

PRINCIPLES OF RESPONSIBLE MANAGEMENT IN EDUCATION (PRME) SHARING INFORMATION ON PROGRESS

School of Business, Economics and Informatics

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BIRKBECK, UNIVERSITY OF LONDON



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LETTER FROM THE HEAD OF SCHOOL

DR GEOFF WALTERS
EXECUTIVE DEAN AND
READER IN MANAGEMENT



It is my pleasure to be writing the preface to this report that sets out the range of activities that colleagues in the School of Business, Economics and Informatics have been involved in over the past year since we signed up to the Principles for Responsible Management Education. These activities, overseen by the lead academics responsible for coordinating and collating PRME activities across the School, demonstrate our commitment to embracing the six principles and seeking to align teaching, research and knowledge exchange activities accordingly.

The past twelve months and the challenges that we are all facing as we emerge from the COVID-19 pandemic will ensure that a commitment to responsible management education will have even greater significance as we seek to do things differently in the future and organisations will look to more sustainable ways of working. Birkbeck, and universities more generally, have an important role to play, whether through the education of future employees, managers and leaders, or through our research that will inform policy and practice. We are proud to have made a commitment to the six principles and will continue to ensure we embed these into our ongoing activities across the School.



SCHOOL OF BUSINESS, ECONOMICS & INFORMATICS (BEI) AT A GLANCE



BEI specialises in providing purposeful, socially responsible business education for our evolving society. The breadth of our academic interests and our diverse staff and student community provide an enriching, interdisciplinary space for learning and research. The core values of the School are anchored on four key themes to create an open, transparent, and fair working environment that is responsive to the needs of students and that enables them to achieve their personal ambitions as well as the ambitions of BEI. These are:

Aspiration: we will create an aspirational environment in BEI for our students to achieve their personal and professional ambitions. We ensure that our research meets the highest academic standards, generates wider impact and informs practice, delivering for our partners and wider communities.



Collaboration: underpinning our teaching and research will be a commitment to collaboration: with current students and alumni; with external partners and organisations; and with other Schools and colleagues from Birkbeck. We will engage with stakeholders to ensure that our educational offer and our research outputs are relevant for our communities.

Challenge: we will encourage our students to ask questions, debate, and challenge to ensure that they are able to meet their potential.

People-focused: our people are central to providing a high-quality student experience and to producing high quality research. We will create an open, transparent, and fair working environment that is responsive to their needs and enables them to achieve their personal ambitions as well as the ambitions of BEL.



PRINCIPLE 1 AND 2 | PURPOSE AND VALUES

DEVELOPING THE CAPABILITIES OF OUR STUDENTS

The School embraces these principles through its strategic aim, which is 'to fulfil the College's mission of providing a student-centred higher education experience that combines accessibility with rigorous teaching and research'. This ensures that the PRME principles are inherent within the School's aims. More specifically, this manifests to:

- ensure the College provides an inclusive working and learning environment for its students and staff so that all may develop to their full potential;
- develop the College's capacity to respond rapidly to new and changing opportunities in higher and further education;
- develop sustainable partnerships within the London region and beyond.

Programmes

Corporate responsibility and sustainability are at the centre of BEI's mission and vision and this is reflected in our portfolio of undergraduate, postgraduate and executive education as well as our business engagements.

The School's programmes that focus on corporate responsibility and sustainability include:

- Corporate Governance & Business Ethics (MSc)
- Corporate Responsibility & Sustainability (MSc)
- Management with Business Strategy & the Environment (MSc)
- Management with Corporate Governance & Business Ethics (MSc)
- Governance, Economics & Public Policy (MSc)
- Business, Political Economy & Society (MSc)

Also, the Culinary Innovation Management (MSc) has a sustainability focus as it seeks to prepare students to shape the future of the culinary industry with a sustainable and entrepreneurial approach. Examples of modules in this programme include



Sustainability in the Food and Beverage Industry and Sustainability and Stakeholder Marketing.

In addition, programmes in the Department of Organizational Psychology that are accredited by the British Psychological Society and the Chartered Institute for Personnel Development require themes of diversity, fairness, gender and cultural influences to be embedded across the entire curriculum. This manifests through topics such as inclusive practices to supporting mental health and neurodiversity, recognising biases during recruitment, and developing cross-cultural leadership.

Modules

The School's modules that focus on corporate responsibility and sustainability are:

- Corporate Responsibility
- Introduction to Corporate Responsibility (UG)
- Corporate Governance
- Introduction to Corporate Governance (UG)
- International Business Ethics
- Environmental Economics
- Sustainability and Stakeholder Marketing
- Sustainability in the Food and Beverage Industry
- Legal Perspectives on Governance
- Institutions, Governance and Development
- Sport Governance
- Global Human Resource and Diversity Management
- The Dynamics of Global Capitalism: Theories and Issues
- Globalization: Forces, Players and Management

We have also collaborated with other departments beyond our School such as Geography and Law to introduce more optional modules to our students relevant to responsible business issues and to further integrate CSR issues into our MSc programmes. These include:

- Energy and Climate Change (Geography)
- Sustainable Business Practice (Geography)



- Gender and Development (Geography)
- Race, Ethnicity and Development (Geography)
- Social Justice (Law)



INTEGRATING RESPONSIBLE MANAGEMENT INTO THE CURRICULUM

Our core module in almost all our management programmes in the Department of Management is Principles of Management (POM) and it includes one session on CSR and ethics so that almost all our students are exposed to at least one session on 'CSR and ethics'. Feedback from students in this module has been indicative of the value of introducing students to this topic beyond our specialised programmes:

"This is the first time I have heard about CSR and I cried when I learned about it. I worked for three years in a company where I didn't not know what our responsibility to society is, and felt like a prisoner. I've read and watched documentaries about "work conditions" or things like that but not about Corporate Social Responsibility. Sorry for my emotional email but I wanted to thank you." - POM student, MSc Management, 2020-21.

We have also recently introduced two optional modules for undergraduate students at the Department of Management: Introduction to Corporate Responsibility and Introduction to Corporate Governance in order to further integrate responsible management in the UG curriculum.

A handful of MSc programmes in the Department of Management do not offer a module relevant to CSR and sustainability as a core or option module. These are:

- MSc Accounting and Financial Management
- MSc Marketing Communications
- MSc Sport Marketing

In the future, we are considering further integration of responsible management principles into these programmes, probably by introducing new modules such as Sustainable Finance and Investments, Sustainability Accounting and Reporting, Sustainability Marketing.

The Department of Organizational Psychology has a module on Global Human Resource and Diversity Management which is a compulsory module on the MSc Human Resource Management and MSc Human Resource Development and Consultancy programmes.

Other examples of Responsible Management Education in programmes:

- Last year we started an executive education course. Dr I. Boulouta (Director of the Responsible Business Centre) has delivered an online executive education programme in Strategic Corporate Social Responsibility for executives in Japan through an ongoing collaboration between our School and the University of Sophia, Japan.
- Dr I. Boulouta is also currently designing a new online module in Corporate Social Responsibility and Sustainability to be delivered as an optional module through the online MSc Marketing programme delivered in collaboration with the University of London.
- We are currently exploring the development of new modules and/or Masters programmes in Sustainable Finance & Investments, Sustainability Accounting & Reporting, Social Innovation.

We are at present discussing and planning to roll out Carbon Literacy Training for Students and Staff in 2021 in collaboration with the Carbon Literacy Project, Manchester, UK. Dr Fred Yamoah, a member of the PRME Team at BEI was certified as Carbon Literate in January 2021 by Nottingham Business School, having met all requirements of the Carbon Literacy Standard.

PRINCIPLE 3 | METHOD

PREPARING OUR STUDENTS FOR RESPONSIBLE LEADERSHIP

[Birkbeck's Responsible Business Centre](#) supports the development and the delivery of many of our specialised programmes in CSR and sustainability through various events focusing on engaging students, academics and the public on various debates around sustainability and responsible management.

Assessments in our MSc programmes specialising in corporate governance/responsibility are based on applying responsible business and ethics conceptual frameworks to real business problems. Next year, we are also planning on introducing new vehicles for learning in the field of CSR, i.e. teaching workshops through simulation software in our Corporate Responsibility module which is a core module in our MSc Corporate Responsibility and Sustainability programme but also an option to all our MSc programmes in the Department of Management.

We believe that one of the most important skills for responsible business leaders is the ability to engage in dialogue with stakeholders. We train our students in these skills through collaborative work during seminars in both UG and PG levels as well as through group work assignments throughout all our programmes.





PRINCIPLE 4 | RESEARCH

DELIVERING CSR AND SUSTAINABILITY-RELATED OUTPUTS THROUGH PUBLISHED RESEARCH

We 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. Research conducted by BEI staff seeks to make academic and societal impacts whilst addressing issues that are important to contemporary business practices. As such, we work closely with our businesses, academic colleagues and funding bodies to conduct research that informs management practice.

PhD students focusing on CSR and Sustainability

- **Blanca Grey:** The Organisational Dynamics of Integrating Corporate Responsibility: A Sensemaking Approach;
- **Viresh Amin:** Building Strategies: Integrating Social, Environmental, and Ethical Issues into Core Business Processes;
- **Jacynth Boudier:** Community engagement initiatives and competitive advantage;
- **Stella Xu:** Examining the effectiveness of city branding from sustainability perspective- a case study of sustainable development of Coventry, the 2021 UK City of Culture.

Research Centres and Groups

We have a number of research groups and centres whose aims directly map with the PRME principles.

Birkbeck's [Responsible Business Centre](#) focuses on developing and promoting a better understanding of how various social and environmental issues affect businesses and how businesses can affect them with the vision of creating a better world through more responsible and sustainable businesses. Indicative projects are shown below:



- Improving the livelihoods of cocoa farmers in Ghana
- Whistleblowing and trade union responses
- Consumer reactions to CSR campaigns
- Greenwashing in ESG disclosures
- Monopsony Capitalism: Power and Production in the Twilight of the Sweatshop Age

The [Centre for Sustainable Working Life](#) focuses on researching and promoting concern for sustainability in working life, through areas such as cancer survivorship, coping and adaptation to working life.

The [Diversity Research Group](#) also addresses (in)equality in the workplace along social categorisations such as gender, age, race and ethnicity, disability, marital status, sexual orientation, gender identity and class.

The [Sport Business Centre](#) focuses on developing and promoting research around governance and responsibility issues within the business of sport.

The [Centre for Innovation and Management Research](#) focuses on research in multi-disciplinary themes around the management of innovation, including projects such as addressing regional inequalities in innovation opportunities for BAME entrepreneurs or gender diversity and equality issues in academia.

The [Centre for Political Economy and Institutional Studies](#) focuses on developing and promoting research around corruption, quality of institutions and environmental political economy.

The [Knowledge Lab](#) is an interdisciplinary collaboration encompassing experts from computer science, education, psychology, language, museum studies, cultural heritage, information systems and organisational psychology, pursuing research into the ways in which digital technologies and digital information are transforming how people learn, work and communicate.

Case Study: Diversity in Sports Leadership

The Birkbeck Sport Business Centre is working with UK Sport, Sport England, and Perrett Laver to address the lack of board diversity in the sport sector.

The Diversity in Sports Leadership project has been set up by UK Sport and Sport England to improve the diversity of board members in the sport sector. A recent report,



Diversity in Sport Governance, prepared by Inclusive Boards, provides the backdrop to the project. It shows that while women now account for 40% of board members across sporting bodies funded by Sport England or UK Sport, diversity in areas such as ethnicity and disability remains a challenge. For example, just 5.2% of all board members identified as BAME across Sport England- and UK Sport-funded bodies. In addition, only 5% of board members declared or consider themselves to have a disability, compared to around 22% in the wider UK population, while 3% of board members identified as being openly LGBT+, which is slightly above the national average for the UK population.

The role of the Birkbeck Sport Business Centre in the project has been to develop a series of online modules for candidates from Black, Asian and minority ethnic (BAME), disabled and LGBT+ backgrounds that sports can access to help diversify their boards that introduce them to governance in the UK sport sector and to the role of the board. Dr Richard Tacon and Dr Geoff Walters of the Sport Business Centre are at the forefront of research in the UK on sport boards and they are drawing on academic research and their own research experience to provide the candidates with greater knowledge and understanding of critical board issues.

Related Research Funding

- Fiona Candlin (History of Art), Alex Poulouvassilis (Computer Science and Information Systems) and Andrea Ballatore (Geography) have been awarded £190,000 from the UKRI AHRC Rapid Response scheme to carry out research into risk, closure and resilience in the UK museum sector during the COVID-19 pandemic.
- The Department of Management's Dr Fred A. Yamoah has received a grant from the [Science and Technology Facilities Council \(STFC\) Food Network+](#) to work on a project developing more resilient and sustainable food supply chains in Ghana. The project, *Using STFC Technology to Create a Novel Digital Platform to Integrate Fish Farmers and Customers in Ghana*, aims to address problems in the fish supply chain caused by the COVID-19 pandemic and to improve the resilience of the supply chain for the future.

Publication Output

We have published a broad range of research in the areas of ethics, responsibility management and sustainability across the academic grouping in BEI. These encompass



research areas on creating healthier working environments, developing inclusive work practices and diversity initiatives, research ethics, mental health support and provision, and the sustainability of workers.

Some highlights of CSR and sustainability-related research outputs in BEI include the following:

Special Issues and Editorials

- Beauregard, T. A., Adamson, M., Kunter, A., Miles, L., & Roper, I. (2020). Diversity in the work–life interface: introduction to the special issue. *Equality, Diversity and Inclusion: An International Journal*.
- Dr B. Crisafulli is guest editing a special issue for the 'Sustainability' journal, an open access journal with a 2.576 impact factor (2019). The special issue focuses on "Sustainable Business, Social Responsibility, Ethics and Consumer Behaviour Research".
- De Lange, A., Løvseth, L., Teoh, K., & Christensen, M. (2020). Healthy healthcare: lessons learned and a new research agenda for occupational health psychology. *Frontiers in Psychology*.

Research Papers

- Afrifa, G. A., Tingbani, I., Yamoah, F., & Appiah, G. (2020). "[Innovation input, governance and climate change: Evidence from emerging countries](#)", *Technological Forecasting and Social Change*, 161, 120256.
- Bogza, A. and McDowall, Almuth and Brown, J. (2020) "[Little Red Sandals](#)": [female police officers' lived experience of investigating sexual violence](#). *Policing: An International Journal of Police Strategies & Management*, ISSN 1363-951X. (In Press).
- Brown, J. and McDowall, Almuth and Gamblin, David and Fenn, L. (2020) [Assessing transmission and translation of learning about evidence based policing by graduate trainee police officers](#). *Policing* 14 (1), pp. 119-134. ISSN 1752-4512.
- Collins, A. and Beauregard, Alexandra (2020) [The effect of breaches of the psychological contract on the job satisfaction and wellbeing of doctors in Ireland: a quantitative study](#). *Human Resources for Health* 18 (89), ISSN 1478-4491.
- Epitropaki, O. and Marstand, Anders and van der Heijden, B. and Bozionelos, N. and Mylonopoulos, N. and van der Heijde, C.M. and Scholarios,



- D. and Mikkelsen, A. and Marzec, I. (2020) [What are the career implications of 'seeing eye to eye'? Examining the role of leader-member exchange \(LMX\) agreement on employability and career outcomes.](#) *Personnel Psychology*, ISSN 1744-6570. (In Press).
- Evans, S., Whiting, R. and Mackenzie Davey, K., 2020. [Struggles for distinction: Classing as discursive process in UK museum work.](#) *Gender, Work & Organization*.
 - Ibn-Mohammed, T., Mustapha, K. B., Godsell, J. M., Adamu, Z., Babatunde, K. A., Yamoah, F.A. Akintade, D. D., ... & Koh, S. C. L. (2020) '[A critical review of the impacts of COVID-19 on the global economy and ecosystems and opportunities for circular economy strategies](#)'. *Resources, Conservation and Recycling*, 105169.
 - Kinman, Gail and Teoh, Kevin and Harriss, A. (2020) [Supporting the well-being of healthcare workers during and after COVID-19.](#) *Occupational Medicine*.
 - Lai, Yi-Ling and Ishizaka, A. (2020) [The application of multi-criteria decision analysis methods into talent identification process: a social psychological perspective.](#) *Journal of Business Research* 109, pp. 637-647. ISSN 0148-2963.
 - Marstand, A. F., Epitropaki, O., van Knippenberg, D., & Martin, R. (2020). '[Leader and organizational identification and organizational citizenship behaviors: examining cross-lagged relationships and the moderating role of collective identity orientation](#)'. *Human Relations*, 0018726720938118.
 - Nielsen, K. and Yarker, Jo (2020) [Job crafting as a work adjustment strategy for workers returning after long-term sickness absence due to common mental disorders.](#) *International Journal of Rehabilitation research*. 43 (2), pp. 154-158. ISSN 0342-5282. (In Press).
 - Teoh, Kevin and Hassard, Juliet and Cox, Tom (2021) [Doctors' working conditions, wellbeing and trust quality of care: A multilevel analysis.](#) *Safety Science* 135 (105115), ISSN 0925-7535.
 - Whiting, Rebecca (2020) [Embracing research ethics approval: from cognitive walk-through to reflexive journey.](#) In: Townsend, K. and Saunders, M. and Loudoun, R. and Morrison, E. (eds.) *How to Keep Your Doctorate On Track: Insights From Students' and Supervisors' Experiences*. Cheltenham, UK: Edward Elgar Publishing. ISBN 9781788975629.
 - Whiting, Rebecca and Pritchard, K. (2020) [Reconstructing retirement as an enterprising endeavour.](#) *Journal of Management Inquiry* 29 (4), pp. 404-417. ISSN 1056-4926.



- Whiting, R., & Symon, G. (2020). '[Digi-housekeeping: the invisible work of flexibility](#)'. *Work, Employment and Society*, 34(6), 1079-1096.
- Yarker, Jo and Wolfram, H.-J. and Junker, N. (2020) [Training and development for employees returning to work after parental leave](#). In: Karanika-Murray, M. and Cooper, C. (eds.) *Navigating the Return-to-Work Experience for New Parents: Maintaining Work-Family Well-Being*. London, UK: Taylor and Francis. ISBN 9780429274336.
- Yamoah, F. A., Kaba, J. S., Botchie, D., & Amankwah-Amoah, J. (2021), '[Working towards Sustainable Innovation for Green Waste Benefits: The Role of Awareness of Consequences in the Adoption of Shaded Cocoa Agroforestry in Ghana](#)', *Sustainability*, 13(3), 1453.
- Yawson, D. E., & Yamoah, F. A. (2021) '[Gender variability in E-learning utility essentials: Evidence from a multi-generational higher education cohort](#)', *Computers in Human Behavior*, 114, 106558.
- Yamoah, F. A., Kaba, J. S., Amankwah-Amoah, J., & Acquaye, A. (2020). '[Stakeholder collaboration in climate-smart agricultural production innovations: insights from the Cocoa industry in Ghana](#)', *Environmental Management*, 66(4), 600-613.

PRINCIPLE 5 | PARTNERSHIP

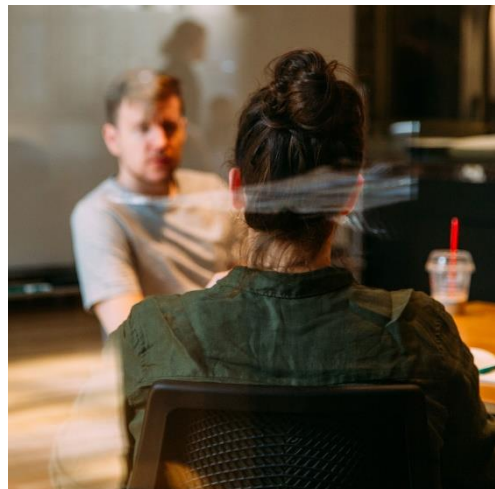
ENGAGING WITH BUSINESS LEADERS IN THE LOCAL REGION

BEI interacts 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.

Many charities and NGOs such as *Oxfam*, *Thirst* (The International Roundtable for Sustainable Tea), *La Isla Network* (International NGO) are members of the [Responsible Business Centre](#) and participate in the monthly seminars debating the most pressing social issues.

Many of our students are sponsored by their companies to study our MSc Corporate Responsibility and Sustainability while working for companies such as *Nestlé*, *Coca-Cola*, *S&P Global* or even local businesses such as *German Kraft Beer*.

Many of the students in this programme also run their own sustainable businesses which even manage to gain **B-Corp** (Benefit Corporation) certification, such as the local jewellery company *EC One*.





PRINCIPLE 6 | DIALOGUE

CONTINUOUS DIALOGUE WITH BUSINESS AND SOCIETY

There are several working groups between students and staff from BEI and across Birkbeck focusing on raising awareness on CSR /sustainability issues across the university, organising events and making suggestions for Birkbeck CSR initiatives. Some of these groups are: *Green New Deal WG, Plastics WG, Decarbonisation WG, Divestment WG.*

[Birkbeck's Responsible Business Centre](#) runs monthly seminars or organises public debates and film screenings on the most pressing issues around sustainable businesses and these are open to the public. Our latest such event was focusing on human rights abuses in the tea industry. The centre is also a member of the [Sustainability Network](#), an international non-profit organisation, aiming at building a stronger environmental community across the world. As members of this network, we engage in dialogue with sustainability research centres across the world to discuss and collaborate on current sustainability challenges.

[La Isla Network](#), an international NGO dedicated to ending the epidemic of chronic kidney disease in the sugar cane industry is participating in a new project at the Responsible Business Centre on marginalised stakeholders in the sugar cane industry.

Dr S. Konzelmann has been a council member of the [Progressive Economy Forum](#), a forum of academics and economists that engage with policy makers and publish policy proposals for the UK economy. Many of these proposals focus on sustainability issues.

Birkbeck academics have actively engaged with the local, national, and international community on developing more supportive and sustainable work environments as organisations and workers have moved towards remote working. This includes topics such as leading remotely, supporting mental health, and enhancing team working. A selection of talks and events include:

- Professor Gail Kinman is part of BPS's Coronavirus Staff Wellbeing Group that issued guidance on the psychological needs of healthcare staff as a result of the Coronavirus pandemic.



- Dr Rebecca Whiting ran a workshop for social entrepreneurs and community workers on managing work-life boundaries, organised by Action Hampshire.
- Dr Kevin Teoh and Professor Gail Kinman presented at the UCD School of Medicine Conference: Occupation Stress and Burnout among Health Care Workers in October 2020.
- Professor Alexandra Beauregard spoke about 'views from HRM in overload: How good jobs went bad and what we can do about it' at the Work and Family Researchers Network 5th Biennial Conference series.
- Dr Kevin Teoh and Professor Almuth McDowall delivered well-received practice seminars on job crafting and moving teams towards 'us' rather than 'them and me' for INO in the Netherlands.
- Dr Jo Yarker and Professor Gail Kinman contributed to the Society of Occupational Medicine return to work toolkit for occupational health professionals and small businesses. Dr Yarker also curated a toolkit for Mental Health at Work to support the transition back to work after lockdown.
- Professor Almuth McDowall and Dr Kevin Teoh presented webinars through the NHS Practitioner Health Programme on managing stress, anxiety, and resilience.
- Dr Jo Yarker and Dr Rachel Lewis wrote a post on 'Working Well from Home' for We are the City. Yarker and Lewis were also part of the Expert Insights Q&A for Santander with HR professionals and business leaders working to manage the impact of the pandemic on their teams.
- Professor Alexandra Beauregard discusses the implications of work and family care during crisis for frontline workers and parents of children with disabilities in a blog post for the British Sociological Association's Everyday Society.

FINDING CONNECTION AND COMMUNITY THROUGH COVID-19

Earlier this year, the Department of Organizational Psychology launched Birkbeck Connections in Organizational Psychology, an initiative to bring together our professional community to connect, share the latest evidence and learn from each other.

When possible, Birkbeck Connections will take the form of quarterly networking opportunities, but in the absence of face-to-face meetings, our video series has been bringing our community the latest insights from our research and practice.

The series so far:

- [Introducing Birkbeck Connections in Organizational Psychology](#)
- [The Future of Work](#)
- [Support for Frontline Workers](#)
- [Multi-level approaches to develop resilience in social workers](#)
- [Loss, mourning & melancholia at work](#)
- [Transitioning back into the workplace](#)
- [Managing remote workers](#)
- [Diversity and inclusion, unconscious bias and Black Lives Matter](#)
- [The nexus of work and care during the COVID-19 pandemic](#)
- [Digi-housekeeping: the invisible load of remote & flexible working](#)





BEI PRME TEAM

Dr Ioanna Boulouta is a lecturer in Management and Corporate Social Responsibility. She is the Director of the Birkbeck's Responsible Business Centre and programme director of the MSc in Corporate Responsibility and Sustainability.

Dr Kevin Teoh is a Chartered Psychologist and the Programme Director of the MSc Organizational Psychology at Birkbeck, University of London, and Executive Officer for the European Academy of Occupational Health Psychology.

Dr Fred Yamoah is a Senior Lecturer in Sustainability and Marketing and Chair - Principles of Responsible Management Education (PRME) Steering Group.

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