying for Australian Government funding (New Colombo Plan and Endeavour Mobility Grants) to support student mobility initiatives, and providing financial support to students by awarding travel grants.

This year, a total of \$205,000 of Australian Government funding awarded to the Faculty in 2017 was allocated across 64 business students to enable them to undertake a student mobility experience in the Asia-Pacific. An additional \$35,000 funded by the Faculty International Strategic Budget, enabled 8 students to undertake an international semester exchange program in 2018 through the Faculty of Business International Exchange Grants scheme.



### **FACULTY-LED STUDY TOURS**

This type of student mobility enables students to undertake a shorter duration experience, usually up to 2 weeks overseas. Faculty-led study tours allow students to learn about responsible leadership and sustainable business practices in a global context, and to network with people within industry and institutions overseas. A number of the study tours also provided the opportunity for our Faculty to engage with and facilitate student mobility to our transnational partners, INTI International College Subang, PSB Academy Singapore, and UOW Dubai.

The following outlines the Faculty-led study tours that have occurred this year:



### **MGNT351: RESPONSIBLE LEADERSHIP (“FASHION THROUGH AN ETHICAL KALEIDOSCOPE”) STUDY TOUR**

Study tour funded by the Council for Australian-Arab Relations (CAAR) of Australia’s Department of Foreign Affairs and Trade. Professor Mario Fernando with 5 students travelled to Dubai, United Arab Emirates in April 2018. Local host, Dr Zeenath Reza Khan at UOWD developed the itinerary, utilising her extensive networks in the Dubai fashion industry. Key experiences: Industry visits to Dubai Design and Fashion Council (DDFC), Runway Dubai, Al Buraag Garments and Embroidery Factory, Kazi Gulshan Ara, and various local cultural visits.



### **COMM335: BUSINESS MALAYSIA & SINGAPORE STUDY TOUR**

Study tour funded by the New Colombo Plan, with each of the 20 student participants receiving a \$3,000 travel grant. During the July winter break, students visited our transnational partners, INTI International College Subang, and PSB Academy Singapore. Key experiences in Malaysia arranged by INTI Subang: Local student engagement, round table discussions with executive level representatives from Malaysian SMEs, visits to Takaful Malaysia, EcoWorld, and Westport. Key experiences in Singapore arranged by in-country contact Stephanie Krishnan: Australian High Commission in Singapore, Sintel Cyber Security Institute, Singapore F1 Grand Prix Marketing and Communications, as well as a number of executive level managers of multinational companies to deliver guest lectures to our students.



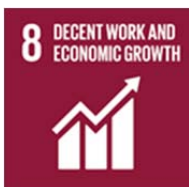
### **COMM330: SRI LANKAN FINANCIAL AND ECONOMIC POLICIES STUDY TOUR**

During the July winter break, students travelled to Galle, Udawalawa, and Kandy. Key experiences: Visits aligned with curriculum e.g. World Bank – Sri Lanka, United Nations Development Programme, Australian High Commission & Austrade, Colombo Stock Exchange, Asian Development Bank, Centre for Banking Studies, University of Peradeniya, as well as cultural visits including Udawalawe National Park.



## COMM330: POVERTY, INEQUALITY AND ECONOMIC GROWTH THAILAND & LAOS STUDY TOUR

Project leader: Dr Martin O'Brien coordinated a study tour funded by the New Colombo Plan, with 9 student participants receiving a \$3,000 travel grant. During the September mid-session recess, the study tour group travelled to Bangkok, Khon Kaen and Vientiane. Key experiences: Visits to institutional partners including NIDA (Bangkok), and Khon Kaen University, as well as the United Nations Development Bank and various industry visits, and engaging in Thai cultural activities with local students.



## MGNT939: GLOBAL BUSINESS PRACTICES INDIA STUDY TOUR

This study tour builds upon a tight partnership that the Faculty holds with Indian educational institutions, Birla Institute of Management Technology (BIMTECH) and IFIM Business School, who our students were hosted by and arranged various local organisation visits.



### Key experiences:

- Visits to the Australian High Commissions (DFAT, DET and Austrade), providing insight into how it leverages deep knowledge and relationships of their networks to deliver value to its stakeholders.
- SRF Foundation that collaborates with several private organisations to transform hundreds of government schools and nurture several thousands of underprivileged students into confident and responsible citizens of India.
- SAP provided insight into successfully managing business operations and customer relations.
- Adobe for sharing its knowledge on how it provides exceptional digital experiences.
- Tech Mahindra for presenting a seminar on their approaches to becoming one of the top three players in their chosen market segments.
- Infosys, the second-largest Indian-based multinational company, with the discussion centred on their stakeholder engagement, social responsibility and environmental stewardship.



### EXECUTIVE MBA STUDY TOUR

In January each year, our Executive MBA students undertake an overseas mission as an integral subject and pivotal part of their program. The overseas mission cements long term business and personal relationships and triggers the start of our students own entrepreneurial and innovation journey as they commence the second half of their Executive MBA program. The essence of the overseas subject is to provide a platform for our Executive MBA students to assimilate a diverse set of industries and locations, benchmark the businesses in the context of the students own business environment and reflect on opportunities or threats facing the student's business based on the experiences gained during the mission.

In 2018 a cohort of 20 from the Executive MBA program visited Hong Kong, Vietnam, Shanghai and South China. Students were able to visit and experience first-hand organisations operating in technology, service, heavy industry, contract research, commodities, retail, leisure and financial services. The host companies ranged from large organisations to small startups, all having a global operating footprint. The intensive 15-day mission exposed students to a diverse range of business, cultural and interpersonal situations that will influence the way they look at their own business internally and externally.

*2018 EMBA cohort at Fpt Software headquarters in Hanoi, Vietnam.*



## **Principle 4: Research – We will engage in conceptual and empirical research that advances understandings of the role and impact of organisations in the creation of sustainable social, environmental and economic value**

The Faculty Research Unit consolidated its strategic priorities into five main areas for the period 2018-2020. These priorities are underpinned by:

1. The Faculty's mission, vision and strategic goals
2. Our commitment to the United Nation's Principles of Responsible Management Education (PRME), and

Staff feedback, including the results of a staff survey conducted in late 2017.

The Faculty of Business is pleased to display the outstanding achievements of the Faculty's researchers throughout 2018. The Faculty's reputation in producing innovative, rigorous and original business-related research is growing strongly. Our researchers and Disciplines are gaining recognition throughout Australia and internationally.



### **AUSTRALIAN RESEARCH COUNCIL EXCELLENCE IN RESEARCH AUSTRALIA AND RESEARCH ENGAGEMENT AND IMPACT**

The Faculty contributed to the University's submission to the Australian Research Council for Excellence in Research Australia. The Faculty submitted an impact story entitled "Improving the performance and growth of small and medium sized enterprises in South East Asia" for research undertaken by researchers over the past 15-20 years, and its impact in underpinning economic growth in developing countries across the world. The Faculty also submitted an impact story entitled "Attracting Foster Carers for Children in Need" for research undertaken in the past decade using marketing techniques to attract more high quality foster carers for the growing number of children who need safe homes.



### **STRENGTHENING HIGHER DEGREE RESEARCH STUDENT NUMBERS**

In 2018 the Faculty saw a significant increase the number of Higher Degree Research (HDR) students commencing from 8 in 2017 to 28 in 2018. The Faculty will continue to strengthen its HDR program through:

- Strengthening pathways from high performing undergraduate students to Honours and PhD.
- Identifying high performing Masters by Coursework students and targeting them for transition to PhD.
- Increasing recruitment of international HDR students, including the development of new marketing materials.
- Boosting Faculty performance in central scholarship rounds.
- Monitoring HDR supervision capacity and quality to ensure academic staff are engaged in supervision.
- Continuing to implement HDR continuous improvement strategies including assurance of learning.

The Faculty has been able to attract a diverse range of HDR students, with an equal gender split and 3% Aboriginal or Torres Strait Islander representation.



## FIRST UOW VICE CHANCELLOR'S ABORIGINAL POSTDOCTORAL RESEARCH FELLOWSHIP

The Faculty of Business's Australian Health Services Research Institute (AHSRI) was awarded the first ever UOW Vice Chancellor's Aboriginal Postdoctoral Research Fellowship. Dr Marlene Longbottom commenced her fellowship in October 2018 on her research project titled "*Systemic responses to Indigenous families who experience trauma and violence: Reframing the representation and positioning of Indigenous families through a strengths-based and trauma informed approach in Australia and United States.*" Marlene will be based at AHSRI and work with her mentor Professor Kathleen Clapham.



## LAUNCH OF REPORT

The Faculty and Centre for Responsible Organisations and People launched the report '*Hard to Reach: Examining the National Disability Insurance Scheme Experience – A Case Study of Wollongong*', 19 October 2018 in conjunction with the St Vincent de Paul Society.

## GRANT SUCCESS

In 2018 our researchers had numerous successes in performing research that aligns with the SDGs, including the following grants:

### AUSTRALIAN RESEARCH COUNCIL GRANTS



**Melanie Randle, Rob Gordon, Kathy Eagar, Sara Dolnicar, Simon Watts.** (2018-2021) '*Greater inclusion of people with a disability in Australian workplaces: A social marketing challenge*'. Australian Research Council Linkage Projects Scheme, \$455,000 (\$275K cash, \$180K in-kind).



Samantha Thomas, **Melanie Randle**, Mike Daube, Susan Balandin, Sean Cowlshaw, Sylvia Kairouz, Rebecca Cassidy. (2019-2021) '*The Big Gamble: Causes, consequences and public health advocacy responses to the normalisation of gambling*'. Australian Research Council Discovery Projects Scheme, \$259,200.



**Kathleen Clapham**, Dawn Bessarab, Bronwyn Fredericks, Kate Senior, Valerie Harwood, **Helen Hasan**, Peter Kelly, **Marlene Longbottom**. (2018-2020) '*A place based model for Aboriginal community-led solutions*'. Australian Research Council Discovery Indigenous Scheme, \$498,000.

## OTHER EXTERNAL GRANTS



### Victorian Responsible Gambling Foundation Grants Program

Samantha Thomas, Susan Balandin, **Melanie Randle**, Mike Daube, Hannah Pitt, Amy Bestman, Sean Cowlshaw. (2018-2019) *Pathways to the pokies: The role of individual, socio-cultural, environmental and industry factors in shaping the gambling attitudes and behaviours of older adults*. Victorian Responsible Gambling Foundation Grants Program, \$65,000.



### Philippines Project Small Research Grants Scheme

**Alfredo Paloyo**. (2018) *Recent trends in the gender gap in the labor market in the Philippines*. Philippines Project Small Research Grants Scheme, \$13,000.



### Research Development Grants by the Accounting and Finance Association of Australia and New Zealand (AFAANZ).

- **Corinne Cortese, Hazef Abdo**. Project Title: *Accounting for oil and gas: Has IFRS made a difference?* \$1,500.
- **Liangbo Ma**. Project Title: *Corporate environmental commitment and firm value: Evidence from market reaction to environmental incidents*. \$1,500.
- **Shiguang Ma, Liangbo Ma**. Project Title: *Earnings management and accounting fraud: Evidence from Chinese family firms*. \$1,500.
- **Xiaofei Pan**. Project Title: *Product market competition and firm innovation in China*. \$1,500.

## UOW GRANTS



### University Global Partnership Network

A number of staff received grants to contribute to their expenses to attend the University Global Partnership Network (UGPN) annual conference in Surrey in the United Kingdom.



### UOW-UOWD Research Collaboration Fund

- **Shamika Almeida, Nadia Zainuddin and Kanchana Wijayawardena**, for the project titled *Taking a gender inclusive approach towards sustainable engineering and innovation - A cross national study between Australia and United Arab Emirates*, \$20,000.



- **Ann Rogerson**, for the project titled *Building a culture of Academic Integrity in UAE through collaborative exploratory research studies investigating student and staff academic integrity practices and understanding*, \$20,000.



### UOW Community Engagement Grant

**Rodney Clarke, Robert Ogie**. (2018) *Emergency messaging for culturally and linguistically diverse (CALD) groups in the Illawarra*.



### UOW Global Challenges

#### PIECES (People with dementia can be Included & Enabled through social Connections, Environments & Services)

- Investigating how connected, active and social environments can be developed to promote health and wellbeing for people with dementia.

Lyn Phillipson, Lisa Kervin, Chris Brennan-Horley, Sarah Howard, Cathrine Neilsen-Hewett (Faculty of Social Sciences), Irina Verenikina Kishan Kariippanon (Faculty of Social Sciences, ECR) Kara Cappetta (Faculty of Social Sciences, HDR), Victoria Traynor Prof Richard Fleming (Faculty of Science, Medicine & Health), Pippa Burns (Faculty of Science, Medicine & Health, ECR), **Louisa Smith** (Faculty of Business, ECR) **Luise Lago** (Faculty of Business, ECR) **Simon Eckermann** (Faculty of Business), Paul Cooper, Tim McCarthy (Faculty of Engineering & Information Sciences), Clayton McDowell (Faculty of Engineering & Information Sciences, ECR), Stephen Beltrame (Faculty of Engineering & Information Sciences, PHD), Jun Ma (Faculty of



Engineering & Information Sciences, ECR), Jack Yang (Faculty of Engineering & Information Sciences, ECR), Christian Ritz, Cole Hendrigan, Monte Ros, Dr Wanqing Li, Chris Cook (Faculty of Engineering & Information Sciences), Gregor Cullen (Faculty of Law, Humanities & the Arts), Paul van den Dolder (ISLHD), Karen Van Woudenberg (Playgroups NSW) and Toby Dawson (IRT Foundation).



### Future Makers

- Investigating how maker-spaces can impact and contribute to the local economy and STEM education. The team will also partner with Science Space and investigate environmentally responsible practices.

Geoff Spinks (AIIM), Teodor Mitew (Faculty of Law, Humanities & the Arts), Sue Bennett (Faculty of Social Sciences), **Tillmann Boehme** (Faculty of Business), Chantel Carr, Thomas Birchnell, Wendy Nielson, Shirley Agostinho, Sarah Howard, Helen Georgiou (Faculty of Social Sciences), **Adrian Tootell** (Faculty of Business) and Travis Wall (Faculty of Law, Humanities & the Arts).



### Seed Category

- Tillmann Boehme** (with Aziz Ahmed (Faculty of Engineering & Information Sciences), Lip Teh (Faculty of Engineering & Information Sciences), Alberto Escribano, Vinod Gopaldasani (Faculty of Social Sciences), Leanne Treadwell (Faculty of Social Sciences): \$10,000. Project title: “*Innovative connections in CFS construction: feasibility study*”.



- Michal Strahilevitz** (with Bo Du (Faculty of Engineering & Information Sciences), Pascal Perez (Faculty of Engineering & Information Sciences), Pauline McGuirk (Faculty of Social Sciences), Thomas Birchnell (Faculty of Social Sciences), Jun Ma (Faculty of Engineering & Information Sciences). External partners: Muhammad Nouman Amjad Raja.) : \$15,000. Project title: “*Mind the Age Gap? – Revealing the truth about Senior Travel at Peak Times*”.

### Project Category



- Melanie Randle** (with Victoria Traynor (Faculty of Science, Medicine & Health), Gordon Waitt (Faculty of Social Sciences), Theresa Harada (Faculty of Social Sciences), Trish Mundy (Faculty of Law, Humanities & the Arts), Karina Murray (Faculty of Law, Humanities & the Arts), Jo Stirling (Faculty of Law, Humanities & the Arts), Nadine Veerhuis (Faculty of Science, Medicine & Health)) : \$48,380. Project title: “*‘Driving Change’: Options for driving retirement with over 75 age groups*”.



- Troy Heffernan & Greg Kerr** (with Faisal Hai (Faculty of Engineering & Information Sciences), Emma Heffernan (Faculty of Engineering & Information Sciences), Rafael Carvalho (Faculty of Science, Medicine & Health), Fariba Ramezani (Faculty of Engineering & Information Sciences), Michelle Voyer (Faculty of Law, Humanities & the Arts), Richard Kenchington (Faculty of Law, Humanities & the Arts)) : \$14,928. Project title: “*Integrating Sun, Sand, Sea and Sustainability (S4)*”.



- Jennifer Algie** (with Kosta Konstantinov (Australian Institute for Innovative Materials), Phil Barker (Faculty of Science, Medicine & Health), Xu-Feng Huang (Faculty of Science, Medicine & Health), Michael Lerch (Faculty of Engineering & Information Sciences), Vitor Sencadas (Faculty of Engineering & Information Sciences), Shahnaz Bakand (Faculty of Social Sciences), Solaiman Sheikh (Faculty of Law, Humanities & the Arts), Ronald Sluyter (Faculty of Science, Medicine & Health)) : \$27,900. Project title “*New generation sunscreens optimised for Australian extreme UV exposure and development of reliable in-vitro test protocols for UV protection*”.

## FACULTY COMPETITIVE GRANTS

### Small Grants



- Nadia Zainuddin (Marketing, School of Marketing, Operations and Management) (with Cheryl Leo, Murdoch University): \$9,941; *“The Tipping Point: Understanding Value Destruction in Service Use and its Impact on Wellbeing”*.



- Shamika Almeida (Management, School of Marketing, Operations and Management) (with Marian Crawley-Henry – Maynooth University, Santina Bertone – Swinburne University): \$10,000; *“Investigating Successful Strategies for Skilled Migrants’ Career Progression: A Multi-level Framework”*.

### Strategic University Collaboration Grant



- Silvia Mendolia (Economics, School of Accounting, Economics and Finance) and Dr Alfredo Paloyo (Economics, School of Accounting, Economics and Finance) (with Prof Ian Walker, Lancaster University): \$9,535; *“The Impact of Religiosity and Personality Traits on Adolescent Well-being and Achievements”*.

- Oleg Yerokhin (Economics, School of Accounting, Economics and Finance) and Dr Silvia Mendolia (Economics, School of Accounting, Economics and Finance) (with Prof Paul McNamee, University of Aberdeen): \$9,535; *“Health and Wellbeing within the family”*.



- Michal Strahilevitz (Marketing, School of Accounting, Economics and Finance): \$10,000; *“How Television Entertainment Programming Can Inspire Environmentally Friendly Actions in Australia and the US”*.

### Mentoring Grants



- Jennifer Algie (Marketing, School of Marketing, Operations and Management) and Prof Nina Reynolds (Marketing, School of Marketing, Operations and Management); Project title: *“An analysis of Australian consumers’ transition to using reusable bags and its implications for other environmental behaviours”*.



- Shamika Almeida (Management, School of Marketing, Operations and Management) and Prof Melanie Randle (Marketing, School of Marketing, Operations and Management); Project title: *“Using work/family border theory and job crafting theory to examine how senior academic women successfully progress in their career while balancing family responsibilities”*.



- Liangbo Ma (Finance, Economics, School of Accounting, Economics and Finance) and Dr Millicent Chang (Finance, Economics, School of Accounting, Economics and Finance); Project title: *“Examining the value relevance of corporate environmental commitment by investigating market reaction to environmental incidents”*.



### Partnership matching grants

- Martin O’Brien (Economics, Sydney Business School): \$20,000 (plus \$35,000 matched funding from ACTU, Shop Distributive and Allied Employees’ Association and United Voice) Project: *“Penalty rate reform and employment outcomes in the retail and hospitality sectors in Australia”*
- Belinda Gibbons (Management, Sydney Business School): \$10,000 (plus \$10,000 matched funding from Healthy Cities Illawarra) Project: *“Local SDG Scorecard”*.



## RESEARCH CENTRES

The Faculty's three existing research centres: Centre for Contemporary Australasian Business and Economics Studies, Centre for Human & Social Capital Research, and Centre for Responsible Organisations & Practices, have been contributing to strengthening the Faculty's research culture. In 2018, the Faculty expanded upon its research centres to further build upon our research capabilities and cement our faculty as a leader in business research.

### NEW RESEARCH CENTRE: CENTRE FOR CROSS-CULTURAL MANAGEMENT

The Faculty approved a fourth research centre in the fourth quarter of 2018 – the Centre for Cross-Cultural Management. The purpose of the Centre for Cross-Cultural Management is to advance interdisciplinary research on how cross-cultural and intracultural factors influence human relations in organisations and work-related outcomes. The Centre for Cross-Cultural Management will generate opportunities for cross-fertilisation of research ideas to produce research excellence of a nature and magnitude that contributes significantly to fulfilling the strategic goals of the Faculty of Business and the University of Wollongong. Key areas of focus for the Centre include:

- Human Resource Management
- International Business, performance and methodological innovation
- Business ethics and leadership
- Technological and digital revolution
- Identity construction and interpersonal experience
- Immigration, diversity and wellbeing

### **Principle 5: Partnerships – Interacting with managers of businesses and organisations to jointly meet and support our wider social and environmental responsibilities**



## INDUSTRY AND COMMUNITY COLLABORATION

The Faculty also worked with industry, collaborating with Healthy Cities Illawarra (HCI). HCI is a community based non-profit, non-government organisation and represents the Illawarra Shoalhaven region as a member of the World Health Organisation's (WHO) global Healthy Cities movement, which was established to approach public health in a more holistic, community-centred way.

Together we held two regional cross-sector SDG workshops; first workshop titled 'Unpacking the United Nations Sustainable Development Goals Breakfast', with an impressive turnout of 120 attendees from corporate, NGO, not-for-profit, government and civil society.

The audience heard from Dr Leeora Black, CEO of the Australian Centre for Corporate Social Responsibility (ACCSR), and then from a panel of speakers from a range of sectors about their experiences of implementing the SDGs in their respective organisations.



A second workshop, titled ‘*We’re all in this together – Pursuit of the SDGs in Wollongong & Shellharbour*’ was held on the 15 March 2018. This workshop allowed intersectoral stakeholders to come back together, share current initiatives and explore opportunities and future action in support of the SDGs.

The strength of our collaboration is evident in our work being mentioned in Australia’s first [SDG Voluntary National Review \(VNR\)](#) submitted to the UN High Level Political Forum July 2018.



### LIVE INDUSTRY CHALLENGE SERIES

The Live Industry Challenge series is in production with the simultaneous purpose of connecting students and alumni with the faculty, and providing students with an agency-side Work Integrated Learning (WIL) experience. Prominent business leaders and UOW Alumni feature in video cases, providing relevant and ‘real’ business challenges to students. Students conduct extensive market research, draft a business proposal with considered and evidence based recommendations that are submitted back to the business for consideration with a view of ‘winning’ the business.



**Principle 6: Dialogue – UOW Faculty of Business facilitates and supports dialogue with internal and external stakeholders on critical issues related to global social responsibility and sustainability**



**LEADERSHIP SERIES**

In July, the UOW Sydney Business School once again held an exclusive evening with John Borghetti, CEO and Managing Director, Virgin Australia Group. In a Q&A format, John shared insights into his career, the airline industry and his philosophy on business and leadership with over 80 corporate partners, alumni and students.



*John Borghetti, CEO and Managing Director, Virgin Australia Group*



**PUBLIC LECTURE - CURING AFFLUENZA: HOW TO BUY LESS STUFF AND SAVE THE WORLD**

Dr Richard Denniss is the Chief Economist and former Executive Director of The Australia Institute. Dr Denniss is a prominent Australian economist, author and public policy commentator, and a former Associate Professor in the Crawford School of Public Policy at the Australian National University.



Dr Richard Denniss presented a public lecture in November on how affluenza (the strange desire to spend money we do not have to buy things we do not need to impress people we do not know), is economically inefficient, that it is the root cause of environmental destruction, and that it worsens global inequality. Rather than treating these symptoms, Richard discussed how we can tackle the underlying disease.



## ECONOMICS SOCIAL AND PUBLIC POLICY PUBLIC LECTURE

**Bhash Mazumder, Federal Reserve Bank of Chicago**



The Economics Social and Public Policy Lectures were held in August 2018, presented by Bhash Mazumder, a senior economist and research advisor in the economic research department at the Federal Reserve Bank of Chicago. Bhash also serves as the Executive Director of the Chicago Federal Statistical Research Data Center. Bhash also oversees the operations of a research center enabling access to federal statistical microdata on behalf of a consortium of institutions including the Federal Reserve Bank of Chicago, Northwestern University, the University of Chicago, and the University of Illinois. Bhash received a B.A. in Political Science from New York University, an M.A. in Economics from New York University, and a Ph.D. in Economics from the University of California at Berkeley.

He presented two public lectures. The first lecture at the Sydney campus titled *The Outlook for the US Economy* where Bhash reviewed recent trends and challenges facing the US economy. Topics included trends in productivity, labor force growth, wages and inequality.

The second lecture at the Wollongong campus titled *Intergenerational Mobility in the US* where Bhash provided a survey of research that he and others have done on the state of intergenerational mobility in the US. Topics included trends in mobility, racial gaps, geographic differences and health mobility.

Each event had over 60 people in attendance who were engaged and had detailed discussions with the speaker, Faculty staff and guests.



## GUEST SPEAKERS

A number of external guests presented in 2018 across various platforms, including seminar series and lectures. These included:

- Professor Adeline Delavande, University of Essex
- Doctor Angelo Aspris, University of Sydney
- Mr Bhash Mazumder, Federal Reserve Bank of Chicago
- Associate Professor Bilgehan Karabay, RMIT
- Mr Brian Nelson, Market Design and Development Specialist, Australian Energy Market Operator
- Doctor Cahit Guven, Deakin University
- Doctor Claire Horner, University of Tasmania
- Mr Jaehoon Lee, University of NSW
- Doctor Jan Kabatek, Melbourne Institute
- Mr John Borghetti, CEO and Managing Director, Virgin Australia Group
- Mr Jonathan Hamberger, Senior Deputy President, Australian Fair Work Commission
- Doctor Katja Ignatieva, University of New South Wales
- Mr Kieran Williams, Principal, Shelston IP
- Professor David Lewin, Professor Emeritus in Management, UCLA
- Ms Elizabeth Kaneyson, Supply Chain Project Manager, Thales
- Doctor Martin Fahy, CEO, ASFA
- Doctor Marvin Wee, Australian National University
- Professor Mats Alvesson, Lund University, Sweden
- Doctor Matt Leister, Monash University
- Honourable Justice Michael Walton, Justice, Supreme Court of NSW
- Mr Nathan Kettlewell, University of Sydney
- Professor Paul McNamee, University of Aberdeen
- Associate Professor Paul Pezanis-Christou, University of Adelaide
- Doctor Peter Vassallo, University of Adelaide
- Ms Renee Whiteside, People and Culture Leader, Mercer
- Doctor Richard Denniss, The Australia Institute
- Doctor Robert Czernkowski, UTS
- Professor Sandra VanderLaan, University of Sydney
- Doctor Sarah Dahmann University of Sydney
- Ms Sarah Mason, General Manager and Principle Trainer, HSPR
- Mr Shawn Ho and Doctor Demetris Christodoulou, University of Sydney
- Associate Professor Shiko Maruyama, UTS
- Professor Silvia Gherardi, University of Trento, Italy
- Professor Stewart Jones, University of Sydney
- Doctor Suraj Prasad, University of Sydney
- Ms Talis Putnis, UTS
- Doctor Victoria Clout, University of New South Wales
- Professor Warwick Funnell, University of Kent



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