

Creating Responsible Futures

Lincoln Business School // Summer 2012



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Framework

In his inaugural lecture of 2009, the then Head of Lincoln Business School, Professor Ted Fuller, set out the vision for the School for the next 10 years.

Quoting from his work with Dr. Jane Collier he said:

“The quality of life for all is threatened by current trends ...and inequality is amplified by present market mechanisms. The global consequences of ecologically-blind and socially-blind business models threaten the quality of local and global society... and the long-term self interest of the human species, i.e., its continuity.

The imperative of business schools is the development of leadership in an age of responsibility and its role is to engender and support social transitions from an information age to an age of responsibility, from consumption culture to economic ‘permaculture’, from business models to value ecologies and from knowledge workers to knowledge co-creators: who both are and do ‘good with knowing’.”

From this position stemmed the vision and purpose of the Lincoln Business School for education, learning and knowledge creation in the related fields of business, management, enterprise and leadership. We aim to have a reputation for research that is integrated with teaching and learning and underpinned by engagement with local, regional, national and international employers and partners. Our environment is one where all are treated with respect and integrity; one that champions creativity and innovation to deliver quality in everything we do; and one that engages openly and enthusiastically with all our communities to advance knowledge, open up new opportunities and avenues, and improve society.

**Put simply, our mission is:
Creating Responsible Futures**

To develop people and enterprises that create responsible futures; through their ability to co-create knowledge and to shape their own practice and that of others with regard to the consequences on society.

Enactment of this mission will considerably enhance students’ self belief, critical capacity and personal values, their knowledge and ability to develop and use knowledge and their social capital in relation to future work and employment.

This mission provides an overall framework for the development of the School through:

- a) An orientation to co-creation of knowledge in practice via engaged research, co-production of knowledge, creativity and innovation.
- b) A wider critical regard to consequences of individual action and the ethics and morals of being socially responsible. This includes CSR, responsible entrepreneurship, sustainable development in teaching, research and organisational practices.
- c) An orientation to performance in practice and development of the individuals’ sense of their own capability to perform, incorporating enterprise, employability, professional practice, leadership.

Principle:

01

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.

We encourage all our students to play an active role in the academic life of Lincoln Business School and to make contributions to their wider community.

Volunteering is an integral part of student life at the University of Lincoln. Around 400 students will undertake voluntary work this year. At any one time, the Students' Union Volunteer Centre is involved in around 100 projects. This ranges from work with well-known charities, to supporting local schools and sports clubs. Some students give just a few hours of their time, while others have given in excess of 300 hours in the past year.

This spirit of engagement with the wider community is embedded in many of Lincoln Business School's programmes. An integral part of our MSc Marketing and Master of Business Administration (MBA) programmes is the consultancy project, where our students work with businesses and other organisations on specific problem-solving tasks.



Case Study

Events Management

The Lincoln Business School will be introducing a new undergraduate and postgraduate degree in Events Management for the academic year 2012/13.

It is essential that students within this degree truly engage with the many components that make up event planning, delivery and evaluation. A key part of the University's ethos links to student involvement and creativity to further cement a close partnership between staff and students through joint learning. Volunteering will be a major part of the Events Management programme and opportunities for students to volunteer in cross-school events and experiences will enhance their connectivity with both the degree programme and with the workplace.

Further to this, current students already organise their own student event as part of a module which demands students to think and work independently and innovatively.

Principle:

02

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.

The overall approach to knowledge creation and learning at the University of Lincoln is a radical re-conception of our relationship with the student.

Recognising the need for greater criticality, challenge and social responsibility, Lincoln's core educational policy is Student as Producer. This approach emphasises the role of the student, and hence citizens, as collaborators in the production of knowledge. The capacity for Student as Producer is grounded in the human attributes of creativity and desire, so that students can recognise themselves in a world of their own design. A parallel Student as Producer research project is based at the University of Lincoln in partnership with other universities in the UK and internationally.

To underline the Faculty of Business and Law's commitment to developing values of global social responsibility in its students, the Faculty Board of Studies approved a Code of Professional Behaviour for all students in its two Schools in the academic year 2011/2012.

The Faculty's Code of Professional Behaviour builds on the Code of Conduct that is contained in the University's Student Charter and is intended in particular to promote the highest standards of behaviour using the principles of personal responsibility, integrity, respect and professionalism and thereby to prepare our students for the workplace and for a life as responsible global citizens. This codifies our approach to Student as Responsible Producer.

The stated rationale for the Code of Professional Behaviour is:

"The Faculty of Business and Law and its two Schools, the Lincoln Business School and the Lincoln Law School, aim to offer a student experience which ensures its graduates develop high personal and professional standards that enable them to create responsible futures for themselves and make them highly employable."



Principle:

03

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

In order to create responsible futures, it is vital that our students are able to reflect critically on how their actions and decisions, both now and in the future, can impact on society.

These ethical considerations are deeply embedded in the curriculum of our programmes. For example, on our Tourism courses at undergraduate and postgraduate level, students cannot complete their degree without confronting what it means to be a responsible participant. In Tourism modules, students deal critically with such sustainability issues as the environmental and social dimensions of resort development; the reduction of carbon footprint for air travel; poverty alleviation and 'Pro-poor Tourism'; and third sector and social enterprise activity, including the role of NGOs in tourism development.

Students also explore principles of fair trade and CSR. All students have to complete an ethical compliance form for their dissertations, and this gives us chance to discuss the reasons why we must consider ethics before embarking on a research project, and how students' research practice affects the lives of their subjects as well as their own. In other words, we aim to build a sense of being a reflexive practitioner and this work is written into our Faculty Plan. Tourism modules which incorporate principles of CSR include:

- Geography of Tourism
- Sport, Tourism and Urban Regeneration
- Managing the Environment for Tourism and Sport
- Social and Political Perspectives on Tourism
- Sustainable Development for Tourism
- The Making and Management of Destinations



Case Study

A Healthy Appetite for Research

Final year undergraduate Marketing students presented findings to Lincolnshire Co-operative following a study into shoppers' attitudes towards the five-a-day campaign, which encourages people to eat fresh fruit and vegetables.

The project, 'An investigation into the consumption of five-a-day in Lincolnshire' aimed to identify knowledge, attitudes and behaviour with regards to five-a-day in Lincolnshire among Lincolnshire Co-operative customers and to comprehend changes resulting from in-store marketing activity.

Principle:

04

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.



Lincoln Business School has a strong, varied and growing research base, spanning a wide array of subjects, from how skills gaps affect regional economic development to best practice for capacity building in the third sector.

The School has a policy of actively pursuing research into the role of business in the creation of sustainable social, environmental and economic value. Below are a few examples of recent and ongoing research by Lincoln Business School:

Phil Considine

The research of Phil Considine explores how organizations operationalize CSR.

It aims to identify what constitutes CSR from the perspective of the organisation, directors, managers and employees, what differences there are in these perspectives and what impact organizational structure and culture has on the ability to successfully operationalize the construct. The research investigates how this impacts on competitive advantage and aims to develop an explanatory theory.

Jialin Hardwick

Dr. Jialin Hardwick's research examines innovation in the healthcare sector.

It aims to encourage new product and service developments that are beneficial to patients and to help healthcare providers find effective and efficient ways to innovate. The overall objective is to improve innovation performance in a way that will contribute to the enhancement of quality in healthcare, as well as the growth in the healthcare economy.

Michal Izak

The qualitative research of Dr. Michal Izak focuses on the origins and current manifestations of well-being discourse in an established, large organization.

The notions of well-being inherent in organizational narratives are explored through observing interactions of organizational actors, conducting interviews and analyzing secondary data. The study provides an opportunity for reflective consideration of well-being strategies and their potential adjustment to better address needs of internal and external stakeholders.

Martin Hingley

Professor Martin Hingley has recently published a co-authored paper that draws together research on the 'value' that businesses and industrial marketers analyse, create, and deliver and highlights the changes in our notions of value.

Described are depictions of value analysis, value creation, and value delivery. The article presents a process model for value orchestration in business and industrial marketing.

Principle:

05

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.



Lincoln Business School understands it has a duty to extend its expertise outside its walls and into the business community if society is to meet upcoming social and environmental challenges.

The new Faculty building, opened in January 2011, includes *The Lincolnshire Leadership and Management Centre*. This is a centre dedicated to developing business leadership in the region by delivering executive education, short courses and workshops, work-based distance learning, access to academic expertise and networking opportunities.

- In October 2011, the LLMC hosted the inaugural meeting of the Food Sector Knowledge Forum, a forum for senior figures from the food industry to discuss candidly challenges facing the sector, including best practice for 'future-proofing' business against the implications of climate change, economic instability and rising global food prices.
- The Robust Futures project has helped scores of small and medium-sized businesses in Lincolnshire to prosper despite the economic downturn. It offered a broad package of free support and guidance to SMEs. This included a series of free Business Briefings delivered in conjunction with economic development specialists from local authorities.
- The School has worked with the Lincolnshire and Rutland Employment and Skills Board to undertake the Lincolnshire Economic Snapshot Survey, which offers a unique and up-to-date insight into the pressures facing regional SMEs.

Case Study

Taking Responsibility

Lincoln Business School's Jennifer Jackson is undertaking engaged research with a wide spectrum of public and private sector organisations, including the Probation Service, primary care trusts, sports partnerships, charities and voluntary sector organisations.

Her work explores the roles of organizational and individual responsibility in understanding and managing societal issues such as drug and alcohol misuse, health inequality, reducing offending and social exclusion. This has meant exploring and building knowledge of societal challenges from a joint research perspective, learning both through and with organisations.

Principle:

06

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



At Lincoln Business School, we take seriously the obligations of research institutions to share knowledge with business, policymakers, the media and the public, particularly where findings could be of benefit to society.

The School's community engagement research programme is led by Dr. Rebecca Herron and Zoraida-Mendiwelso Bendek, who are working in partnership with colleagues from Goldsmiths University of London and Manchester Metropolitan University to further a national initiative for Active Citizenship Learning, funded by the Department for Communities and Local Government.

They are also engaged in a second major research project, funded by the Economic and Social Research Council (ESRC), to strengthen research with third sector organisations and build capacity to promote, explore and develop participatory approaches to partnerships between third sector organisations and researchers. This programme creates spaces for reflection, dialogue and informal learning. The aim is to strengthen community development, social solidarity, community cohesion, active citizenship and civil society.

Case Study

Morality of the Markets

Dean of Faculty, Professor David Head, contributed to a public debate held at Lincoln Cathedral in February 2012 to discuss the ethics of modern capitalism.

This event, *The Morality of the Markets*, took place in the magnificent Chapter House of the Cathedral in front of a large public audience. Professor Head's talk addressed attitudes about wealth, society and morality among financial services professionals in the City of London. Other speakers included Lincoln's Member of Parliament and the Chancellor of Lincoln Cathedral.

Case Study

Lincoln Academy

The Lincoln Academy is the University's long-running series of free cultural events.

For more than a decade, the University has hosted talks, lectures and debates delivered by a diverse range of speakers. Admission is free to the public. The series has included lectures by academics from across the institution, including many from Lincoln Business School. Topics have ranged from the complex power relationships between supermarkets and their suppliers, to the differing shopping habits of men and women. Guest speakers have included veteran business journalist Peter Day, host of BBC Radio 4's influential *In Business* programme.

Responsible Futures



This strategy, Creating Responsible Futures, has been developed since 2009, initially through a series of staff development workshops, through research ethics activities and through teaching and learning policies in the School and through recruitment of academic staff.

The report was presented to University Academic Board in June 2012. It identifies examples of how the principles are being put into practice and embedded in the structure of the School. Much has been achieved and there is still much to do. As a Business School and a University we are committed to a continuation of progress with respect to PRME. In the coming 24 months we plan to increase the social and economic value that we create with our communities, including the wider University, by further development of the PRME agenda in our organising principles, teaching, research and our dialogue with partners and stakeholders.

Our key objectives are:

- Encouraging wide-ranging debate and professional practice related to Student as Responsible Producer
- Challenging and contributing to the futures of Capitalism through stakeholder engagement, scholarship and research on alternative models, value creation and well-being
- Pursuing multi-disciplinary research and education on human and organizational relationships with sustainable futures.

Professor David Head, Dean of Faculty of Business and Law,
University of Lincoln, July 2012

For more information on Lincoln Business School's commitment to the PRME, please contact Professor Ted Fuller on email: fuller@lincoln.ac.uk

