

FACULTY OF BUSINESS AND LAW PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

SHARING INFORMATION ON PROGRESS

**Report No. 3
2015-2017**

Executive summary

This is the third report of the Faculty of Business and Law (Formerly Portsmouth Business School), University of Portsmouth in which we proudly share progress against the 6 principles of PRME. We first reported in 2011 with the last submission in 2015. The Faculty's approach to the principles is one of continuous development, engaging staff, students, local and global communities with significant developments since 2015. This report covers the period Dec 2015 - Dec 2017. In that time, the Faculty of Business and Law have:

- Realigned the Faculty mission to ensure PRME is a core focus;
- Introduced the new role of Sustainability Champion across the Faculty, working with colleagues to embed sustainability across the curriculum, coordinate and develop research in areas linked to the Environment and Sustainability University theme;
- Built on and expanded engagement of students in **live client work on issues of CSR, Sustainability and Ethics and work with charities** within the curriculum. Now over 700 students benefit from these opportunities each year;
- Supported students with extended opportunities to engage with Responsible Management including: a **Responsible Leaders Shadowing Programme** open to all students across the Business and Law School; involvement in a **Responsible Management Conference** in partnership with the high profile charity, Business in the Community (BiTC), sponsorship of students through **Global Enterprise Bursaries** to attend '**Balloon Kenya**', a six week social enterprise programme working with entrepreneurs in Africa;
- Strengthened research into sustainability and business responsibility recruiting new staff with international excellence on these aspects and expanded doctoral projects with sustainability and responsibility topics;
- Played a key leadership role in galvanising local players to apply for regeneration funding. As a result of this the Faculty is the leading player in a £3.6m European Regional Development Fund Bid to support start-up, sustainability and scale-up companies;
- Consolidated hubs around research and teaching in Sustainability and the Environment and Democratic Citizenship, aligned with University of Portsmouth, cross-disciplinary themes: Sustainability and the Environment and Democratic Citizenship;
- Changed the name of Portsmouth Business School to the Faculty of Business and Law, which now includes Portsmouth Law School and Portsmouth Business School (Business related subject groups).

Looking to the future, we have new developments ahead of us:

- Continuous improvement/embedding of sustainability, responsibility and ethics content in the curriculum offering, via the curriculum audit and strengthening articulation in learning with University wide **Curriculum 19** review;
- Consolidation of a Sustainable Development Goals (SDG) research group and network: Circular Economy, Sustainable Development Goals and Human Rights research seminars and workshops; Fair Trade International Symposium (FTIS) in 2018;
- Strategic Plan and Internal funding allocated to develop and strengthen cutting-edge research that addresses the sustainability challenges faced by developing countries;
- Plans for increased engagement with international research networks looking at global challenges for sustainability and advancements of Sustainable Development Goals;

Sharing Information on Progress (SIP) Report.

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Our commitment to PRME



It is my pleasure, once again, to endorse the work of our staff and students within the Faculty of Business and Law for upholding the Principles of Responsible Management Education.

Over the past two years since I last reported, our University has moved from strength to strength guided by our new strategy, mission and vision and values. Our students' satisfaction and employment on graduation is at its highest, whilst our student body is at its most diverse.

We are developing the capacity of our research and continue to address some of the world's most pressing issues, emphasising amongst five cross-disciplinary research themes; sustainability and environment, democratic citizenship, health and wellbeing. Our valued partnerships are growing locally and overseas as we build ladders for learning and collaborations for leading edge research and innovation.

We are a community resolute in our commitment to the values of integrity, respect and sustainability. These values are reflected in all that we do and never more so than in our learning and teaching. Our ambition through our new Educational Strategy is to create learning opportunities for all of our students to become *'informed citizens, with a sense of responsibility allied to a commitment to ethical practice and social justice issues, such as equality, respect and sustainability.'*

The Faculty of Business and Law clearly delivers on this ambition. I am immensely proud to see our Business, Accountancy and Law students working with staff as partners delivering highly regarded Law advisory clinics, Accounting Audits and Business Consultancy making a

positive difference within our local community, SMEs and charities. '#BusinessTalk' events are held every year and are provided for free, covering areas including practical challenges of responsible business.

The collaborative conference with Business in the Community places students at the centre of raising awareness of responsible management within the wider University and partnering businesses, and works alongside the 'University 2 Business' event where we throw open the doors to our labs, equipment and know-how for the business community.

Students at the Faculty of Business and Law and wider society have benefited from continuous integration of sustainability, responsibility and ethics in curricula, and from cutting-edge research in a palette of topics relevant to the advancement of United Nations Sustainable Development Goals. These include governance of resources in the oceans, just and equal development, safe food supply chains, responsible innovation, human rights, circular economy and historical heritage, sustainable production and consumption and ethical leadership.

As we look to our students as future leaders and employees, we will continue to invest and build our capacity to deliver on this important agenda.



Professor Graham Galbraith

Vice Chancellor, University of Portsmouth

Introduction



I am most proud of the Faculty's ongoing focus on the PRME principles. Our research and education enables the development of the next generation of business and law professionals, and those already in professional practice, to have positive impact on their communities and globally. At a time of interconnected crises, we believe that the ripple effects of our efforts today will have an important impact on improving the economic, social and physical environments of the future. Discernible achievements such as our accreditations, engagement with the community and growing knowledge base reflect the unreserved commitment of our staff to the PRME agenda. They include:

- In September 2017, our BA Business Suite achieved re-accreditation with **EPAS** for 5 years and MSc Business and Management achieved initial accreditation for 3 years, recognising the embedding of ethics, responsibility and sustainability (ERS) within our curricula;
- Our students' engagement with small enterprise, now recognised by the **Small Business Charter** and pro-bono delivery of advice in law, which are cornerstones of our educational provision. Each year more than 700 of our students engage in business development activity with third sector organisations and the general public to access support and guidance out of their financial reach;
- Our relationship with organisations such as Business in the Community (BiTC) and Globally Responsible Leadership Initiatives (GRLI), which inspire and inform a regular commitment within our activities;
- Our research under the leadership of our new

Professor of Global Business Sustainability and our new Professor of International Law and University Research and Innovation Theme Director in Democratic Citizenship;

- Our growing contribution to the University of Portsmouth's thematic research areas in Democratic Citizenship and Sustainability and the Environment, notably in terms of governance of resources in the oceans.
- Our Research Groups providing knowledge to advance implementation of most of the UN Sustainable Development Goals¹
- In November 2017, we received research funding from the EU for a research project on circular economy and historic and cultural heritage led by our Faculty.
- We have galvanised local players to apply for regeneration funding. The Faculty is the lead partner in a £3.6m European Regional Development Fund Bid to support start-up, sustainability and scale-up companies.

We have enhanced our strategic outlook in support of PRME through recent key appointments within the Faculty and across the University, renewing focus and commitment to the PRME principles. The Faculty of Business and Law will build upon the existing dynamic research of the University of Portsmouth, furthering a research and teaching approach that integrates gendered, responsible, inclusive and diverse perspectives of contemporary sustainability challenges. In this endeavour, the Faculty aims to help progress towards the UN Sustainable Development Goals, helping academia and policy makers meet the Goal 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all).



Professor Gioia Pescetto

Executive Dean, Faculty of Business and Law

¹ More noticeably SDG 1 (No Poverty), 8 (Decent Work and Economic Growth) and 10 (Reduced Inequalities) through the cross-faculty Development Studies Group; SDGs 7 (Affordable and Clean Energy), 9 (Industry, Innovation and Infrastructure), 12 (Responsible Consumption and Production) and 13 (Climate Action) through the SDGs and the Environment Research Group; SDG 14 (Life Below Water) and SDG 17 (partnerships for the Goals) through the Blue Governance Research Group; and SDG 2 (Zero hunger) and 3 (Good Health and Wellbeing) through the 'Gate to Plate' Research Group.



Reporting against the 6 PRME Principles

The Faculty of Business and Law is one of five within the University of Portsmouth, with a community of over 5,000 students including some 1,200 postgraduate students. Around 2,200 students are non-UK representing over 113 different countries. The 254 academic staff comprise a multi-cultural community of academics and practitioners who aspire to provide an excellent student experience, nurture and develop high quality research, innovation and knowledge transfer that contribute to economic and social well-being.

The Faculty delivers a comprehensive portfolio of business, management and law courses, from the Foundation Degree in Business and Management to the Doctorate in Business Administration, and the PhD, complemented by a number of specialist degrees, for example in accounting, economics, finance, law, human resource management, marketing, together with project and quality management. In addition to offering both undergraduate and postgraduate awards, the Faculty provides executive education, full-cost and collaborative courses across all business and management disciplines. This breadth of provision and range of Faculty expertise are key strengths of the Faculty, and the portfolio is reviewed regularly to ensure currency, diversity, professional relevance and appeal to both UK and international students.

Portsmouth Business School signed up to the Principles for Responsible Management Education (PRME) initiative in 2011, with a view to supporting, inspiring and championing responsible management education, research and thought leadership globally. This report, as requested, documents the Faculty's progress since the last report towards each of the six PRME principles.

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.

The Faculty's commitment to PRME is fundamental to staff's practice as educators and researchers and is now firmly embedded within the University's vision, mission and values through to research, education and people strategies. This permeates directly to the new Faculty mission, which has been realigned directly to reflect PRME principles.

New University Education Strategy

The new education strategy launched in 2016, places development of 'Hallmarks of the Portsmouth Graduate', the knowledge, skills and behaviours crucial to shape graduates and reflect PRME objectives. These include the ability to '*synthesise new and existing knowledge to generate ideas and develop creative solutions of benefit to the economy and society*' and '*to be informed citizens, with a sense of responsibility allied to a commitment to ethical practice and social justice issues, such as equality, respect and sustainability.*'

New University Research Strategy

The University commits to identify and solve real-world problems as well as working intensively with key stakeholders to enrich society and shape a better future, responding to key societal demands that expect not only exceptional performance, but also high impact. '*We will engage in creating, sharing and applying globally-significant research and innovation that delivers impact and makes a difference to individuals and society.*'

University Vision Mission and Values

The University's vision shows our unreserved focus and attitude towards adding value to our communities:

We delight in creating, sharing and apply knowledge to make a difference to individuals and society.

Our mission addresses responsibility through commitments to teaching and research and making local, national and international impacts through the knowledge that we create and share and the opportunities that we create to join or learning communities. Among the principles of the mission are our focus on:

- establishing nationally and internationally recognised cross-discipline thematic areas that address key issues facing society
- raising expectations and creating ladders of opportunity for people in our region to take part in higher education
- being a proud part of Portsmouth and our region, working in partnership to support and influence the economic, educational, social and cultural life of the city

Our values are unequivocal in our self-declaration that *'We are responsible'*. We act with integrity for the greater good, we insist on upholding the highest academic and professional standards, we respect and celebrate diversity and equal opportunity through an inclusive culture, we aim for sustainability across all our activities.

New People Strategy

The University expresses its expectation through its new People Strategy and 'Hallmarks' that staff should 'be engaged, with a sense of professional responsibility linked to a culture of valuing equality, diversity, difference, respect and sustainability'.

New Faculty Mission

The Faculty fully subscribes to the University's strategic objectives. In 2016, the Faculty augmented the University's mission with specific consideration of areas of strength and contribution.

The Faculty's share the University's mission:

We delight in creating, sharing and applying knowledge

² UNESCO (2015) Global Citizenship Education: Topics and Learning Objectives, United Nations Educational, Scientific and Cultural Organization, 7, place de Fontenoy, 75352 Paris 07 SP, France

to make a difference to individuals and society.

We will achieve this by:

- *undertaking world class, impactful research that benefits learners, organisations and society globally;*
- *demonstrating excellence in education and student engagement, and cultivating in our students an entrepreneurial spirit to address real business problems with confidence, integrity and social responsibility;*
- *sharing knowledge with local, national and international organisations for mutual beneficial impact.*

The Faculty shares the University's vision and will:

- *be recognised both nationally and internationally as a leading provider of transformational and innovative education and impactful research.*
- *develop a sense of self-worth in our students, preparing them to be skilful professionals and socially responsible global citizens.*

Faculty Curriculum Development

The Faculty focuses on developing students as ***Socially Responsible Global Citizens*** and endeavours to embed this across the curriculum e.g. UN Global Compact relevant to the professional context of the subject discipline.

Global Citizenship Education is a key driver of curriculum development. It has been at the centre of UNESCO's priorities since the launch of the UN Global Education First Initiative (GEFI) in 2012. It takes into account the evolutions of the concept of socially responsible citizenship globally.

'Today's citizenship manifests its self in many ways, beyond nation state's borders, and civil and political rights. Global citizenship refers to "a sense of belonging to a broader community and common humanity and emphasizes political, economic, social and cultural interdependence and interconnectedness between the local, national and the global"². Global citizenship education rests on three pillars (cognitive, socio-emotional and behavioural).

Global Citizenship is not limited to the political arena. Pressing contemporary issues of human rights protection, equality, peace, and sustainable development are deeply

interrelated and embedded in trade activities. Environmental Sustainability, Businesses and Human Rights concerns and non-discrimination are at the centre of trade and so are the needs for inclusiveness, gender equality and special, differential treatment and preferential access for the least developed to trade and invest.

Difference and diversity are central to global citizenship education. The Faculty proposes to build upon existing dynamic research with the University developing research and teaching approaches integrating a gendered, inclusive and diverse perspective of contemporary challenges. It considers the diversity of cultures and approaches to citizenship particularly to equitable geographical and linguistic representation.'
Prof. Leila Choukroune

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.



The Faculty aims to promote values of social responsibility and sustainability through course design and delivery that will promote a global and sustainable development perspective and multicultural understanding. As a Faculty, there is an expectation that all modules embed CSR, ethics and sustainability to ensure that students develop knowledge and skills to support them as responsible leaders, professionals, employees and entrepreneurs of the future. The curriculum and academic activities are rich with examples that underpin the values of the United Nations Global Compact.

Curriculum

The Faculty has built responsible management content into its offering. All of the undergraduate courses integrate content related to sustainability, responsibility or ethics with 88% of undergraduate courses including at least one full module on issues related to responsible management. Half of these courses have a compulsory module on responsible management for all students taking the degree. The other half offers from 1 to 3 optional modules. 20% of the courses offer three optional modules. Responsible Business Management and Sustainability.

PRME related modules include Business Ethics, Corporate Governance, Financial Crime, Ethics and Controls, Discrimination and Conflict in Employment Law, Managing Equality and Diversity at work, Leadership, Ethics, Governance and Sustainability, Development Economics, Legal and Environmental Issues in Hospitality and Tourism, Equality and Human Rights, Jurisprudence

and Ethics.

Within the Faculty and the six subject groups and the Portsmouth Law School there are examples across each of the cognate areas of Economics and Finance, Law, Strategy, Enterprise and Innovation, Marketing & Sales, Accounting and Financial Management, Operations and Systems Management and Organisation Studies and Human Resource Management. Examples of practice that align with the **UN Global compact** and UN Sustainable Development Goals:

Accounting and Financial Management

Corporate Governance, Financial Crime, Ethics and Controls is a core undergraduate module, compulsory for courses in Accountancy with Finance and Accountancy with Financial Management. The module provides knowledge of the legal, ethical and social context in which accounting operates.

Economics and Finance

Development Economics explores issues of the aid dilemma, poverty and inequalities in the developing world, sustainable development, macro-economic development policies and strategies. Students cover the areas of state governance, management of natural resources, education, health and basic infrastructures and services in the context of economic emergence. They use case studies, the subject group's own research in Africa, Asia, South America and Pacific to explore the key elements of the development process and explain how the UN Principles are central for a sustainable development alongside with the Sustainable Development Goals. Ultimately, students acquire a strong sense of what is needed in terms of law enforcement regarding human rights, natural resources use and governance practices, knowledge that is vital for analysing the institutional process in place in developing countries. In Business Economics, students explore decision making associated to environmental choice.

Marketing and Sales

Ethics, laws and regulation, and their relation to corruption are discussed in lectures on the following units: *Essentials of Marketing, Managing Marketing Communication and Developing Marketing Communications*.

Ethical selling forms a key part of *Professional Selling and Sales Management*. There is also a workshop and case study on bribery and corruption. The sales modules introduce students to the ways in which a positive approach to ethical issues can lead to success in the business world. The sessions are supported with examples of ethical failure and students are expected to raise an ethical issue in their sales role-play assignments.

On the Introduction to Digital Marketing module,

students are required to consider sustainability and how companies promote their approaches to this issue through social media. 'Green innovation' is discussed and students are required to consider how businesses can reshape their operations to deliver on Sustainable Development Goals. The module also addresses ethical digital marketing principles, privacy and the Internet, copyright, data collection and bad practices. Students are required to consider the issues, which are important to the online consumer, in particular the way some websites and online channels target children and young teens. They are required to look at this issue from the perspective of the organisations and the consumer.

Organisation Studies and Human Resource Management

Leadership, Ethics, Governance and Sustainability is an undergraduate module exploring social, environmental and economic challenges faced by modern organisations. It begins with questions about the purpose of organisations of all types, both public and private, from transnational corporations to SMEs, social enterprises and not for profit. It then progresses to consider how they are led and governed. The module explores a range of concepts including stakeholder theory, circular economy and ethical decision-making, and then investigates issues of practical application such as stakeholder management, environmental reporting and social accounting.

Operations and System Management

The *Strategic Organisational Excellence* module considers corporate and social responsibility from the viewpoint of effective usage of all types of resources to achieve a mutually satisfactory outcome for all involved. Different philosophies and cultures are considered in the effective deployment of quality developing understanding of prevailing attitudes towards quality management.

Portsmouth Law School

In *Business and Employment Law* and *Employment Law* modules students cover all forms of discrimination within the workplace, emphasising the role of the employer in relation to both prospective and current employees. The *Legal Approach to Business* module provides master's students with a general overview of employer responsibilities towards its workforce. The syllabus for master's students is premised on the idea that Employment/Labour law cannot be disengaged from the respect for and protection of rights. Students cover rights to collective bargaining and to strike from the perspective of EU law and European Convention of Human Rights.

Strategy Enterprise and Innovation

Postgraduate and undergraduate students explore the business, challenges to social entrepreneurship and social entrepreneurs in *Contemporary Issues in Entrepreneurship*. *Business Venturing* students are introduced business opportunities and expressing to multiple forms of value using the business model canvas. *Strategic Management* has a focus on corporate governance and ethical practice of the strategic manager.

Principle 3 | Methods

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



The Faculty's approach to educating students as 'responsible leaders' centres on key pedagogic areas, use of bespoke case studies, experiential learning opportunities with live cases and guest speakers. The Faculty has completed an audit of the curriculum and moved the agenda forward with discussion at Faculty Education and Student Experience Committee and with representatives across the Faculty. Students are also engaged in the dialogue of responsible management through their participation in the annual BiTC Responsible Business Week. The following outline some of key developments that bring responsible leadership to Faculty of Business and Law students.

Experiential Learning Opportunities

Authentic and practice based learning is a strength of the Faculty of Business and Law. Over 100 enterprises and more than 500 students within the Faculty, benefit annually from student delivered consulting work. Alongside work with businesses, Portsmouth Law School have developed a highly acclaimed Law clinical practice. This work is of strategic importance, delivering positive impact within the local community, small and medium enterprises and charitable trusts whilst building students' professionalism and employability as part of the Faculty's ongoing pledge that every student should receive career-enhancing activities. Students' work contributes to raising the University's profile as an anchor to regional development and has received high profile recognition through the Small Business Charter, awarded in

November 2015 and in the national and local press.

Business Consultancy

The Faculty has regular and long-standing engagement with business, public sector organisations and charities. Student teams and individuals, supported by academic, professional and administrative staff currently provide a range of business services across eleven modules, benefiting over 100 enterprises each academic year. These services include feasibility studies on strategic decisions or expansion; market research and planning; brand audits and reviews; financial and accounting audits; development of internationalisation strategies and operational plans for growth. Projects typically run September to April where student teams of four or five diagnose business problems and present results in detailed reports and presentations of their recommendations to clients.

Clients are predominantly, but not exclusively, local social enterprises and charitable trusts and include high profile tourist venues such as the Portsmouth Historic Dockyard, the charitable arm of Portsmouth Football Club, 'Pompey in the Community', Trussell Trust, Autism Hampshire, The League of Friends, Rowans Trust, Portsmouth College and all three major theatres in Portsmouth (The New Theatre Royal, Groundlings, Kings Theatre).

Law Clinical Practice

Portsmouth Law School delivers the acclaimed Clinical Practice Module and Advice Service, which in 2015/2016 provided advice for 140 members of the public on a one-to-one basis on issues such as debt, employment and contract law. This service operates from the community at John Pounds Centre and Somerstown Community Hub in Portsmouth. The Advice Service is promoted and run by students who also deliver the advice. Students undergo training and are supervised by a qualified and experienced solicitor with a practice certificate and a clinical practice tutor.

Extracurricular opportunities

Balloon Kenya - Social Entrepreneurship Programme

Balloon Ventures is an opportunity for students to become immersed in a different culture, in a developing country and learn the best ways for entrepreneurs to grow their businesses. Each year since the last SIP report, the Faculty has sponsored three students with Global Entrepreneurship Bursaries to join the Balloon Ventures programme, learn enterprise and start-up skills and then apply them to support local entrepreneurs in Africa. Over the past three years, six intrepid students from across the

Faculty have joined the programme.

Student, Ed Adams, worked with Fernandez in Kenya to develop his shop into a flourishing enterprise. Initially, Fernandez' general store looked just like the other four in the street with little stock and few customers. Ed worked with Fernandez to monitor his costs, expand his stock, develop his product range and advertise his products. He started deliveries to his customers, rearranged his store and displayed his product range on a billboard outside his shop. He was no longer a 'businessman', he was thinking creatively like an entrepreneur. Ed explains, 'It pushes you outside of your comfort zone whilst enabling you to apply the business skills that you've learnt at University. It's one of the best things I've done at Portsmouth. I would recommend it to anyone who has the chance.'

Responsible Business Leader Shadowing Programme

In 2017, six students - Sumeyra Rehman, Ryan Dugdale, Kristen Winter, Sushil Bhodal, Anne Helmfolz were selected for the first cross-faculty shadowing programme designed to support the next generation of responsible leaders. Organisations SeaB Energy, TRAC, Southern Water, Hermes and The Southern Co-op volunteered their time to allow the students to explore how business leaders embed corporate and social responsibility and sustainability across their products, services and operations. Students discovered how they take a key role in creating a sustainable future and tackle some of the most complex contemporary challenges - climate change, resource scarcity, and world population growth – to name a few. Shadowing winners then took centre stage in the 2017 Responsible Business Week Conference, explaining the observations of their shadowing challenge.

Venus Awards

In 2016, five female marketing students worked with academic staff to judge the Small Business Award in Venus Awards programme. These awards acknowledge the work of female business-women across the region. This included three rounds of judging and selection of winners following an afternoon of presentations from female small business owners in Hampshire.

Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact corporations in the creation of sustainable, social, environmental and economic value

Faculty engage in conceptual and empirical research which is devoted to making a real contribution to knowledge and practice and this includes a focus on the creation of sustainable social, environmental and economic value. The Faculty commits to hosting a series of national and international conferences and workshops which showcase the work of both the Faculty's researchers and acclaimed international experts in domains relating to corporate engagement and innovation. To this end the Faculty hosted the British Academy of Management (BAM) Conference in September 2015 (900 delegates), the 58th Operational Research Conference in September 2016 (500 delegates) European Microfinance Conference in June 2017 (200 delegates), a Critical Management Studies funded workshop on Corporate Storytelling and leadership in June 2017 (30 participants) and the British Universities Industrial Relations Association conference in June 2017. The Faculty will host the Fair Trade International Symposium in June 2018. These conferences have, and will continue to enable the Faculty's researchers to engage with innovative researchers and research at the forefront of discussions relating to corporate strategies and decision-making.

The Faculty's research work can be described at the level of the firm, market and the economy and explores beneficial and detrimental practices that relate to responsible management and contribute to the advancement of UN Sustainable Development Goals, through better understanding of the challenges faced by companies when translating such goals into corporate practice. The Faculty considers these:

1. At the level of the firm, market and the economy
2. Through interdisciplinary cross-cutting themes, most specifically within the five newly established University Thematic Research Networks
3. Through applied projects in partnership with firms and organisations (Principle 5)

At the level of the firm

The Faculty of Business and Law's research into **Employment Relations and Human Resource Management** is extremely influential; the Business and Management panel in the recent review of UK academic research (REF 2014) acknowledged it as 'world-leading'. Research in this area has special relevance for the advancement of SDGs 3 (Good Health and Wellbeing), 8 (Decent Work and Economic Growth) and 10 (Reduced Inequality), research on ethical leadership has wider implications for all Sustainable Development Goals: Areas of special interest to this research group include how:

- Employers have differential understandings and diverse expectations of leaders. In Business Buccaneers, employer expectations of emergent leaders (Dr. Alex Tymon and Margaret Mackay) studied 146 managers who reported that they anticipated future graduates will need greater adaptability and flexibility given the volatile business context; with some highlighting rule breaking that implies a buccaneer approach rather than responsible leadership;
- Most research into ethical leadership, although well meaning, offers little guidance about how to imagine and implement sustainable, ethical solutions to systemic problems. Prof. James McCalman instead argues that we need to reconceptualise ethical leadership as leadership for the greater good and explore how this can complement existing critical perspectives on ethical leadership;
- Perceived workplace ill-treatment implies that human resource and occupational health professionals play a too subordinate, belated and haphazard role in the de-escalation and resolution of ill-treatment experienced by disabled and sick employees (Dr. Peter Scott). This research has direct implications for achievement of targets related to SDG 3;
- Age influences the negotiation of masculinity within gay-straight male workplace friendships and suggests how such friendships might challenge and reshape the heteronormative contours of work contexts (Dr. Nick Rumens). This research improves understanding of barriers for achievement of targets related to SDG 10;
- The nature of work and traditional notions of the public sector have been changing with increasing collaborative governance and delivery of public services. Johnston has therefore explored how these changes have affected women in public, private and voluntary sector organisations. This research has direct implications for achievement of targets related to SDG 8.

At the level of the market

A number of the Faculty's Research Groups focus on the market: market-led developments, marketing across industrial sectors, or the market for particular types of products. Two of the most active are the Product Innovation Research Group (PIRG) and the Small Enterprise, Entrepreneurship and Enterprise Development (SEED) Research Groups. Research in this area has special relevance for the advancement of SDGs 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), 10 (Reduced Inequality) and 12 (Responsible Consumption and Production). Areas in which this group has engaged in recent research include seeking to answer how:

To build vibrant and sustainable entrepreneurial ecosystems when faced with both expected (tax regimes) and unexpected business environments (Prof. Martina Battisti). This research has direct implications for achievement of targets related to SDG 9;

Strategic planning has been used to inform the contemporary practices employed by managers and entrepreneurs to successfully penetrate foreign markets (Dr. Myropi Garri). This research is also related to SDG 9;

Packaging and packaging innovation impact upon both SMEs and older consumers and how in low and medium technology (LMT) intensive industries the traditional science and technology model of innovation cannot explain continued product and process innovations (Dr. Chris Simms and Prof. Paul Trott). Again, this research has direct implications for achievement of targets related to SDG 9;

Research shows that the determinants of SME exporting include industry sector, age and the characteristics of the SME owner-manager, along with the firms' available resources, including the human capital of the owner-manager, use of technology and intellectual property. However, while an innovation focus was consistently found to be positively linked to exporting, a growth focus was not. Prof. David Pickernell's results inform both practice and policy, as the exporting activity of SMEs remains closely linked to economic development policy. This research has direct implications for achievement of targets related to SDG 8 and 9;

The growth of the Fair Trade movement in contemporary Britain offers a unique opportunity to explore the role of non-governmental organisations (NGOs), religious groups, alternative trade organisations (ATOs), co-operatives and supermarkets in promoting the social, economic and environmental values of the organisation's growth (Dr. Matthew Anderson). This research has direct implications for achievement of targets related to SDG 8, 10 and 12.

At the level of the economy

The Economics (ERG) and Finance Research Groups (FRG) have published path-breaking work illustrating how these two disciplines have helped shaped UK society (and beyond) over the last two years. This is best exemplified by the 2017 publication of 'The Barometer of Fear', an insider's account of rogue trading on the UK forex markets, some of the Faculty's research at the level of the economy provides strong insights into challenges affecting progress towards the achievement of SDGs 1 (No poverty), 2 (Zero Hunger), 3 (Good Health and Wellbeing), 7 (Affordable and Clean Energy), 12 (Responsible Consumption and Production) and 13 (Climate Action).

How investor mood, driven by World Health Organization (WHO) alerts and media institutional news on globally dangerous diseases, is priced in pharmaceutical companies' stocks in the United States (Dr. Renatas Kizys). This research has direct implications for achievement of targets related to SDG 3;

FTSE-350 firm's decisions to report emissions are influenced by wider social/governance disclosure attitudes, or whether firms disassociate environmental responsibility from social responsibility (Dr. Konstantinos Vergos). This research has direct implications for achievement of targets related to SDG 12 and 13;

Economic growth aggravates the greenhouse gas emissions phenomenon and, if so, the efficacy of recent government policies in various countries to promote renewable energy consumption as a means for sustainable growth (Dr. Ioannis Chatziantoniou). This research is relevant to a better understanding of the challenges for achievement of targets related to SDG 7 and 13;

Efficiency changes, human and/or physical capital accumulation have significantly contributed to economic and factor productivity growth in Africa (Dr. Oleg Badunenko). This research relates to progress towards SDG 1 and 2.

Further work examining economy-wide effects include whether:

Board characteristics affect firms' decision to voluntarily disclose informative information about their risk profiles in nine MENA emerging markets (Prof. Khaled Hussainey);

US Initial Public Offerings (IPOs) are affected by the level of political money contributions made (Dr. Antonios Kallias).

Cross-cutting themes

Researchers from the Faculty of Business and Law have actively collaborated in setting up five University-wide research themes. Dr. Peter Lee (Strategy, Enterprise and Innovation) and Prof. Leila Choukroune (Portsmouth Law School) were appointed to head the themes of **Risk, Security, and Democratic Citizenship** respectively, while Prof. Diego Vazquez-Brust and Dr. Chris Sims will play a key role in helping to shape the **Environment and Sustainability** theme and the **Future and Emerging Technologies** theme.

In addition, in 2017, Dr. Pierre Failler established a Blue Governance Research Group intending to unite social and physical science disciplines given the evolving funding landscape. The work of this group is closely aligned with progress towards achievement of SDG 14 (Life below water). A governance work package for the EU Pandora project will be delivered by Dr. Failler, during 2015-2017 he also has captured several grants to value ecosystems in African Marine Reserves. Prof. Andy Thorpe completed work for the UN Food and Agriculture Organisation (FAO) which tries (for the first time ever) to put an economic value on the world's inland fisheries.

Transdisciplinary research is an objective shared with the cross-Faculty *Development Studies Group* (chaired by Prof. Thorpe), research in this group is closely aligned with SDG 1 (No poverty), 3 (Health and Wellbeing) and 8 (Decent Work and Economic Growth). The Development Studies Group (DSG) is supported by University and Faculty funding to bring together multidisciplinary expertise on development-related themes from across the fields of Anthropology, Computing, Economics, Engineering, Environmental Research, Geography, Marketing, Medicine, Operations Research, Political Science and Sociology. Underpinning their work during 2015-2017 is a commitment to gender and ethnic equality, a desire to help reduce poverty and inequality, a belief in sustainable growth and the application of appropriate technologies, and a conviction that action needs to be taken to shield the most vulnerable from the devastation caused by disasters and civil turmoil.

The Gate to Plate research group lead by Prof. Lisa Jack and Prof. Mark Xu focuses on food safety and is particularly relevant to SDG 2 (No hunger) and 3 (Good Health and Wellbeing). This issue has been a concern equally for consumers and producers, both nationally and internationally. Foodborne disease outbreaks have devastating health and economic impacts on everyone's life. Gate-To-Plate group's leading research seeks to tackle the risks and concerns associated with food safety along the entire food supply chain and ensure that people can enjoy safe and nutritious food. During 2015-2017 the group has attracted funding from the charity CIMA, the Andalusian Government (Spain), China

Scholarship Council and the Food Standards Agency (FSA) Among the several projects carried out by the group, particularly worthy of mention is the participation in modelling food fraud temptation (Prof. Lisa Jack) and traceability in food supply chains (Prof. Mark Xu and Dr. Martyn Roberts).

In September 2017, a research group in Sustainable Development Goals was launched by Prof. Diego Vazquez-Brust, this has a particular focus on sustainable production and consumption (SDG 12), Affordable and Clean Energy (SDG 7) and in responsible practices in developing countries. This included research published into: Drivers of Circular economy and sustainable supply chain practices in Brazil (Prof. Vazquez-Brust). Collaboration between multinationals and informal economy rivals, contributing to legitimize through engagement vulnerable and marginalized economic actors (Prof. Vazquez-Brust), energy resilience and renewable energy (Prof. Lester Hunt). Panasonic Health Care (PHC) supported Prof. Vazquez-Brust with funding to advance understanding of global ethical competencies.

Finally, Prof. Alessio Ishizaka is the lead of CLIC project, which secured substantial EU funding in November 2017. The overall objective of the project is to identify and test innovative economic models for adaptive re-use of cultural heritage, exploiting and enhancing the multidimensional productivity of cultural heritage as 'commons' for a sustainable growth in Europe. In this project, the circular economy approach opens innovative solutions that consider conservation of cultural/natural resources, local production and loops.

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.



The Faculty's interactions with business organisations and their management extend applied knowledge and bring real events and case studies into the curriculum. This happens in a variety of ways including guest speakers, project development and Knowledge Transfer Partnerships. The Faculty have a range of relationships that are vital for students and for academics.

Business Partnerships

The Faculty of Business and Law are active leaders in the regional economy providing activities and funding that promote sustainability. Selected examples of the Faculty's work are as follows:

Sowing the seeds of partnerships: Business partnerships are actively sought and nurtured. Ten '#BusinessTalk' events are held every year and provided for free covering areas such as selling, dynamic pricing and networking. The University also holds an annual 'University 2 Business' event where it opens the doors of its labs, equipment and know-how for the business community. These activities have proven very effective channels for dialogue and engagement with business and helped to extend knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to meeting these challenges.

Start-up, sustainability and growth: The University is an active partner in the universities Innovation Connect centres and provides four distinct business locations for companies to house themselves and benefit from University know-how. Alongside this, the University plays

a key leadership role in galvanising local players to apply for regeneration funding. As a result of this the Faculty is the leading player in a £3.6m European Regional Development Fund bid to support start-up, sustainability and scale-up companies. Two pilots of a start-up and scale-up programme started in the second half of 2017 to facilitate this goal.

Student consultancy made impact on business: Business Edge Limited, a Waterlooville based company that offers air conditioning and refrigeration systems technical and training services, has been working in partnership with University of Portsmouth to develop the next generation refrigeration systems through a Knowledge Transfer Partnerships (KTP) programme. During the collaboration, a team of business students undertook a consultancy project for the firm examining different facets of the organisation's business from its website and profitability of services and products to its customer relationship management, including use of social media. They developed a sustainable growth strategy for the company, which Business Edge Limited is already starting to implement. The students, as a result of an excellent report, won first prize in the Business Consultancy Project for having the biggest impact on the company.

Applied Research Partnerships: During 2017, Faculty staff (Prof. Vazquez-Brust) designed and conducted research in global leadership competencies in close collaboration with researchers in Panasonic Healthcare Corporation (PHC). The research uncovered the key role of ethical competencies (including sustainability values and moral excellence) as the foundation of leadership competencies in PHC.

Principle 6 | Dialogue

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



As one of five vibrant faculties in the University of Portsmouth, the Faculty of Business and Law is engaging in many forms of dialogue with varied groups of stakeholders in order to widen Faculty's experience and contribute to understanding of issues of global social responsibility and sustainability. These include:

Business in the Community Conference (BiTC)

The Faculty of Business and Law have made a commitment to celebrate and share the practices of responsible management through hosting a Responsible Business Week conference. The Faculty runs the conference in collaboration with BiTC, part of the Prince of Wales's Responsible Business Network. It is a high profile opportunity for organisations of all kinds to demonstrate the many ways that they work together, turning ambition into positive action for a fairer society and a more sustainable future. In 2015, over 200 companies, 65 not-for-profit organisations and thousands of people got involved. It reached 8.5 million people via Twitter with #RBWeek, trended on Twitter at No. 5 in the UK and the Responsible Business Week message reached a combined audience of 38 million via print and broadcast media. This reached an audience of businesses, academic staff and students with the latest thinking and business contributions in both leading and managing a sustainable future. It also provides a forum in

which new ideas in responsible management can be generated, shared and inspire change and commitment. The conference adopted both an expert and a questioning approach. Presentations were heard from the Chief Executive of Southern Co-op and from students who have been following business leaders in their day-to-day roles.

The University of Portsmouth Environment Network (UPEN)

The Faculty benefits from the University of Portsmouth Environment Network who promote the University's activities partnerships teaching, research and innovation and strengthening awareness and collaboration between academic, business and communities. Staff and students are able to participate in seminars, networking events for dissemination and generation of new environmental activity.

Future perspectives and key objectives

1. Strengthening leadership in areas related to responsible business

The Faculty will be led by two new appointments:

New Professor of Sustainability and lead on PRME

In June 2017, Prof. **Diego Vazquez-Brust** joined the Faculty as Sustainability Champion and Professor of Global Business Sustainability and Strategy. His core research interests are Green and Inclusive Growth, Corporate Environmental Sustainability, Environmental Management, Corporate Social Responsibility and the relation between social vulnerability and environmental risks. Before joining academia, he worked for the Argentinean government and the Inter-American Development Bank. He has conducted research in the UK, Spain, Argentina, Brazil, Bolivia, Ghana, Japan and Taiwan. He has also taught on the Hong Kong University's MBA since 2011 and in postgraduate programmes at Almeria University (Spain) and Buenos Aires University (Argentina) since 2010. He has written or co-written five books, 25 peer-reviewed academic papers, one UN working paper, 12 book chapters and more than 50 conference papers.

He is the editor of the Springer Book series on Greening of Network Studies, <https://www.springer.com/series/10444> and member of the editorial board of four journals, including Business Strategy and The Environment. Diego is also coordinator of the Greening of Industry Network (GIN).

New Professor of Law and Theme Professor of Democratic Citizenship

In September 2017, Prof. **Leila Choukroune** joined the Faculty of Business and Law as Director of the Democratic Citizenship University thematic area (0.5FTE). She focuses her research on the interactions between trade, investment and human rights and applies this to emerging countries, China and India in particular.

She has published numerous scientific articles and authored several books. She is the Editor of the Springer book series International Law and the Global South, <http://www.springer.com/series/13447> and member of the Editorial Board of China Perspectives and Perspectives Chinoises. Leila is regularly solicited as an independent expert on international economic law and business and human rights issues. She is an independent adviser to the International Federation for Human Rights

(FIDH) and a Member of the French National Books Commission (CNL). She holds a Doctorate in international law (*suma cum laude*) from the University Paris I Panthéon-Sorbonne and is a qualified lawyer to the Paris Bar.

2. Continuous improvement of the curriculum and research engagement

Deployment of specific responsible management learning outcomes and core modules

There is ongoing commitment of staff to embed the UN compact, Equality Diversity and Human Rights (EDHR) into practice and making this even more explicit to students in course and module documentation.

Plans are to introduce a core module on sustainability and business responsibility for all graduate students and redouble efforts to make sure there are modules with content related to responsible management principles in all postgraduate courses.

Faculty will continue to embed sustainability in the curriculum as part of the University's 'Hallmarks' and Curriculum19 projects.

3. We will consolidate Sustainable Development Goals (SDG) research

FTIS 2018 Circular Economy, Sustainable Development Goals and Human Rights research events

In June 2018, the University will host the sixth Fair Trade International Symposium (FTIS 2018). This offers an opportunity to build on the University's existing support for Fair Trade and its ongoing commitment to solving real-world problems by working with key stakeholders to produce research and innovation that enriches society and shapes a better future. Since the first Fair Trade International Symposium in 2002, it has evolved to become the pre-eminent academic conference and international meeting for scholars, practitioners and policymakers working in the area of Fair Trade. In addition to presenting state of the art research, the symposium includes a PhD workshop and opportunities for undergraduate students to participate and volunteer as conference assistant.

4. We will strategically plan and allocate funding allocated to develop and strengthen cutting-edge research

There will be a particular focus on research that addresses the sustainability challenges faced by developing countries. This will be supported by plans for increased engagement with international research networks looking at global challenges for sustainability and advancements of Sustainable Development Goals.

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