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# PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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PROGRESS REPORT 2016

UNISA BUSINESS SCHOOL



Business  
School



As Australia's University of Enterprise, the University of South Australia's core mission is to educate global professionals and to find solutions for industry. The University is international in outlook, collaborative, creative, agile and enterprising and holds [core values](#) of social justice, sustainability and openness.

UniSA Business School was accepted for participation in the U.N. Principles for Responsible Management Education (PRME) initiative in August 2011 and prepared its first progress report in 2013.

Since 2013, UniSA Business School has clearly defined its research priorities and launched significant initiatives including the Institute for Choice, the Centre for Workplace Excellence, the Centre for Business Growth and the Innovation and Collaboration Centre. The Ehrenburg-Bass Institute for Marketing Science continues to break new ground in evidence-based marketing and with clients from all over the world, is firmly embedded as the largest centre for research into marketing science globally. We have undertaken significant program reviews, revised our governance and engagement processes and implemented new policies and business practises. Underpinning these changes has and continues to be our commitment to the UN PRME.

UniSA Business School values external review and accreditation processes as a structured way to assess our position and performance, and to inform our planning. In addition to being a signatory to the UN PRME, UniSA Business School has held EQUIS accreditation with the European Foundation for Management Education since 2004 and in 2015 we achieved Quacquarelli Symonds QS Five Star™ rating placing us in the top 1% globally.

We are pleased to provide this progress report as a statement of our commitment to the UN PRME and welcome comment from the global network of signatories.



Professor Marie Wilson  
Pro Vice Chancellor  
(Business and Law)  
University of South Australia  
Business School



## Principle 1 | Purpose

### Responsible Management Education

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy*

Our mission is to:

***Develop graduates for global professional careers in business and law, and champion business growth and sustainable economic development, through high quality education and applied research, inspired by the contemporary challenges of our region.***

Each year UniSA Business School graduates approximately 2300 students: from undergraduates seeking entry-level positions in their chosen professions, to practitioners, senior managers and executives completing Masters or Doctoral studies. Our goal is to develop graduates who:

- are prepared for life-long learning in pursuit of personal development and excellence in professional practice
- are effective problem solvers, capable of applying logical, critical, and creative thinking to a range of problems
- are committed to ethical action and social responsibility as a professional and citizen
- demonstrate international perspectives as a professional and as a citizen.

A key measure of success for UniSA Business School is the contribution our graduates make to their workplace, their communities, their nation and to the world. Since our last PRME report, 12 UniSA Business School alumni have received the highest level of recognition by the Australian Government for outstanding achievement and service to the Australian community:

#### Office of the Order of Australia

- Dr Rosemary Bryant AO, Graduate Diploma in Business (Health Service Management) for distinguished service to the profession of nursing nationally and internationally.

#### Member of the Order of Australia

- Dianne Davidson AM, Graduate Diploma of Business Administration: for services to the winemaking industry, horticultural management science and higher education administration.
- Margaret Springgay AM, Graduate Diploma of Business in Health Service Management 1988, Graduate Diploma of Social Science (Health Counselling) 1986: for significant service to community health particularly to leadership and advocacy in mental health.
- Professor Malcolm Haskard AM, Graduate Diploma of Management: for significant service to science, particularly to electronic engineering, and to the community.
- John McDonald AM, Diploma in Accountancy: for significant service to business through senior accountancy roles, to the not-for-profit sector, and to sporting organisations.
- Dr Martin Dooland AM, Masters of Business Administration and Graduate Diploma in Health Administration: for significant service to public dental health.

#### Medal of the Order of Australia

- John Rix OAM, Graduate Certificate in Business Administration: for service to the community of the Riverland region.
- Gordon Samuel OAM, Associate Diploma in Accountancy and Diploma in Accountancy: for service to the Lutheran Church through a range of administrative roles.

#### Australian Police Medal

- Detective Senior Sergeant First Class Barry Blundell APM, Bachelor of Business (Management Information Systems) 2000 and a Doctor of IT candidate at UniSA.
- Superintendent Thomas Rieniets APM, Associate Diploma in Business (Justice Administration).
- Mr Kym Zander APM (retired Chief Inspector), Graduate Certificate in Management
- Assistant Commissioner Paul Dickson APM, Graduate Certificate in Management and Bachelor of Business (Human Resource Development).

UniSA Business School has a holistic and systemic approach to our commitment to the principles of responsible management education. We have embedded the six principles in our organisational strategy, policies, culture, our engagement with others and our expectations of ourselves as a leader in our local and broader Asia Pacific communities.

We became signatories to UN PRME in 2011 and will extend our commitment by becoming a signatory to the UN Compact in 2016. We will be a Fair Trade Business School in 2016.



#### Principle 2 | Values

##### Curriculum Development

*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.*

Our mission and values are embedded in our program and course governance model to ensure a clear line of sight between curriculum development and the values and behaviours we instil in our students and graduates.

Oversight for curriculum development rests with the undergraduate and postgraduate Teaching and Learning Committees. These committees:

- ensure that program and curriculum design supports the development of professionals for global careers who demonstrate UniSA's Graduate Qualities and support sustainable economic development
- promote the effective design and delivery of high-quality teaching and learning, and high-quality assessment of teaching and learning

- ensure that student attainment of course and program outcomes is appropriately supported
- promote an outstanding student experience.

We believe that to demonstrate global social responsibility UniSA Business School graduates need to understand business ethics, sustainability and responsible leadership, be equipped with a capacity for personal reflection and have an international orientation so as to understand and engage with diverse and multiple world views.

These values have been imbedded in core courses at undergraduate level and in our flagship MBA program for several years. Since the last PRME report we completed program reviews of the Master of Management suite, using leading international reviewers and international and national market research. From 2017 these programs will have a new core course *Business Ethics* and a new capstone *Strategy* course, strengthening our focus on global social responsibility. A strong international orientation will be introduced through curricula (case studies, work-based learning and industry-based assignments) as well as the program structure, enabling students to use four electives for full semester or shorter term exchange, or a combination of international exchange and internships. Overall the new Masters of Management suite reflects a strong program narrative that ensures PRME relevant learning takes place throughout the curriculum with the ultimate objective of educating the next generation of responsible global leaders.

In 2015 we reviewed all program learning outcomes to achieve a consistent structure and reflection of our commitment to ethical behaviour and global social responsibility. We continued to expand the provision of content that reflects the perspectives of Australia's Indigenous communities and cultures. Indigenous content is now embedded in all undergraduate programs in core and elective courses, delivered by Indigenous lecturers where possible. This approach encourages students to view business and management issues in a broader social context and supports development of students' reflective capacity. We have established a postdoctoral position to undertake research at the disciplinary intersection of indigenous studies and social innovation, and will appoint a talented female scholar to this role in April 2016.

In 2015 UniSA Business School also established an Office of Academic Integrity to build greater internal capability and awareness of academic integrity strategies and tactics. Headed by Dr Tracey Bretag, who is internationally recognised for her research in academic integrity, the office provides professional development in relation to curriculum design, teaching strategies, assessment, marking and implementation of academic integrity policy and ensures consistent and appropriate application of UniSA policy on academic integrity.







### Principle 3 | Method

#### Educational Materials

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

The University of South Australia has long recognised its role to educate beyond discipline-specific content knowledge and was one of the first universities in Australia to adopt [Graduate Qualities](#) to articulate its mission. We also believe that effective learning experiences for responsible leadership involves interaction with diverse student cohorts, developing an international orientation and developing capacity for personal reflection.

UniSA actively encourages student diversity by attracting significant numbers of international students and providing targeted programs to support students who may be at an educational disadvantage (in particular through UniSA College).

As a result, UniSA's business and management student profile is unique in South Australia and nationally as it has significantly more students from low socio-economic backgrounds (14%) than is typical of Australian institutions (7%), and significantly more students with life experience (51% of graduates are over 25 years of age compared to 38% nationally). Indigenous Australian students comprise 0.7% of our business and management undergraduate population, 38% of students are international, from over 70 countries across Asia, Europe, North and South America, and 9% of students are from regional or remote backgrounds.

These students not only bring diverse cultural experiences to their studies and interactions, but diverse life experience that enriches their own, as well as their peers' learning experience and capacity to engage with a range of perspectives.

UniSA Business School offers a wide range of experiential learning opportunities and extracurricular initiatives to students, to develop their personal values, intercultural and managerial skills, and a clear understanding of their role as global citizens, including:

- more than 100 student clubs offering social, academic, cultural and sporting opportunities
- venture catalyst program offering \$50,000 seed funding to further develop a product, service or process and take it to market
- networking events and advice on career planning, job hunting and finding an internship
- leadership training
- help to find a volunteer activity with a not-for-profit organisation
- mentoring by business professionals as well as peers and the opportunities to mentor others including high school students, particularly through the Australian Indigenous Mentoring Scheme.

Since the last PRME report UniSA Business School has increased its investment in supporting practical experience for business school students in the form of internships, study tours and exchanges. Last year this enabled a 50% increase in students gaining practical experience and in return making valuable contributions to their communities. For example, two students undertook research for the Royal Society for the Prevention of Cruelty to Animals on buyer and supporter behaviour for the RSCPA thrift shops. This project provided practical experience to the students and valuable marketing expertise to the RSPCA to implement solutions to their business challenge.

The Law Clinic at UniSA Business School continued to provide access to justice for those who might otherwise be unable to find help, while simultaneously providing a platform for law

students to engage in experiential learning. The Law Clinic adds value to existing teaching practice by providing a meaningful context for the implementation of skills and encourages a pro-bono culture. The Clinic is located at UniSA's City West campus and is the only in-house legal clinic in Australia. The Clinic has expanded its reach since our last PRME report, implementing two outreach services in disadvantaged areas (Port Adelaide and Elizabeth), in partnership with the local magistrates' courts. To date the Clinic has supported over 1,500 clients and has provided in excess of AUD\$1.34M of free legal service.

*Your Culture My Culture* provides domestic and international students with the opportunity to learn from each other by sharing cultures and customs in small groups. This program helps to break down cultural divisions, assumptions, and stereotypes, increases confidence and develops interpersonal and communication skills. It also helps students to be more open to professional careers in cultures other than their own. In 2015 students participating in *Your Culture My Culture* established the first community garden at the UniSA City West campus. Over 2016 the community garden program will be expanded to build students' sense of place and community connection.

In 2015 the *Spiced* program was introduced, providing students the opportunity to share cultural experiences through sound, sight, smells and tastes of different regions of the world. This program involves cooking classes, performance and film and encourages students to develop international perspectives as a professional and a citizen.



The UniSA Business School continued its practice of inviting distinguished guests to deliver guest lecture and seminars on themes of globally responsible leadership. For example:

- Professor Nancy Adler, McGill University Montreal, Canada, gave a highly acclaimed public lecture on "Leading beautifully."
- Professor Jorg Baten Professor of Economic History, University of Tübingen, presented on "Keep them ignorant. Did inequality in land distribution delay regional numeracy development."
- Professor Elizabeth Rose, Department of Management, University of Otago, presented "Born globals, international entrepreneurship, and international business: Moving forward."

- Associate Professor Clive Warren, University of Queensland Business School, The University of Queensland, presented "Mega Cities, Urbanisation and a vision for a sustainable built environment."
- Ms Kate Swaffer, Co-Founder and Co-Chair of Dementia Alliance International (international dementia advocacy not for profit organization), gave a guest lecture and reviewed student entrepreneurship project feasibility plans.



## Principle 4 | Research

### Research on Responsible Management Education

*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.*

UniSA Business School has emerged as a research leader in marketing and management and is establishing a reputation in applied economics. Our research outputs and scholarly engagement reflect a commitment to delivering social, environmental and economic value for our communities. We have clusters in sustainability, governance and accounting, and promote diversity, intercultural understanding and responsible leadership.

UniSA Business School is ranked 66th <sup>1</sup> globally for Business Ethics research.

Significant research projects underway by UniSA Business School scholars will deliver tangible real world improvements in the way corporations create value for the community, including:

#### ***The role of mindfulness in leading responsibly in a connected world***

Mindfulness has taken centre stage in recent years as a useful method to increase awareness of the importance of self-leadership and as an enabler for current and future leaders to make more balanced and responsible decisions. While there is significant research on mindfulness based stress reduction programs (MBSR) there is little evidence so far on how mindfulness is used effectively in managing self, people, and organisations. Drawing on research in MBSR, neuroscience, responsible leadership and ethical decision-making Prof Nicola Pless will work with senior executives from a cross section of industries to examine the impact of mindfulness intervention on wellbeing and responsible leadership decision making in an industry context.

#### ***Behind the scenes: Diversity management in Australia***

Employee diversity is associated with higher organisational performance - but only if diversity is effectively managed. Diversity management choices are driven by organisational members' beliefs about diversity (their diversity paradigm). Drawing on change management, institutional theory, and resource based theory Prof Carol Kulik is determining why organisations are sometimes successful in shifting toward effective diversity paradigms, but sometimes experience sticking points in their progress. Prof Kulik will also address the gap in understanding how organisations can maintain and sustain an effective diversity management initiative.

#### ***Retail price promotions in Australia: are consumers really better off?***

Retail price promotions are a common part of the Australian shopping experience, which in theory should benefit consumers. In reality, framing techniques used to advertise promotions can mislead, confuse and manipulate consumers. Dr Svetlana Bogomolova is researching how

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<sup>1</sup> Chan, K.C., Fung, A., Fung, H.G. and Yau, J., 2015. A Citation Analysis of Business Ethics Research: A Global Perspective. *Journal of Business Ethics*, pp.1-17.



consumers use price promotions; documenting the framing techniques that retailers use to influence choices; and experimentally testing the effects of promotion framing on consumers' choices and identify groups that are most vulnerable to such manipulations. The results will inform government policies about increasing the transparency of retail practices and improving the consumer literacy of Australians.

Since our last PRME report the UniSA Business School has contributed a significant number of publications in leading journals. Key publications are:

- Maak, T., Pless, N.M. & Voegtlin, C., 2016, 'Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR' *Journal of Management Studies* pp1-56.
- Pless, N.M., Maak, T. & Waldman, D.A., 2012, 'Different approaches toward doing the right thing: Mapping the responsibility orientations of leaders'. *The Academy of Management Perspectives*, vol 26 no 4, pp.51-65.
- Shen, J. & Benson, J., 2014, 'When CSR is a social norm how socially responsible human resource management affects employee work behavior' *Journal of Management*, DOI:10.1177/0149206314522300.
- Wang, Y., Huang, S. & Kim, A.K., 2015, 'Toward a framework integrating authenticity and integrity in heritage tourism. *Journal of Sustainable Tourism*', vol 23 no 10, pp.1468-1481.
- Busch, T., Bauer, R. & Orlitzky, M., 2015, 'Sustainable Development and Financial Markets Old Paths and New Avenues. *Business & Society*', pp1-27.
- de Lange, D.E., Armanios, D., Delgado-Ceballos, J. & Sandhu, S., 2015, 'From Foe to Friend Complex Mutual Adaptation of Multinational Corporations and Nongovernmental Organizations. *Business & Society*,' DOI: 10.1177/0007650314568537.
- Sandhu, H. & Sandhu, S., 2014 'Linking ecosystem services with the constituents of human well-being for poverty alleviation in eastern Himalayas' *Ecological Economics*, vol 107, pp.65-75.
- León, C.J., de León, J., Araña, J.E. & González, M.M., 2015, 'Tourists' preferences for congestion, residents' welfare and the ecosystems in a national park,' *Ecological Economics*, vol 118, pp.21-29.
- Yao, R.T., Scarpa, R., Turner, J.A., Barnard, T.D., Rose, J.M., Palma, J.H. & Harrison, D.R., 2014, 'Valuing biodiversity enhancement in New Zealand's planted forests: socioeconomic and spatial determinants of willingness-to-pay,' *Ecological Economics*, vol 98, pp.90-101.
- Ali, M., Ng, Y.L. & Kulik, C.T., 2014. Board age and gender diversity: A test of competing linear and curvilinear predictions,' *Journal of Business Ethics*, vol.125 no.3, pp.497-512.
- Hah, K. & Freeman, S., 2014,'Multinational enterprise subsidiaries and their CSR: A conceptual framework of the management of CSR in smaller emerging economies,' *Journal of Business Ethics*, vol.122 no.1, pp.125-136.
- Olekalns, M., Kulik, C.T. & Chew, L., 2014,'Sweet little lies: Social context and the use of deception in negotiation,' *Journal of Business Ethics*, vol.120 no.1, pp.13-26.
- Orlitzky, M., Louche, C., Gond, J.P. & Chapple, W., 2015, 'Unpacking the drivers of corporate social performance: a multilevel, multistakeholder, and multimethod analysis,' *Journal of Business Ethics*, pp.1-20.

Since the last PRME report UniSA Business School has produced two books and thirty four book chapters promoting the creation of sustainable social, environmental and economic value including:

- Peace through Tourism, *Promoting Human Security through International Citizenship*, Lynda-Ann Blanchard, Freya Higgins-Desbiolles, 2013 Routledge
- Rahim, MM 2013, *Legal Regulation of Corporate Social Responsibility - A Meta-Regulation Approach of Law for Raising CSR in a Weak Economy*, Springer, Germany.
- Maak, T, Pless, NM & Borecka, M 2014, 'Developing global leaders who make a difference', in L. Zander (eds), *Research Handbook of Global Leadership: Making a Difference*, Edward Elgar Publishing Ltd, UK, pp339-364.
- Kulik, CT & Li, Y 2015, 'The Fork in the Road: Diversity Management and Organizational Justice', in R Cropanzano & ML Ambrose (eds), *The Oxford Handbook of Justice in the Workplace*, Oxford University Press, UK, pp. 561-575.
- Kulik, CT & Metz, I 2015, 'Women at the top: will more women in senior roles impact organizational outcomes?', in Hitt, Michael (eds), *Oxford Research Reviews: Business and Management*, Oxford University Press, UK, DOI:10.1093/9780199935406.013.7.
- RINALDI, R, Unerman, J & Tilt, CA 2014, 'The role of stakeholder engagement and dialogue within the sustainability accounting and reporting process', in Jan Bebbington, Jeffrey Unerman, Brendan O'Dwyer (eds), *Sustainability accounting and accountability*, Routledge, UK, pp. 86-107.

To deepen and extend UniSA Business School's contribution to the fields of business ethics, sustainability and corporate social responsibility we recently appointed:

- Professor Thomas Maak, Head of School: Management and Chair of Responsible Leadership. Professor Maak is a Senior Editor of the *Journal of Business Ethics* responsible for Special Issues and Symposia and the President-elect of ISBEE, the International Society of Business, Economics, and Ethics (2016-2020). ISBEE organises the "Olympics" in business ethics (Shanghai 2016). Prof Maak has held positions at ESADE Business School in Barcelona, INSEAD in France, and the University of St. Gallen, Switzerland, as well as consulting roles where he worked with leading corporations such as Shell, PricewaterhouseCoopers, Volkswagen and DONG Energy. His award-winning research centres around business ethics, corporate social responsibility, in particular political CSR, shared agency, and the micro-foundations of strategy and responsible management.
- Professor Nicola Pless, Professor of Management and Chair of Positive Business. Professor Pless is the 2013 winner of the prestigious Aspen Faculty Pioneer Award for Teaching Innovation and Excellence (dubbed the "Oscar" in the business school world by the *Financial Times*) and holds the 2011 Honorary Jef Van Gerwen Chair from the University of Antwerp for her work in the field of responsible leadership. With her research, teaching and consulting services Prof Pless aims to help organisations and their leaders cope more effectively with sustainability and citizenship challenges, and develop the necessary organisational capabilities and leadership competencies to achieve positive change in business and society.

In partnership with the University of Zurich and Wharton Business School (University of Pennsylvania) Prof Thomas Maak is developing a special issue of the *Journal of Business Ethics* on the neuroscience of business ethics which will be published in 2016. A joint conference on the same topic is planned for 2017 at Wharton Business School.

In 2016 UniSA Business School will be hosting the Australian Association of Professional and Applied Ethics (AAPAE) 2016 Annual Conference. The conference theme *Responsible Leadership and Ethical Decision-Making* will attract practitioners from various fields faced with ethical challenges in organisational life and academics with specialist expertise in areas of professional and applied ethics to engage with UniSA Business School scholars in Adelaide.



## **Principle 5 | Partnership**

### **Interaction with Business**

*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 distinguishing feature of UniSA Business School is our focus on corporate engagement and research that translates into real world application. We have over 700 partners - multinational corporates, government departments, small-to-medium enterprises and not-for-profits - across all industry sectors. We work with our partners in many ways, as research partners, internship hosts, student mentors, advisory board members and as sponsors of our business growth programs.

Two projects that illustrate our work with corporates to assist them to meet their social and environmental responsibilities are:

- Work with a consortium of aged care providers to examine older peoples' preferences to consumer directed care and how these impact the policies and practices of aged care providers.
- Work with the Chartered Institute of Management Accountants to identify how company behaviour in Australia responded to the introduction of a carbon tax.

For nearly a decade our Centre for Workplace Excellence (formerly Centre for Human Resource Management) has held biannual practitioner forums - bringing together practitioners, academics, and students to discuss and debate current and emerging issues shaping work and management practice.

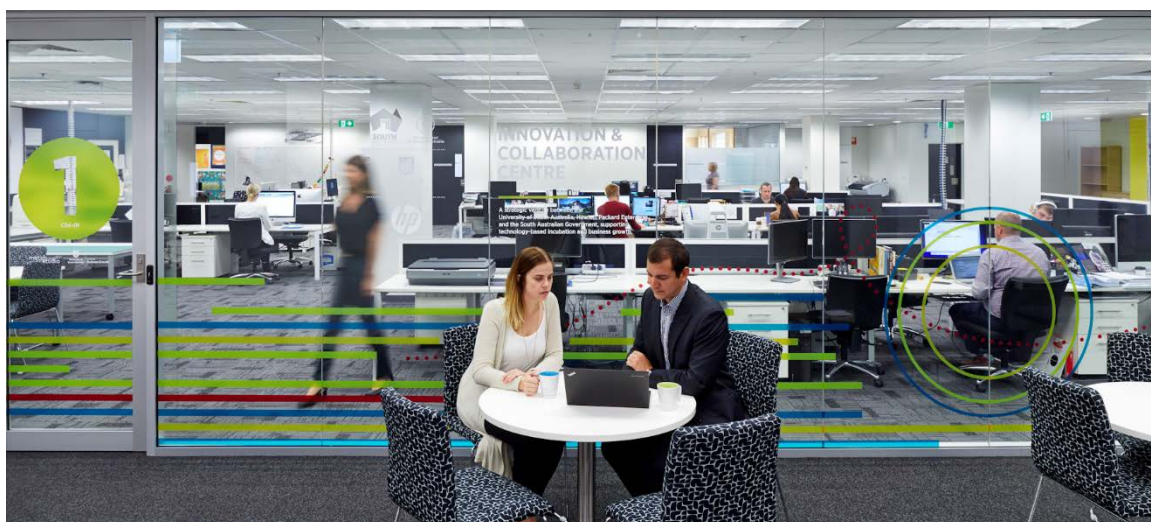
UniSA Business School, Curtin University, Monash Business School and Sydney Business School have partnered with Macquarie Graduate School of Management (MGSM) to deliver the Women in MBA program (WiMBA). WiMBA is an initiative that champions workplace diversity by

partnering with business and not-for-profit organizations in developing women's leadership potential. UniSA Business School will work with organisations to identify their top female employees and support them to undertake their MBA studies. This commitment includes full tuition fee costs, study leave and flexible work arrangements, and mentorship, with a 50% matching scholarship from the UniSA Business School. Over the next three years, the WiMBA universities will raise almost \$20m AUD (in university and industry funds) to attract 320 additional women into MBA programs.

As of 2016 UniSA Business School also provides an equivalent MBA scholarship for Aboriginal and Torres Strait Islander people who are nominated and part sponsored by their employer, to support Aboriginal and Torres Strait Islander people in business leadership roles. We are the only Business School in Australia to offer such a scholarship.

In 2015 UniSA Business School became the major sponsor of the Australian Institute of Company Directors Leaders' Edge Lunch Series, providing members and the South Australian business community the opportunity to hear speakers of national and international standing share their experience and knowledge.

The University of South Australia and UniSA Business School are also committed to sustainability in internal practice. We have made significant inroads in the adoption of e-books, removed and recycled 160 single use printers, introduced paperless teaching and learning committee meetings, introduced a one electronic device policy to reduce e-waste and increased green purchasing. In 2016 we will be supporting a student led sustainability club, expanding the community gardens program, and introducing a sustainable registration and ticketing process for our events.



## **Principle 6 | Dialogue**

### **Stakeholder Engagement**

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

UniSA Business School actively encourages and promotes research translation and dialogue among its stakeholders, to raise profile and awareness of issues critical to sustainable economic development. We have an active program of public forums and encourage academics to



contribute to community debate through traditional print, online and social media and continue to promote latest research findings through our *unisabusiness* magazine.

The *unisabusiness* magazine is distributed twice a year in hard copy to 3000 readers, and by e-zine to more than 27,000 subscribers. Since the last PRME report we have raised awareness and promoted dialogue within the business community around sustainable family business practice, sustainable living and leadership diversity. We have also promoted corporate social responsibility through featuring articles on volunteering and conservation.

Our School of Law continues to present the Nelson Mandela Lecture series jointly with the University of South Australia's Bob Hawke Prime Ministerial Centre. The series was established in 2008 to honour Nelson Mandela, the Hawke Centre's International Patron (2001-2013) and in 2014 heard from Mary McAleese former Prime Minister of Ireland and in 2015 from Professor Hilary Charlesworth on human rights and citizenship.

We also continued to encourage students to mentor young Aboriginal and Torres Strait Islander people through the Australian Indigenous Mentoring Scheme (AIME) - over the last two years more than 70 UniSA Business School students have participated.

Each year our Centre for Workplace Excellence holds an Insights Public Lecture to bring the latest research findings to organisational practice. The 2015 Public lecture *Follow the leader? The bright and dark sides of charismatic and ethical leadership* presented by Professor Deanne N Den Hartog, Head of Human Resource Management at the Amsterdam Business School, University of Amsterdam, explored the impact of these leadership styles within organisations.

A new initiative for 2014 was sponsorship of the Committee for Economic Development of Australia (CEDA) Women and Leadership Series. As the major sponsor, we are helping to advance the debate on gender equality and workforce diversity issues by engaging business and government executives with high profile national and international speakers. Through this partnership, we have brought high profile speakers to the business community such as Professor Gillian Triggs, speaking on human rights, and the personal leadership story of Rabia Siddique, held a panel on gender and innovation, and profiled initiatives such as the Male Chiefs for Gender Equity.

UniSA Business School continued its relationship with Catherine House as our philanthropic partner. Catherine House's Sagarmartha program, helps women be 'educated out of homelessness', which aligns to our values of social justice, our efforts to advance gender equality, and the University's support for women affected by domestic violence. We donate funds raised through corporate events to Catherine House, and are the major sponsor of a triennial art exhibition which celebrates the creative talent of women experiencing homelessness who come to Catherine House. In 2014 a key fundraising event was The Great Debate "Leaders are born not made" with high profile chief executives from the corporate sector, politicians and UniSA's Vice Chancellor David Lloyd. Each side presented their case drawing on scientific evidence to a sell-out crowd and were live streamed to our global alumni audience. In 2016 Catherine House was added as one of a select number of organisations that benefit from the University of South Australia's workplace giving scheme.

A priority for 2016 is strengthening international partnerships with other PRME focused Schools. We are engaging within the Consortium of Global Leadership Centres, spearheaded by Lancaster University Business School and Copenhagen Business School. The Consortium will be composed of 12 centres around the world that focus on joint research and education initiatives in the area of "Leadership for what?: purposeful and responsible leadership in a global world". We are also engaging with the Australian and New Zealand UN PRME chapter.

We will also be playing an integral role in advancing research, teaching and industry engagement in the area of social innovation through strong stakeholder engagement and consultation as part of the broader focus for the University of South Australia on social innovation.



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