



PRME

Sharing Information on Progress Report

January 2014



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PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

Principles for Responsible Management Education

Newcastle University Business School Sharing
Information on Progress 2014

January 2014

Director's Letter of Renewed Commitment to Principles for Responsible Management Education

It is four years since Newcastle University Business School (NUBS) first signed a commitment to the Principles of Responsible Management Education (PRME) and I am pleased to be able to have this opportunity to consolidate and reaffirm NUBS' responsibility as a signatory within this Sharing Information on Progress (SIP) report.

In today's global business environment the importance of a good management education can provide a crucial foundation upon which to build a better world. We continue to develop our provision to support new generations of leaders who will address the increasingly complex challenges that we all face as a society. We at NUBS are committed to providing management education that responds to these ever increasing demands. The Banking Crisis of 2007-08 and recent corporate governance scandals provide examples of how conventional approaches to business education can no longer meet the needs of the marketplace.

The School has recently revised its mission, vision and values and these now emphasise a commitment to responsible management education. The fresh perspective incorporates the need to be innovative and is reinforced through four values that characterize all our activities. These four values being: conscientiousness and integrity, curiosity and openness; critical relevance and creativity in all areas.

The particular achievements that demonstrate our commitment to PRME from the last two years are: the continued development of engagement with all our stakeholders; the School's contribution to the University's societal themes of Sustainability and Social Renewal, the activities within our subject groups and relevant developments within our teaching provision and current research and publications from our research groups and centres.

We have developed a strong vision that embraces the core of PRME through our aspiration to be an internationally recognized Business School. Our aim is to have a world-leading research reputation across a range of disciplines, including: critical accounting; economics; human resources management; innovation systems; services marketing; and strategy, organisations and society. We will further develop our distinctive pedagogy based on the 'Theory of Application' approach, incorporating a more blended learning and a commitment to Lifelong Learning, producing a student experience that is highly rewarding and challenging. The School will continue to build upon the world-class facility that combines functionality with the provision of creative space, facilitating the development of distinctive pedagogy. Whilst continuing to work with our international partners and external organisations from international corporates to local voluntary organisations to both develop and strengthen our commitment to PRME.



Professor John Wilson
January 2014



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.

As a civic university with a global reputation for academic excellence, **Newcastle University** is committed to solving, rather than describing, the great challenges of our age, and thus helping frame a more optimistic global debate.

Newcastle University's motto is 'Excellence with a purpose'. The commitment of Newcastle University Business School in being a signatory to the Principles of Responsible Management Education (PRME) demonstrates this purpose. Newcastle University is a civic university with a role to play in society by bringing both research and teaching to bear on issues faced by local, national or international communities.

In response to the great challenges of our age Newcastle University has three **Societal Challenge Themes** and is committed to ensuring our research helps address some of the key global issues by focusing on these themes as part of our overall focus on excellence with impact. These three themes address the demand side of research by responding to some of the most pressing needs within society. The research, teaching and engagement activities of Newcastle University Business School are closely linked to the three Societal Challenge Themes of:

Ageing

Our Changing Age theme is a development of our expertise on the ageing process and the implications for society. We have the largest number of academics working on aspects of ageing in Europe, many based on a purpose built campus in partnership with the NHS Trust.

Find out more about [Changing Age](#) and [Changing Age for Business](#).

Social Renewal

Newcastle has significant strengths in research relating to how individuals, communities and organisations adapt and thrive in a rapidly changing and challenging environment. We have created the [Newcastle Institute for Social Renewal](#) as a hub for research activity which is focused on asking the big questions facing our society.

Sustainability

At Newcastle, we focus on the solutions that we can offer to the global challenge of [sustainability](#), particularly in relation to our existing internationally leading research. Sustainability can be summarised as: **'enough, for all, forever'**.

During July 2012 Newcastle University achieved both ISO14001 and EcoCampus Platinum certification for our **Environmental Management System (EMS)**. This achievement celebrated the journey from the bronze award in 2009, silver in 2010, gold in 2011 to the recognition of a fully functioning EMS in 2012.

Students have played a key role throughout this journey with annual MSc Clean Technology dissertation projects providing vital momentum towards this achievement. The involvement of students has provided the opportunity for utilisation of the campus as a learning resource as well as enabling first hand practical environmental experience, enhancing graduate attributes and fostering the next generation of environmentalists and sustainability professionals. We intend to build on this experience by involving students with the annual internal audit process as part of recertification, based upon a pilot carried out this year. Following this success we intend to repeat this model for the implementation of ISO50001 Energy Management Standard.

Achievement of dual accreditation for our EMS involved the collaboration of staff and students across campus. In order to inform staff and students of the latest news throughout the audit we took an innovative approach to our communication and utilised social media to deliver live EMS audit tweets giving the latest updates. The resulting collection of Tweets were then compiled to give a live account of the audit process which will help with preparation for future audits, as well as enabling us to share our experience with other universities.

The EMS journey started in 2008 when the institution registered with EcoCampus and the EMS has been under development ever since. EcoCampus is an environmental management system award scheme specifically aimed at the Higher and Further Education sectors. It takes institutions to implement their EMS step by step with Bronze, Silver, and Gold awards along the way, and Platinum as a finale. The University has made steady progress through accreditation, achieving bronze in September 2009, silver in October 2010, Gold in August 2011 and now Platinum and ISO 14001 in July 2012, Newcastle University is the UK's second university to achieve this award.



Also, in June 2013 Newcastle University obtained a first class from the award-winning People and Planet Green League the only comprehensive and independent league table showing the environmental and ethical performance of UK Universities. The information is compiled annually by the UK's largest student campaigning network, People and Planet. Newcastle University was ranked 15th out of 143 Universities providing People and Planet with information to be entered:

<http://peopleandplanet.org/green-league-2013/tables?qql13profile=9976&test=31930b>



Principle 2 Values

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

Newcastle University has a longstanding commitment to civic responsibility and to issues of environment and sustainability. This historic commitment is clearly demonstrated through the awards of honorary doctorates since 1967. Professor Chris Brink, Vice-Chancellor of Newcastle University, said: “Honorary degrees are a way for Newcastle University to recognise those figures from industry, academia, education and politics who have made a major contribution to people’s lives and the world we live in.”

A defining moment was when Dr Martin Luther King was made an Honorary Doctor of Civil Law on at the University on 13 November 1967. Newcastle was the only UK University to honour the inspirational campaigner who struggled against racism during his lifetime.

Whilst in 2007 Newcastle was the only UK University to formally back the Jubilee Debt Campaign for the cancellation of debt in developing countries, and it has a strong ongoing commitment to the Make Poverty History. During 2007, the University awarded honorary degrees to Bob Geldof, Gordon Brown MP and Benjamin Mkapa (former president of Tanzania), at an event that promoted debate on current debt-relief issues.

Another demonstration of the University’s commitment to one of the great societal challenges of our age, was to award honorary degrees in 2011 to renowned environmentalist Sir Jonathon Porritt, one of the UK’s best known and respected environmentalists, writers and campaigners for sustainability; Chief Scientist Sir John Beddington who introduced the concept of the ‘perfect storm’, Chief Executive of the WWF-UK David Nussbaum who chairs the international WWF network’s Global Climate and Energy Initiative, a non-executive director of Low Carbon Accelerator and of the fair-trade organisation Shared Interest society, Marks and Spencer Executive Advisory Board on sustainability and is Chair of the ACCA’s Global Forum; and former government minister and Sunderland MP Chris Mullin.

During 2011 Newcastle University launched its Sustainability Societal Challenge theme under the banner of ‘Enough, for all, forever’ and the Newcastle Institute for Research on Sustainability (NIReS) to coordinate the University’s sustainability research into the future to deliver practical, engaged solutions to real-world issues.

Newcastle University Business School takes a key part in the role of the civic university and is focused on incorporating into our academic activities and curricula the value of global social responsibility as portrayed in international initiatives such as

the United Nations Global Compact. The vision and mission of the School reflects and strongly underpin the commitment to being a signatory of PRME.

Vision

To be an internationally recognised business school by being regionally rooted, nationally influential and globally respected.

Mission

We add value to all stakeholders through building excellence in teaching, research and engagement activity and provide new, global perspectives and the inspiration to contribute to the responsible and ethical shaping of society.



Values

Conscientiousness and integrity

In everything we do, we strive to change the world for the better, through socially and ethically responsible practice and respect for fellow human beings. We are aware of the impact our work has on the world around us and are deliberate in the relationships we forge and sustain on behalf of our staff, students, and stakeholders.

Curiosity and openness

We encourage open minds and a fascination around the edges, as well as the traditional core, of business education. In an ever-changing world, our students and staff must be ready to embrace innovation, take action, and work across disciplines to see beyond the accepted norms.

Critical relevance

Through our research, teaching and engagement, we reflect upon those critical perspectives that influence global policy and practice. We demonstrate relevance and value in an external context by thinking critically and engaging with new ideas.

Creativity in all areas

We value creative, collaborative approaches to work inside and outside the traditional university environments. Taking inspiration from the worlds of practice, especially the technological and design-led arenas, we will seek innovative ways of teaching, learning, and applying our theory into practice.



Principle 3 Method

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

NUBS is a large and diverse School comprising four subject areas: Accounting and Finance, Economics, Leadership, Work and Organisation and Marketing, Operations and Systems. Drawing upon these subject areas enables NUBS to provide a diverse and complex provision of programmes that include different approaches to teaching, research and engagement. The programmes provide with strong links to the issues and demands of managing organisations and the social and environmental impacts of all business enterprises. Some examples of how this is included within modules and programmes are provided below.

Corporate social responsibility and business ethics (NBS8103) contains 24 hours of classroom delivery in the form of lectures, seminars, guided reading, student presentations and case studies. It is assessed by a 100% assignment in which students are encouraged to reflect and evaluate on one of a choice of six possible assignment titles, covering some of the key learning outcomes of the module content. The module content includes the essentials of moral philosophy, theory as it applies to CSR, business cases on ethics, 'CSR strategy', professional and business ethics, and content on how corporate governance is underpinned by ethical principles.

Corporate governance and ethics (ACC4056) a compulsory module in the final year of the BA Business Accounting and Finance (BAF) degree (in association with PwC and ICAEW). This module was introduced to maintain the relevance of the degree content to practicing accountants. The module covers all of the essential elements of the general principles of governance, corporate governance issues in the UK, regulation, internal control, risk and ethics. The ethical content underpins the module and specific ethics content includes professional and business ethical behaviour, prominent ethical theories and a number of relevant cases which are studied in class and also as guided reading.

Case studies in Accounting and Business (ACC3000) include real-world case studies on Accounting, Sustainability and Strategy on this module. Firstly they look at the United Nations Millennium eco-system assessment and its broad context of relevance to business. Secondly they consider new models of business where companies have integrated differential levels of sustainability into their business strategy. Thirdly, students evaluate the need for new models of accounting practice to measure the contribution to, or effects, on sustainability issues.

Management Accounting (ACC3002), where the students engage with material developed from within social enterprise, third sector and public sector settings. They critically evaluate different performance and control metrics using social and financial criteria.

Contemporary issues in accounting (NBS4051) is the dissertation module for Business Accounting and Finance students. All students develop understanding and awareness of the ethical implications of their research within organisations. Current topics chosen by the students for their individual study carried out during their 4th year are: fair trade, social enterprise, corporate social responsibility, carbon trading, gender and diversity issues within the accounting profession and responses to climate change by business.

Global Strategic Design (NBS8534) engages students in the MBA/EMBA program with the tensions, challenges and opportunities for doing business in a global context. The aim is directly linked to the University's broader aim of international engagement and profile to develop curious, well-informed strategic practitioners who possess practice relevant knowledge and experiences to help them strategically manage in a rapidly changing globally-networked and connected environment.

Global Political Economy (NBS8128) explores the dependence of the global economy, in particular systems of trade and finance, on changes in society and politics they develop in students an understanding of business and the economy today as both a historically contingent product of processes of wider social change and as a key actor in those ongoing processes of change. The module examines the macro-economic and political forces that influence the development and functioning of the global business environment. Of particular interest is the formation and development of international regimes such as those governing multilateral trade and global economic governance; the development international organisations and their role in regulating the global environment; trade and international labour standards; alternatives to intergovernmental regulation such as voluntary Codes of Conduct, Corporate Social Responsibility and their efficacy. This module offers an in-depth understanding of the complex international environment in which organisations operate.

Developing skills for business leadership (NBS8272) a postgraduate module for the CIPD-certified HRM programmes (MA HRM / MA IHRM) covers key transferable skills like self-management, the management of interpersonal relationships, leadership, finance, decision-making and problem-solving. Investigating a business issue from an HR perspective (NBS8273) is a postgraduate module for the CIPD-certified HRM programmes that covers research methods with a focus on selecting a suitable dissertation topic, literature review and research methodology.

Role of Business in Society (NBS8513) with a highly interactive series of groupwork sessions in which students explore and compare the various ways that businesses, academics and social movements think and talk about key issues in business ethics and corporate social responsibility. Through this comparative method, students learn to recognise how the differing ways that organisations and individuals talk and write about social issues rely on certain perspectives which typically gain credibility through marginalisation or silencing of alternatives. The aim of the course is to develop a more sophisticated and critical appreciation in students of their own future

roles in business and management and to help them recognise that aspirations to make business practices more ethical cannot be understood in isolation from processes of wider social change. At the end of the course students apply these insights in a mini-conference at which they present on issues of business ethics and sustainability which they have researched.

Contemporary Issues in International Business Management (BUS3035) includes the ethical challenges of organisations and individuals. Topics covered include corruption in international business, ethicality in contemporary international organisations, and “managing” ethical behaviour. This module aims to enable students to gain knowledge and critical understanding of the issues that impact international business and management in a globalizing economy. By focusing on a critical assessment of the impact of organisations operating on an international and global level on a range of stakeholders, the module will advance students’ knowledge and understanding of the interplay between globalisation, business and management.

Contemporary organisations operate in an international environment where business structures, processes and dynamics are faced with the challenges of global competition. The complexity of international business and management emerges from the intertwining dynamics between different stakeholders, which can be understood by analysing a diversity of topics with students engaging critically in the discussion of the challenges, opportunities, threats and consequences facing organisations as a result of contemporary issues in international business and management.

Managing Across Cultures (NBS8061/ BUS2026) adopts a stakeholder perspective on issues related to managing across diverse cultural, economic and socio-political contexts. The content of the modules considers the impact of organisations operating cross-culturally on a variety of internal and external organisational stakeholders, without privileging the role of one particular stakeholder group. Topics covered include: the ethical underpinnings and implications of the shareholder and stakeholder view of organisations for managing businesses in the global environment; ethical dilemmas and responsibilities of managers in a cross-cultural context; power relations between businesses and other actors in the global environment; and approaches to managing the differences between ethical values orientations of organisational members coming from diverse cultural backgrounds.

Critical Perspectives on Human Resource Management in Britain (BUS3024) uses lecture material and seminar discussion to invite students to consider the UK labour market in relation to structure of international labour markets, offshoring and implications and introduces alternative company governance arrangements to shareholder based models. The assignment questions also invite students to explore these themes.

International Human Resource Management (BUS3021) uses lecture material and seminar discussion to invite students to consider structure of labour markets in

various nation states and their interconnections, patterns of inequality on a global scale and causes. The assignment topic encourages students to explore these themes.

Customer Relationship Management (NBS8236) uses data mining and statistical thinking to encourage students to adopt an honest and inquisitive attitude to understanding customers through good data collection, analysis and presentation. Responsible leadership requires an openness to full and detailed information, a commitment to thorough investigation and a desire for a balanced analysis and these characteristics are encouraged in the module. The approach emphasises the importance of knock-on effects when interventions are planned, so that a holistic awareness is encouraged. One case study examines the use of qualitative data analysis to collect information about alcohol abuse. The work allows for the many differences amongst different types of customer and notes that all customers are important and that research and surveys by companies have to be inclusive. Management of Creativity, Design and Innovation (BUS3050) explores the concepts of creativity, product design and development, and innovation in the context of innovative and creative organisations. The module will draw upon concepts derived from the economics and sociology of innovation, theories of creativity, theories of the firm, product design and innovative cultures. The course is designed to help students understand how innovation and creativity is managed in a variety of settings and to develop an understanding of the importance of creativity, design and innovation on a personal, organisational and national level in a world characterised by the globalised economy

UG Research Skills for Business and Consultancy (BUS2018) and the PG Research Modules (NBS8062) that include lectures on the ethical aspects of carrying out Business and Management research. The lectures contain material about the philosophical and moral aspects of ethics in the conduct of research (including maintaining the integrity of the research and the professionalism of the researcher or consultant). Both modules also focus on the practical challenges of being an ethical researcher such as building and maintaining relationships with respondents for example explaining and ensuring confidentiality of respondents. Assessments in both modules require students to reflect on this in the context of their own projects in line with Newcastle University Research Ethics policy (based on the ESRC guidance) and other relevant ethical guidelines e.g. the British Sociological Society. Students can only proceed to dissertation by completing the Newcastle University Research Ethics form which is signed off by the allocated Dissertation Supervisor.

Marketing Consultancy Project (MKT3097) involves students in providing advice to real clients through research. As part of the module students work with and support the local economy, clients have included the public sector (e.g. Northumbria Police, North Tyneside Adult Learning Alliance, St Oswald's Hospice, Northumberland Sport) and regional private SMEs (e.g. Natural Empathy (allergen-free cosmetics), Daisy Green (green online magazine) and regional associations (e.g. Alnwick Tourism Association, Bellingham Heritage Centre and Kielder Observatory). The module is

team-based and designed to promote the Graduate Skills framework and involves team working, oral presentation (both formative and summative), project management, problem-solving, time management, writing in business report format (assessed) and a personal report.

Introduction to Marketing (MKT1002) covers topics such as social marketing, international marketing, relationship marketing and marketing ethics. Lecture on marketing ethics details the ethics charter of the Chartered Institute of Marketing. Mini case studies (presented in lectures) of major firms highlight the marketing implications and challenges of meeting social and environmental obligations.

The **Global Experience Opportunities** offered to NUBS students enable them to take part in unique opportunities to ensure that they have a broader perspective in an ever changing world. The opportunities enable them to them to achieve their career aspirations and internationalise their student experience. Global Experience Opportunity is an offering of all student experiences, both international and local, as a complete package that is easily accessible. It introduces students to the international business community to help equip graduates with the talent and practical skills needed to succeed in global markets, so that they leave the Business School global-ready. Other opportunities open to students are Summer internships, Summer School Programmes, 12 month placements, Global Competitions and Global study opportunities.



An example of a student Global Experience Opportunity closely linked to the objectives of PRME is that of Economics and Business management student Anna Willasey who took part in 'Top UK-Brazil 2011'. Anna undertook a two-week, study and cultural experience to Sao Paulo, Brazil and during her stay, she visited top universities in Brazil, learned more about the culture and social aspects of Brazilian life, and was given the opportunity to get involved in social projects within the country's poor communities. Top UK-Brazil involved a two week trip to Sao Paulo in Brazil where a group of around 40 students and 10 academics from UK Universities like Southampton, Warwick and Durham travelled together.

The visit involved visiting Brazilian Universities with participation in lectures and workshops, visits to large companies in Sao Paulo like Embraer, one of the world's largest plane manufacturers and visiting the Brazilian stock exchange. As well as visits to businesses and universities around Sao Paulo, there were visits to tourist sites in the city, a weekend at the beach and a Sao Paulo Football Club match.

The experience was particularly useful to Anna, who as an Economics student appreciated the lectures about the Brazilian economy and industry. Overall the Top UK-Brazil experience was very worthwhile and experience enabled her develop an understanding of many aspects of Brazil – the culture, the economy and the country's future.

Another exciting development has been the introduction of the **Business School Achiever Awards** during 2013. Awards were made to five winning students and five runners up, recognized for their high achievements during the previous 12 months. The awards were made under the following categories: **Director's award for outstanding personal achievement, Academic and peer representation, Contribution to the business community, Student enterprise and Global thinker**. The five winners demonstrated their achievements in making an outstanding contribution to the School, contributing by representing the student group, volunteering and working within community enterprise, running their own business and encouraging students to consider international opportunities.



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.

At NUBS, as part of a research-intensive University, there is a thriving research community with links extending across the world. Research is of key importance to all our activities within the School:

- it is a vital part of the contribution made by members of the School to a better understanding of the issues facing managers, professionals and policy-makers
- it is central to how the School can engage directly with organisations and policy-makers at regional, national and international levels
- it provides the foundation for teaching at all levels, ensuring that students are exposed to knowledge and approaches that reflect latest thinking and are grounded in practice

Since the Business School was formed, the focus has been on conducting and disseminating research of the highest international standard, which contributes to and influences policy and practice. Through engagement with partners both inside and outside the University, the school has actively promoted interdisciplinary research.

Research Centres and Groups

Research activity that supports PRME in the School is primarily conducted within the following research centres or groups:

- Centre for Knowledge, Innovation, Technology and Enterprise (KITE)
- Accounting, Governance and Accountability (AGA)
- Economics
- Human Resource Management, Work and Employment (HRMWE)
- Innovation Systems
- Services Marketing
- Strategy, Organizations and Society (SOS)

The work within these centres and groups supports the schools links with the work of PRME

KITE is a University Research Centre primarily located in the Business School with links across the university. Members comprise the main focus of academic expertise within the institution in the areas of innovation, entrepreneurship, information systems and collaboration/partnership. KITE also provides a focus for the university's relationships with the worlds of policy and practice in these areas with members making significant contributions to academic debates and influencing thinking in business, government and third sector bodies at local, national and international

scales working across the three institutional societal challenges: Ageing, Sustainability and Social Renewal. A current focus is the close engagement of members of the Centre in the emerging plans around Science Central including the key challenges of innovation, entrepreneurship and collaboration around themes of transport, energy and the digital economy (part of the Science City initiative).

Accounting, Governance and Accountability (AGA) Research Group engages in research which considers the role and impact of accounting and finance information in wider society. The group takes an inter-disciplinary perspective on the inter-related themes of accounting, governance and accountability in their broadest sense, reflecting an interest on how governance structures and accountability relationships underpin organisational life and institutions.

The group has particular strengths in the socio-critical tradition of accounting; social and environmental aspects of accounting; and the accounting profession and its influence; alongside the behavioural aspects of finance. While many members of the group are located in the Accounting & Finance subject group, the group also welcomes members from other disciplines, with a related interest.

The research of the group is organised into three themes:

- Accounting, Governance, Ethics & Sustainability (AGES)
- Gender, Professions and Society (GPS)
- Finance, Accounting, Control and Evaluation (FACE)

The **Accounting, Governance, Ethics & Sustainability (AGES)** theme evaluates ethical and sustainability issues in accounting and how accountability is discharged through extending the role of reporting and accounting measurement. Much of the work conducted by this group seeks to embrace and develop the emancipatory potential of accounting. For instance, members of the group have published on accountability and human rights; they have also been involved in PRME. The group has published in leading journals such as Accounting, Auditing and Accountability and Critical Perspectives on Accounting.

Recent and current work focuses on:

- human rights and globalisation (Haslam)
- asbestos liability reporting (Campbell)
- corporate governance and accountability (Campbell; Haslam)
- social impact measurement and social accounting (Gibbon)
- relations between sustainable development and gender equality (Haynes)
- sustainability issues, environmental and social reporting and measurement (Campbell, Gibbon, Haynes, Pagan)
- accountability mechanisms in co-operatives (Soan)
- the role of Public Sector auditor identities in making efficiency auditable (Skaerbaek)
- neo-institutionalism in social and environmental reporting (Ball)

Researchers within the **Gender, Professions and Society (GPS)** theme subject the conduct and composition of professions to scrutiny in terms of gender equality and social responsibility. The group is lead from Accounting & Finance but is inter-disciplinary with members drawn from across the Business School. Recent studies include:

- professional embodiment in the accountancy profession and the links between gender, identity and the body (Haynes)
- sexual symbolism in the accounting context (Haynes)
- accounting in Islamic contexts and perceptions of accountants in Syria (Haslam)
- accounting for indentured labour (Davie)
- the role of Accounting technologies in consultancy outputs (Skaerbaek)

Current projects include women's careers in professional service firms; gender equality in Northern Ireland public sector organisations; emotional labour of public sector accountants; and the global development of professions. Members of the group are actively involved in the PRME Gender Equality Working Group.

The **Economics subject group** at NUBS produces high quality applied and theoretical research on many of the most important issues in Economics. The group has particular expertise in applied and theoretical microeconomics, environmental and experimental economics, financial economics and financial econometrics, health economics and safety economics. The research of the group is currently organised into three specialist research groups:

- Applied and Theoretical Microeconomics (ATM)
- Economics of Safety, Health, Environment and Risk (ESHER)
- Finance and Financial Economics (FFE)

The **Human Resource Management, Work and Employment** research group produce high quality and innovative research with significant applications within Knowledge Transfer and teaching settings. The group is an internationally recognized body of experts, committed to contributing to local, national and international debates about the changing nature and management of work, employment and organizational environments.

In order to optimize the research process, the group's research is structured along three dynamic core research themes:

- networks for diversity in working life
- network for organisational dynamics and human resources
- network for workplace re-regulation

The **Innovation Systems** research group recognise that successful innovations, in both the commercial and social senses, are produced by actions within and between enterprising organisations in the private, public and third sectors, and are also shaped by enterprising actors throughout society. This creates an array of research questions for the group to address.

Group members have a wide-ranging set of interests, including, though not limited to, systems of innovation and the process of learning; the management of complex projects; and the application of open innovation in the challenges of developing new products and services. Engaging users in the innovation process can result in new ways of co-creating products and services and, more broadly, value for both the users and the organisation. The importance of 'users' is recognised within practice and in the theoretical elements of innovation. Group members also are interested in the firm's ability to be efficient in its management of today's environment and adaptable for coping with tomorrow's demands through organisational ambidexterity and dynamic capability perspectives.

The research undertaken is centred on a number of key themes:

- Open Innovation and Co-creation of value
- Regional and Social / Innovation and Entrepreneurship
- Digital Innovation and Ebusiness Applications
- Lean Systems
- Small Enterprise Research Unit (SERU)

The **Regional and Social / Innovation and Entrepreneurship** theme links well with PRME:

- Innovation and enterprise policy (Vega, Wynarczyk)
- Business clusters and innovation systems (Piperopoulos, Vega, Whitehurst)
- Knowledge exchange and higher education institutions (Vega)SMEs (Papagiannidis, Richter, Vega, Wynarczyk)
- Entrepreneurial motivations, intentions and behaviour (Piperopoulos , Papagiannidis)
- Entrepreneurial education (Piperopoulos, Papagiannidis)
- Gender, identity and entrepreneurship (Giazitzoglu, Wynarczyk)
- Social enterprise and volunteering (Forbes, Papagiannidis)

The **Services Marketing Research Group** mission is to generate and disseminate new knowledge of best practices in this field, and educate the next generation of leaders in service marketing and management. The research of the services group focuses on how to contribute to the success of service organizations by improving the quality of their services, increasing their profitability, and stimulating service innovations. The research is organized into three themes:

- Service Relationships and Experience Management
- Service Networks and Service Solutions
- Service Technologies and Service Innovations

Strategy, Organizations and Society Research Group (SOS) is a leading research group committed to using social theory to understand major strategic, organizational and societal issues. This commitment to social theory is unique: in contrast to the mainstream economic perspectives, the view of the group is that strategy provides an important cultural, organizational and political phenomenon. The group advances academic, practitioner and policy debates in strategy and organization studies; possessing specific strengths in the use of theories of power, identity, institutions, symbolism and discourse. SOS research is organized into five themes:

- Societal crisis and transformation
- Professions and elites
- Strategy-making
- Networks and collaboration
- Business History

The Societal crisis and transformation theme and Business History group demonstrate specific links to PRME:

The **Societal crisis and transformation** theme explores the challenges posed by major social transformations, such as the global financial crisis and globalisation. Research projects include:

- Transformation in the banking sector: the Scottish banking elite and the collapse of HBOS and RBS (Ron Kerr), historical changes in the European banking sector (John Wilson) and Yorkshire Bank (John Wilson);
- The discourse of banker responsibility and morality in the aftermath of the financial crisis (Andrea Whittle and Frank Mueller);
- Globalisation and international development in emerging economies (Peter Edward);
- The role of business in society, corporate social responsibility and business ethics in relation to major global challenges such as poverty and inequality (Peter Edward), and climate change (Peter Edward, Victoria Pagan, Iain Munro);
- Social transformation and change in post-industrial society (Andreas Giazitzoglu, Peter Edward);
- Accountability, ownership structures, institutional investors and financial intermediaries in corporate governance (Anna Tilba).

The **Business History** group aims to produce world class research in business and accounting history. The research group conducts inter-disciplinary research in business and accounting history using cross-disciplinary methodologies from the social sciences. This provides a longitudinal, historical focus on business and business practices which supports the contemporary focus of the SOS group.

The group has specific research strengths in: philanthropy and entrepreneurship; industrial production systems and industrial relations; the growth and strategic performance of companies and industries; business networks and the region; industrial and political elites; co-operative and social enterprise; banks and business; historical accounting in healthcare; protection of intellectual property; and accounting and imperialism.

The research group promotes its work by publishing in high ranking academic journals, through conferences, and by contributing to undergraduate and postgraduate programmes.

- Philanthropic activity (Charles Harvey);
- Business networks and the region (John Wilson, and Tom McGovern);
- Growth and strategic performance of companies and industries (John Wilson, and Tom McGovern);
- Co-operative and social enterprise (John Wilson);
- Banks and business (John Wilson);
- Inter-corporate networks (John Wilson);
- History of labour relations, banking and Fordism (Alan McKinlay);
- Protection of intellectual property;
- Historical accounting in healthcare (Andy Holden);
- Accounting and imperialism (Shanta Davie);
- Design and power (Ron Kerr);
- Private/public relationships (Lawrence Ferry).
- Strategy and international organisations (Steve Hughes).



A selection of NUBS Publications from 2012-13

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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.

A key link with our partners is through our **International Advisory Board**, chaired by Major General Gregory Stephen 'Greg' Smith, CB, QVRM, TD, DL. As an alumnus of the University, Greg has supported Newcastle over a number of years through his membership of the Development and Alumni Relations Council and the Business School Advisory Board.

We have a very clear vision – to be an internationally renowned business school, that is regionally rooted, nationally influential and globally respected. This is not a remote ambition and is reflected in the composition of our Advisory Board. Their role in it is to help bring this vision to life, provide strategic guidance and, importantly, independent advice and sound judgment.

Our members, representing the strands of our vision, are all highly accomplished and experienced people in their own fields. The rich mixture of diverse talent that we can draw on is of tremendous value to the School. Their knowledge and skills, grounded in the realities of business management, academic and public life, provide a great sounding board for the Business School. Their networks further enhance the excellent links, active dialogue and engagement we already have with the business community at all levels.

All this means that we are playing our part in ensuring that those that come to Newcastle University Business School – to learn, to develop professionally, to teach and to conduct research – can be sure that they get the very best that we can give them. This, in turn, will help businesses to perform, transform and innovate and to be well prepared to successfully meet the challenges of the future.

The **David Goldman Visiting Professorship in Innovation and Enterprise** is a twelve-month appointment, awarded each year to a leading entrepreneur or business leader from within the region who will be able to provide inspiration and motivation to budding entrepreneurs and business leaders. The role involves working with the School to provide leadership and mentoring to students and faculty, and also delivering the David Goldman Annual Business School Lecture

The 2013 David Goldman Visiting Professor of Innovation & Enterprise is Professor Roy Sandbach. Roy Sandbach was, until late 2012 Research Fellow with Procter & Gamble, where he worked in R&D for over 30 years leading global innovation programmes. His current interests are in the creation of new products and brands notably in the developing world and especially for the poorest communities.

Professor Sandbach has recently been commissioned by the North East Local Enterprise Partnership (LEP) to assist in their response to the Adonis Report, by creating a strategy for Innovation and Regional Growth for the North East. Born and raised in the North East, Roy continues to support a range of local organisations particularly around science and design and is a non-executive Director of NCFE, a nationally recognised qualifications awarding body.

The 2013 Annual David Goldman Lecture given by Professor Roy Sandbach was "**The Innovation Revolution.**" Innovation strategies are changing rapidly, building not just competitive advantage but collaborative advantage, creating wealth, social benefit and a new spirit of philanthropy.

Roy remains actively committed to science, sitting on the Industry & Technology Council of the Royal Society of Chemistry. Roy supports a range of local organizations in the North East of England and he has a deep commitment to supporting education, and dedicates much time in the North East to inspiring children and students, especially in the context of science.

Roy took over from James Timpson OBE, who has worked closely with Business School students, researchers and the public during his appointment. James is the Chief Executive of Timpson, a family retail business based in Manchester. Timpson is the largest shoe repairer, key cutter, engraver and watch repairer, with over 800 shops across the UK and Ireland. James has worked in all areas of the business, from branch manager to area manager, until joining the Timpson House team. Timpson is well known as being a great place to work and has recently purchased a seaside hotel to increase the number of holiday homes for colleagues.

James Timpson's 2012 Annual David Goldman Lecture provided not only an insight to Timpson's unique management style and how it works, but also to touch on how the company and its colleagues work tirelessly to help and support others. Over 2300 colleagues run the shops within an 'upside down management' structure which Timpson has developed to ensure those serving customers are the most important in the business; everyone else is there to help.

James and his father John have created a unique business culture that is based on recruiting personalities and giving them complete authority to run their shops however they want. Timpson's maverick approach to recruitment has also enabled them to successfully forge relationships with prisons across the UK, working closely together to identify 'personalities' within the system. Training is provided to those selected with the view that upon release they may secure employment with the Company. Employees who have joined the Company via this avenue are part of the 'Timpson Foundation', which is an internal initiative offering help and support to the individuals concerned. Timpson has won many awards for both its customer service and its levels of employee satisfaction.

Principle 6 Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The activities of both staff and students at NUBS demonstrate active dialogue and engagement with relevant issues for PRME.

Professor Kathryn Haynes, presented at the **5th Annual Women's Empowerment Principles Inclusion: Strategy for Change event** on 6 March 2013, hosted by the United Nations and Deloitte at Rockefeller Plaza, New York. The Women's Empowerment Principles (WEPs), initiated by the UN Global Compact and UN Women are a set of principles for business offering guidance on gender equality in the workplace, marketplace and community.

Held in observance of International Women's Day, the event focused on how inclusive business strategies and practices drive change towards realising the aims of the WEPs. The event brought together an international audience of over 300 business leaders from a wide range of sectors, and key stakeholders from civil society, government and academia.

Professor Haynes spoke in her capacity as a co-facilitator on the Gender Equality Working Group of the Principles of Responsible Management Education (PRME). The specific focus of the working group is on integrating gender issues and awareness into education. Professor Haynes' presentation addressed the need for further integration of business, professions, education and research in addressing gender equality issues, and she participated in a panel discussion on Gender and Generation: Redefining Organizational Culture and Leadership.

Keynote speakers during the event included Mme Michelle Bachelet, Under-Secretary-General and Executive Director of UN Women; Ms Valerie Jarrett, Senior advisor to President Barack Obama and Chair of the White House Council on Women and Girls; and Mr Ban Ki-moon, United Nations Secretary-General, as well as senior business leaders from major companies.

Newcastle University Business School Ethics Forum in association with the Bridge Club provides a space to explore ethical issues. Ethical behaviour is a leadership choice that informs all aspects of our occupational and personal lives. It goes far wider than corporate social responsibility and is therefore the driver behind the Ethics Forum.

The Ethics Forum has been established by Newcastle University Business School and the Bridge Club to catalyse a regional network of individuals interested in organisational and business ethics. It is open to business people, individuals and

academics from the North East region and beyond and designed to bridge the gap between academic theory and organisational practice.

The Forum provides a series of 'speak-easy' events, free to attend and featuring high-profile guest speakers. These events are held three times a year, and recent contributors have included Philip Angier, Chairman of the Board of Shared Interest, Mags Vaughan, Business Director of Traidcraft, Shami Chakrabarti, Director of Liberty, Sir Robert Worcester, founder of MORI and Sir George Russell, Deputy Chairman of ITV.

We want to provide an opportunity for businesses large and small, academics, professionals and representatives from the public and voluntary sectors to meet on neutral ground, query existing practice and put ethics at the centre of decision-making.

Rio+20 mirror events: As part of the launch year of the University's societal challenge theme on sustainability, a series of events to mirror the process of the Rio+20 Earth Summit in late 2011 was held. Using the themes of the roundtable events being held in the run-up to the Earth Summit, we held three preparatory events in November, culminating in a large, two-day event. These events were open to staff and students across campus, school groups from secondary schools and colleges across the region and the general public.

The **Planet Earth Institute** endorsed these events, and we were fortunate enough to secure generous sponsorship from **Northumbrian Water Limited** and **Port of Tyne**.

In parallel with the events, we also ran a competition for one Newcastle University student to win a place to attend the Earth Summit in Rio de Janeiro in June 2012 and in addition, NUBS supported Etta Smylie (BSc Marketing), who finished fourth in the competition to travel to Sao Paulo and work with Brazil's leading PR firm and a number of their clients, which include the Planet Earth Institute.

Etta's had a valuable international experience working in Sao Paulo, Brazil at **Linhas Comunicacao** PR where she was asked to draw up a marketing plan for the Planet Earth Institute that could be used in both the UK and Brazil. She created a report outlining how the institute could make improvements to their current marketing. The issues of sustainability and the work of the Planet Earth Institute is something she felt passionate about and were closely linked to her winning entry for the Rio 20+ competition.

oikos Newcastle: oikos is an international student organisation created to promote and raise awareness of sustainable economics and management to the higher education system and oikos Newcastle is one of four student groups that has been set up in the UK. Worldwide there are currently 37 groups of university students who represent oikos on campus in 21 countries and four continents. The mission being:

To shift the emphasis of business education to incorporate in teaching, research and support of the business community a set of principles that lead to building a more sustainable society.

To accomplish this mission, the group aim to:

1. Increase the awareness and knowledge of the staff on the relevance of sustainability and sustainable business; this, by facilitating a set of appropriate teaching resources and stimulating research on the subject.
2. Foster the development of a more sustainable business community in the region; this, by offering a supportive environment for the creation of new sustainable ventures and proving existing ones with advise and access to no-monetary resources.

Other aims of the group include:

- Setting up oikos Newcastle as a recognised society with the Student
- Inviting guest speakers into the Business School to discuss issues such as how sustainability features in their overall development strategy.
- Hosting an oikos annual meeting in Newcastle
- Develop a teaching resource library for members
- Encourage more sustainability into teaching.

During 2012 a lead member of Newcastle oikos joined other oikos leaders from all over the world at the three day Presidents' Meeting in St Gallen, Switzerland where the debate and discussion centred on ways to strengthen the oikos worldwide network.



Future Objectives and Activities

NUBS plans to continue and extend the commitment to PRME by further embedding the work already being done within our research, teaching and learning and engagement activities. These are closely linked to all the work involved with the accreditation bodies:

- AACSB (The Association to Advance Collegiate Schools of Business)
- AMBA (Association of MBAs)
- EFMD (The European Foundation for Management Development)

NUBS as a signatory of the **UK and Ireland Chapter of PRME** supports the development of PRME within UK Business Schools. The support will be through attendance at all Chapter meetings and hosting seminars, workshops and invited speaker events, as well as embedding PRME principles into all aspects of our activities.

The **Global Experience Initiative** will provide a key contribution in extending our programme of internationalization of teaching and learning. The plan is to further enhance and extend these initiatives in the future.

NUBS will continue to bring together business leaders, students and academics through initiatives to develop further links for dialogue and engagement. The PRME six Principles will guide this effort, as will the four “I”s of PRME:

- **Inspiration:** to inspire our students to contribute to an inclusive and sustainable future
- **Innovation:** to develop methods and strategies enabling our students to become responsible leaders
- **Implementation:** to deliver the University mission of ‘Excellence with a purpose’ whilst fulfilling the NUBS mission of adding value to all stakeholders through building excellence in teaching, research and engagement activity and provide new, global perspectives and the inspiration to contribute to the responsible and ethical shaping of society.
- **Impact:** by making a difference to all the communities in which the University has a presence and acting as a true civic university.

NUBS is committed to educating responsible business leaders and global citizens who are equipped to manage in future business environments that are global, complex, and sustainable. The School is committed to developing the potential of our students by providing them with a sound theoretical and practical training that focuses on innovative thinking, entrepreneurship, accountability, governance, ethics and corporate social responsibility. Our belief is that this can be achieved through teaching, research and engagement within a Business School that strives to implement sustainable and ethical practices.



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