



# PRME Sharing Information on Progress

Sheffield University Management School



# **PRME SHARING INFORMATION ON PROGRESS**

Report 2022

## INTRODUCTION FROM THE DEAN

The University of Sheffield has a global reputation as a world-leading research institution, and also has a heritage of civic responsibility that ties it to the local communities it serves. Sheffield University Management School is driven by a socially responsible research agenda that drives our transformative education and promotes positive societal transformation for a fairer, sustainable future, and which our Mission refers to more broadly as socially responsible management practices.

This notion of social responsibility spans our work on employee wellbeing, our development of models to make supply chains more environmentally sustainable, our understanding and promotion of social entrepreneurship, the lead we take on informing policy around the informal economy and our research on improving work, organisations, and employee relations. We therefore have a critical mass of research that puts us in a unique position to inform debate and have an impact on socially responsible work practices and processes around the world. This underpins our education and student experience and our students positively impact communities and organisations both during their studies and when they go onto the world of work.

This clearly sits very comfortably with the remit of PRME, and also aligns with the strategy of other stakeholders such as AACSB who are developing a societal impact agenda, and the European Foundation for Management Development, who recognise the need to embed ethics, responsibility and sustainability into teaching programmes.

In common with the majority of higher education institutions, since March 2020 the Management School has faced several challenges created by the COVID-19 pandemic. Colleagues had to adapt quickly to create an online learning environment for our students. We introduced practices that recognized the need to look after colleagues' wellbeing in the context of the very different working environment to which we had to adjust. Nevertheless, during this period we refreshed Management School's Mission and Values, and developed a new strategic plan inspired by our commitment to developing socially responsible management practices that have an impact on working lives, organisations, and societies worldwide.

## BACKGROUND TO OUR MANAGEMENT SCHOOL

Sheffield University Management School is a vibrant, ambitious, diverse, and collaborative community of scholars, professional services staff, students and external collaborating partners from around the world. We combine our institutional civic heritage with an international outlook and global reach. Underpinned by a long-standing, externally recognised commitment to advancing social responsibility, we deliver excellence in management research and education for a positive impact on the world, addressing contemporary organisational and societal challenges. As a Russell Group, research-led school within a world top-100 University, our cutting-edge management scholarship underpins our activities and impact. Our Triple-Crown accreditation (AACSB, EQUIS, AMBA) places us in the global elite of business and management schools worldwide.

Between 2014-2022, the Management School has followed a two-stage strategic plan combining significant growth with quality improvement which led to a strengthening of the Management School's performance and positioning around research, education outcomes and student recruitment.

The Management School is now moving to the next phase of its development with an ambitious strategic plan. This builds upon our many successes and responds to the opportunities and challenges posed by the dynamic external regulatory, economic, and social environment nationally and internationally, catalysed by the global pandemic. It recognises the responsibility and opportunities that business and management schools have in their contributions to social, economic, and environmental global challenges towards a better world. The following sections will demonstrate how our continued commitment to this Mission and Vision has increased our engagement with the 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.*

During the 2021-22 academic year, the Management School revised its strategic plan. The plan is underpinned by a refreshed Mission, Vision and Values. These articulate our distinctive shared purpose, ambition, and intellectual agenda as a school around which all our stakeholders – staff, students, external partners – can make a unique contribution. Important to this revision process was a period of consultation we held with all staff members to reflect the Management School's values of collegiality, inclusivity and partnership.

Our Mission and Vision articulate our key purpose as a management school to benefit the world around us, having a positive impact on individuals, organisations and wider society. This combines our civic heritage with both national and international reach and outlook for impact worldwide. At the heart of this lies our long-standing and holistic commitment to advancing social responsibility in management practice – through our scholarship and in our own practices as a school – supporting the adoption of sustainable, ethical, equitable and accountable practices that address social, economic and environmental challenges and injustices.

THE MISSION OF SHEFFIELD UNIVERSITY MANAGEMENT SCHOOL IS:

**to have a positive impact on working lives, organisations and societies worldwide, fostering socially responsible management practices through world-class, innovative research and transformative education.**

OUR VISION:

**as an internationally leading management school is to deliver excellence in research and education that promotes positive societal transformation for a fairer, sustainable future.**

OUR VALUES ARE:

**Socially responsible: ethical, sustainable, equitable, accountable**

**Collaborative: collegiate, inclusive, partnership**

**Ambitious: inspiring, innovative, creative**

Our social impact is underpinned by a strong, research-led intellectual agenda, delivered through our world-class, innovative research. Our thought leadership furthers cutting edge, progressive thinking and debate around contemporary and global organisational, societal and environmental challenges, embracing interdisciplinarity, pluralism, creativity and criticality to question the status quo, deepen understanding and promise innovative thinking and action for social value to address the world's complex problems.

This agenda is fundamental to our Mission to deliver transformative education – high-quality, research-led education and student experience that has impact through transforming the lives of our students, organisations, communities, and wider society. Our management education develops knowledgeable, skilled, employable, and socially responsible graduates, equipping them as independent, creative, critical, and innovative thinkers who can fulfil their potential in the fast-changing world of work and go on to make a positive difference as the next generation of future employees, leaders, managers and citizens.

Reflecting our collaborative values, the delivery of our Mission and Vision is inherently a collective endeavour. It rests upon strong collaborations with external stakeholders locally, nationally and internationally. Our extensive network of organisational, academic, advisory and alumni partners across sectors globally fosters our ability to deliver relevant, innovative, impactful management education and research with an international outlook. The delivery of our Mission and Vision also rests upon the collective contributions of our collegiate, inclusive, diverse and international Management School community of talented staff and students from around the world, underpinned by our socially responsible values.

Our Vision articulates an ambition for a future contribution of the Management School that is centred on building a better world. Through excellence in impactful management research and education, we will shape positive societal transformation, grounded in our intellectual agenda and core commitment to social

responsibility. This ambition towards excellence in management education and research drives our strategic plan for 2021/22 to 2026/27.

The Management School's mission underpins our staffing strategy where we have prioritised wellbeing (COVID response), gender equality and developing EDI strategy to build upon current practice as we enter the next phase of strategic development. Our mission is to deliver research that has positive societal impact and our commitment to social responsibility is reflected in our thematic areas of strength across Research Centres and Clusters, supported by significant grant capture around societal challenges. This mission-led research also informs our education portfolio, with social responsibility embedded across our curriculum (sustainability, decent work, wellbeing, corporate social responsibility (CSR), decolonising) and student experience, where a distinctive set of values and positive impacts are mission-aligned through our students' Dean's list, company projects and placements and associated alumni, collaborations and partnerships.

The University supports flexible working to help all staff achieve a healthy work-life balance. The University has specific policies to support staff with caring responsibilities, those engaged with fostering and adoption processes, those undertaking civic and public duties and to support volunteerism. The Management School fully enacts these, for example one of our members of staff Dr Grady has recently been elected as General Secretary of the University and College Union and has been granted a five-year leave of absence to perform this role. Help is also available for staff suffering sickness or disability. The University also has a detailed travel policy that promotes the use of public and shared transport and tries to reduce the impact on the environment of University vehicles. This also includes a scheme to buy bicycles through a salary sacrifice scheme. The University's 'Juice' Scheme is designed to encourage each individual member of staff to take responsibility for their own health, wellbeing and happiness. Additionally, the Management School has embarked on its own Wellbeing project.

## PRINCIPLE 2

**Values:** *We will incorporate into our activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact*

Our core values are:

Socially responsible: ethical, sustainable, equitable, accountable

Collaborative: collegiate, inclusive, partnership

Ambitious: inspiring, innovative, creative

The UN Global Compact encourages organisations to embed social responsibility and sustainability in their strategies, policies, and procedures. The Management School engages directly with the values of global social responsibility across our research and engagement activities, and in the curriculum and activities with students. The Values that underpin our mission and vision ensure a focus on colleagues' wellbeing, and fairness and equity in staff recruitment and development practices and processes.

The COVID-19 pandemic created disruptions to existing work patterns, which prompted the University and the Management School to reflect on the most effective ways to support all colleagues. This process of reflection, in tandem with an institution-wide revision of the wellbeing strategy that incorporated staff perspectives, has led to a hybrid working policy. Professional Services staff in the Management School can now choose to work from home two days a week, and the University has specific policies to support staff with caring responsibilities. The Management School enacts these policies, alongside those supporting colleagues engaged in fostering and adoption processes, and policies that encourage staff to undertake civic and public duties, and volunteerism.

A key component in the development of the Management School's 2021/22 to 2026/27 strategy has been the decision to create and embed a strategy for Equality, Diversity, Inclusion, and Development (EDID). This aligns with the Management School's commitment to social and environmental responsibility and the continued commitment to our Values and Mission around social responsibility within our own management practices, leading to improved EDI outcomes. Examples of our commitment to the value of global social responsibility in our practices include:

### 1) Wellbeing Strategy:

The Management School's commitment to colleagues' wellbeing has led to the development of several initiatives since our last SIP report, where we outlined the Management School's work with an external organisation to develop a wellbeing strategy. In a series of workshops in 2019 working groups, comprising academics and professional services staff, made recommendations regarding principles and practices to help address the balancing of staff workloads. The recommendations made regarding the balancing of workloads are informing current workload review (see section below). In 2020, during the early stages of the COVID-19 pandemic when staff were required to work from home and teach online, the wellbeing group conducted a 'temperature check' to assess staff's key stressors and wellbeing concerns. The wellbeing group made a series of recommendations about practices to help alleviate colleagues' concerns. Some of the recommendations have become established practices in the Management School even after the return to in-person teaching, including:

- no meeting Fridays, and no 'big announcement' Fridays;
- more flexible work practices for professional services staff;
- continued use of online meetings for flexibility.

### 2) Workload Review:

Following the University review of the workload planning principles in 2021/22, the Management School has established a 'Task and Finish' group to review the Management School's workload principles in the light of the

new principles presented by the University. The group's membership is representative of colleagues at different career stages and different roles. Included in the group's remit is a benchmarking exercise against comparable management/business schools' workload principles and practices. This review of how the Management School manages colleagues' time and responsibilities is a key element in caring for colleagues' wellbeing that aligns with our collaborative and socially responsible values.

### **3) Enactus:**

For the past 10 years the University of Sheffield has had a leading Enactus student organisation. Enactus is an international scheme that encourages students to utilise entrepreneurial skills for social and environmental good. The Management School has always been a key supporter of this initiative, providing staff time to help mentor students and building Enactus activities into student induction week and first year undergraduate modules. Sheffield ENACTUS students created the award-winning social enterprise Motion. Motion designs and delivers interactive and inclusive exercise programmes to tackle social isolation and to increase physical activity amongst older adults.

### **4) The Sheffield Graduate Award:**

Students can also enrol on the Sheffield Graduate Award programme. This prestigious Award brings an extra dimension to students' qualifications when they graduate, enriching their personal development and substantially boosting their employment prospects. Taking part in valuable and sometimes challenging activities in areas including enterprise, work experience, community volunteering and international relations confirms that not only are our students academically able, but are individuals whose competencies, skills and positive outlook will be a real asset to any organisation. Our students are encouraged to seek innovative and entrepreneurial opportunities, but to do so with a respect for the social and environmental challenges that surround them.

### **5) SUMS Green Impact Team:**

The Management School's Green Impact team undertakes a number of initiatives to support the Management School's commitment to responsibility and sustainability. Since the team was formed in 2019, it has led weekly Wednesday Litter Picks whereby staff members join together to undertake an hour-long walk around the residential areas near the Management School to collect litter and tidy up the local area. This initiative has been met with a strong positive response from local residents. Other projects include a book swap area for all staff. Books are donated to local charities after six months if they are not taken by staff. The team also holds regular Food Bank donation drives. In 2021/22, the team published the second edition of the SUMS Sustainable Cookbook, and organised a home energy efficiency event for staff and students. In recognition of the SUMS Green Impact Team's many initiatives, in July 2022 Management School won the Gold Award for Green Impact.

## PRINCIPLE 3

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

### Curriculum

The Management School's mission is to deliver transformative education through high quality, research-led education and student experience that will transform the lives of our students, organisations, communities, and wider society. The quality of the curriculum and the student experience is one of the most impactful ways the Management School can address societal challenges. Our management education develops knowledgeable, skilled, employable, and socially responsible graduates, equipping them as independent, creative, critical, and innovative thinkers who can fulfil their potential in the fast-changing world of work and go on to make a positive difference as the next generation of future employees, leaders, managers and citizens.

Our mission and vision means we integrate social responsibility within our curriculum. Final year BA Business Management and BA International Business Management with Study Abroad students, for example, study MGT357 Corporate Social Responsibility as a core module, their only compulsory course in the final year.

All our undergraduate and postgraduate students engage with CSR and environmental and social responsibility issues during their studies. This is a commitment the Management School has long held to, and which we have detailed in previous SIP reports. The final year core module in Corporate Social Responsibility was one of the first in the UK, and our intention has since been to expand engagement with such themes across the programmes, bringing these concepts into more 'traditional' management modules. Since the last SIP report the Management School has continued to embed responsible management themes across the full range of management modules. This has been possible due to the recruitment emphasis upon staff reflecting the mission and vision of the Management School. This has brought into the Management School staff with research and teaching interests that incorporate responsible business practices across disciplines. The table below illustrates where ethics, responsibility and sustainability are a part of a module.

MODULE	CSR/ETHICAL ISSUE COVERED
<b>LEVEL 1 UG MODULES</b>	
MGT102 Introduction to Management Accounting	Social and environmental accounting. Social and environmental issues in line with the practice of management accounting.
MGT11002 Business Economics in a Contemporary Society	The module discusses conscientious consumption and inequality.
MGT120 Introduction to Behaviour at Work	Ethics at work.
MGT132 Introduction to Financial Accounting	Corporate reporting of CSR and the UN's Global Reporting Initiative. Creative accounting and accounting ethics.
MGT134 Business Management in Context	Differing critical perspectives that have been adopted in assessing the impact of management development and strategies on contemporary business and society along with new and emerging developments in management practices, examining topics including reputational risk management, corporate ethics, social enterprise and management fads.

MGT136 Management Themes and Perspectives	A critical awareness of the different ways in which businesses utilise concepts around marketing, sustainability, operations and strategic management when dealing with contemporary problems, recognizing the importance of issues of responsibility and sustainability.
<b>LEVEL 2 UG MODULES</b>	
MGT211 Intermediate Management Accounting	Environmental and sustainable development accounting.
MGT225 Intermediate Financial Accounting	The range of accounting standards and practical problems associated with the reporting of results. Students will be able to understand the conceptual framework that underpins the regulatory framework and looks at ethics.
MGT226 Human Resources Management	Understanding the different contexts in which HRM occurs and the consequences of social, economic and political developments.
MGT227 Corporate Governance	Best practice in corporate governance.
MGT229 Enterprise and Entrepreneurship	Examine the various historical, economic, political and social assumptions around the nature of enterprise and entrepreneurship.
MGT250 Financial Management	Understanding the need for consideration to be made regarding different perspectives and relationships between finance and society. There is also a focus on the relationship between finance and the natural environment.
<b>LEVEL 3 UG MODULES</b>	
MGT302 Accounting and Accountability: Theory and Practice	Critically evaluate differing accounting theories, examining the role ethics play in the accountancy profession, understand the socio-political theory and context for accounting and the accountability of organisations.
MGT304 Auditing	Ethical codes of conduct for auditors.
MGT309 Industrial Relations	Employment discrimination legislation.
MGT322 Taxation in Theory and Practice	Understand fundamental concepts such as equality, efficiency, burden, impact, income, structure and ethics and the relation to the UK tax system.
MGT329 Case Studies in Accounting and Consultancy	Sustainability case study.
MGT354 Advances in Management Accounting	Understand and explain how management accounting has responded to contemporary developments in the business environment and the potential for radical change as a result of environmental issues.
MGT357 Corporate Social Responsibility	CSR.
MGT376 International Business	CSR in international business context.
MGT3002 Work-Related Health and Well-Being	Understand the relevance of employee "wellness" to organisations, societies and the global economy.

MGT3008 Socially-Responsible Marketing and Consumption	Provide an understanding of socially responsible marketing and consumer behaviour, demonstrating how marketing and consumer behaviour principles can be used to tackle social issues to support non-profit organisations and to aid sustainability.
<b>POSTGRADUATE TAUGHT MODULES</b>	
MGT6045 Marketing	Social marketing (e.g. alcohol marketing and its effects, coupled with policy issues).
MGT6046 Operations Management	Design for environment, green supply chain.
MGT6047 Strategic Management	General strategic significance of CSR.
MGT6052 International Business Strategy	Understand the relationship between key strategic issues facing the multinational enterprise and exploring the inter-relationship between host government policies and multinational company strategies.
MGT6060 Human Resource Management	Explores ethical issues related to HRM.
MGT6067 Corporate Governance	Best practice in corporate governance.
MGT6073 Global Marketing	Implicit code of ethics in business networks, cultural differences in marketing.
MGT6081 Sustainable Logistics and Supply Chain Management	Introduces and explores a range of issues related to developing sustainable and environmentally friendly supply chain practices, various 'green' practices applicable to logistics, transport and supply chains.
MGT6091 Issues in Finance	Examine contemporary issues such as capital markets and behavioural finance, value-relevance of firms' corporate social responsibility and corporate governance decisions.
MGT6094 International Financial Reporting	Critically examine the conceptual, political and technical aspects of specific standards in detail and their consequences in practice.
MGT6095 Performance Management	Understand contemporary pressures on strategic managers, including sustainability, social responsibility and business risk.
MGT61075 International Business	CSR in international business context.
MGT61084 Corporate Governance and Accountability	Critical evaluation of CSR.
MGT61097 Sustainable Finance	Sustainability challenges in corporate finance decisions; Climate risk; Economic Social Governance (ESG), Green, Social and Sustainable Funds, Green Banking and Investment; Corporate Governance and Sustainable Finance.
MGT61106 Governance, Finance and Strategic Risk	CSR in the context of modern governance.
MGT6118 Dissertation (Occupational Psychology and Work Psychology)	Ethical considerations relating to dissertation projects. Ethics for psychological research and code of conduct.
MGT6120 Managing Organisational Behaviour	Ethical issues in relation to aspects of behaviour at different organisational levels.

MGT6121 Managing Festivals, Events and Creative Performances	Critically analyse the political, economic, socio-cultural and environmental impacts of art fairs, festivals and exhibitions within a range of different global contexts. Critical understanding of the management issues and impacts of festivals and events.
MGT6123 Fundraising Management: Sponsorship, Philanthropy & The State	Critically analyse the benefits and disadvantages of reliance upon private/public sources of finance. Understand the impact of sponsorship, philanthropy and government funding on cultural and creative organisations.
MGT6125 Cultural Marketing	Recognise and address ethical and strategic dilemmas within the creative and cultural industries.
MGT6127 Management and Organisational Theory	Understand the impact of organisational culture, identity, image, culture, relationship, equity and community and how these interact with society.
MGT6129 Management Inquiry	Ethics of research.
MGT6131 Management Inquiry Project	Understand how ethics processes and the need for these when undertaking research.
MGT6147 Retail and Services Marketing	Assess the ethics and sustainability practices of selected organisations.
MGT6149 Marketing in Society	Critical understanding of the ethical issues involving the application of marketing concepts.
MGT6156 HRM Skills Sessions	Understand and promote professionalism and an ethical approach to HRM and HRD practice in organisations.
MGT6159 Managing Museums and Cultural Heritage Sites	Critically appraise the growth and repositioning of museum and heritage sites to serve local and national government agendas and policy.
MGT6165 Research Methods for Occupational Psychologists	Research Ethics.
MGT6171 Research Methods for Finance and Accounting	Research Ethics.
MGT6173 Sustainability Accounting and Accountability	Understand the philosophical theory of issues in accounting and financial management, including the ethical role of the accountant.
MGT6181 Marketing Communications	Critically understand the impact of ethical issues on communications along with the placement of communications into current regulatory policy environments and the need for ethics, both in content and targeting.
MGT6221 Strategic Management Accounting	Social and Environmental Accounting.
MGT6229 Effective and Responsible Leadership	Ethical leadership. Ethics and sustainability in organisational practices.
MGT6241 Introduction to Global Challenges: Future, Ethics and Sustainability	Examine a range of global societal issues that impact on manufacturing/engineering organisations, including ethical business, sustainability and future global challenges.
MGT6250 Marketing Research	Ethics of research.

MGT26264 Responsible Leadership: Developing People, Teams and Collectives	Ethical and value-driven approaches to leadership and team dynamics.
MGT6268 Organisational Governance	CSR.
MGT650 Managing People in Organisations	Environmental (Green) HRM.
MGT659 Industrial Relations	Employment discrimination legislation.
MGT670 International Human Resource Studies	Human Rights International Labour Standards.
MGT679 Employee Performance Management	Examines the different forms of employee performance management, motivation theory and reward management. Considers recent social, economic and technological changes and how these can impact on members of organisations.
MGT6810 Risk and Crisis Management	Ethical considerations underpinning effective crisis management.
MGT682 Research methods	Ethics of research.
MGT689 Dissertation	Understand the ethics process and the need for ethics when undertaking research.

Since our last report submission, the Management School has worked with the Department of Geography at the University of Sheffield to design and deliver a module at the BA Global Sustainable Development programme, which will start running in the academic year 2023/24.

### The Sheffield Graduate (UG)

DISCIPLINE-BASED KNOWLEDGE	APPLICATION OF KNOWLEDGE
<ul style="list-style-type: none"> <li>Knowledgeable in their subject area.</li> <li>Equipped to work collaboratively and confidently both outside and across disciplines.</li> <li>Confident in applying your knowledge and skills to authentic challenges.</li> <li>Able to exhibit ethical behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Confident in considering issues within local, national and international contexts, equipped to work in diverse cultural settings.</li> <li>Aware and respectful of a range of perspectives and considerate of diversity.</li> <li>Experienced at working in partnership with others, including communities and external partners.</li> <li>Able to translate and adapt knowledge, and apply lateral thinking in problem solving.</li> </ul>
SCHOLARSHIP	DEVELOPMENT
<ul style="list-style-type: none"> <li>Experienced in the process and methods of research.</li> <li>A critical, analytical thinker.</li> <li>Creative and innovative, and able to understand and manage risk.</li> <li>Equipped with appropriate information and digital literacy skills.</li> </ul>	<ul style="list-style-type: none"> <li>A lifelong learner who understands the importance of continual development.</li> <li>An excellent team worker who is able to manage their time efficiently.</li> <li>A skilled communicator, comfortable with different styles and audiences.</li> <li>Reflective, self-aware and able to take ownership of your own learning.</li> <li>Professional and adaptable, resilient and flexible in your approach.</li> </ul>

## The Sheffield Masters Graduate

Specialist knowledge and skills	Self-management, influence and leadership
<ul style="list-style-type: none"> <li>• Increase your subject knowledge and, where relevant, professional expertise.</li> <li>• Recognise, take account of and integrate new developments in your subject or professional practice.</li> <li>• Enhance your ability to analyse complex subject matter, issues or questions and use evidence to understand and explore innovative approaches to problems.</li> <li>• Gain advanced skills in using, and potentially developing, the research methodologies of your subject or professional field.</li> <li>• Work in keeping with the ethical considerations and requirements for academic and, where relevant, professional expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Work independently and develop your confidence and capability in making decisions with authority.</li> <li>• Work well with others, with appropriate awareness and sensitivity to differences and commonalities.</li> <li>• Communicate processes and outcomes to a range of audiences.</li> <li>• Work efficiently and effectively to tight deadlines.</li> <li>• Increase your knowledge and application of appropriate technologies.</li> </ul>
Understanding of the wider context and application of your subject specialism	
<ul style="list-style-type: none"> <li>• Learn with a network of peers from diverse backgrounds who share your enthusiasm for the subject or dedication to the same professional field.</li> <li>• Gain an in-depth appreciation of the boundaries of your subject and understanding of how it relates to other fields or professions.</li> <li>• Apply your subject or professional knowledge and skills to new settings, contexts and challenges beyond your studies; to make a difference in the world.</li> </ul>	

## PRINCIPLE 4

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

The Management School has an overarching mission to give priority to research that promotes socially responsible work practices. This research strategy derives its distinctive character by prioritising research that encourages positive societal transformation and sustainable policy outcomes. It embraces a strong commitment to addressing local, national, international and global challenges, to fostering interdisciplinarity, and to maximising the benefits to society by working closely with policymakers and practitioners. To deliver our strategic priorities, the Management School aims to promote a vibrant, enabling, and inclusive research environment that prizes ambitious and pluralistic intellectual inquiry.

In the 2021 Research Excellence Framework (REF), the Management School was ranked 7th nationally (Times Higher ranking) in Business and Management Studies out of 108 other schools. The Management School has continued to build on its commitments to responsible management practice. Since the last SIP report, the Management School has focused predominantly around building a critical mass of academics whose teaching and research activities sit comfortably within the Management School's central Mission and Vision.

Since its foundation, the Management School has maintained a strong record of progressive research in the areas of sustainable accounting, human resource management, supply chain management and organisational behaviour. The Management School pioneered sustainable accounting in the 1980s based on research conducted in the local mining industries, demonstrating the partial and politicised role that accounting played in their control and eventual closure. The development of the Management School's new mission and vision in 2021/22 was an iterative process intended to reflect the Management School's research strengths that are grounded in our values of social responsibility, collaboration, and ambition.

The Management School's research strategy is to further develop our existing research strengths on rethinking and enacting such socially responsible work practices, reflected in our mission and vision outlined earlier.

The key Research Centres and Clusters are summarised below:

- The Institute of Work Psychology (IWP) undertakes research on human behaviour, cognition and emotions in diverse work contexts with the aim of testing theory about the effects of work on employee well-being and performance.
- Operations Management and Decision Sciences (OMDS) leads the development of cutting-edge impactful research on sustainable supply chains. One of its theme areas, the Centre for Energy, Environment and Sustainability (CEES), incorporates work of the Logistics and Supply Chain Management group is an interdisciplinary centre with members drawn from across the institution undertaking research advancing the understanding of energy, environment, and sustainability for a low-carbon future.
- The Centre for Regional Economic and Enterprise Development (CREED) particularly focuses on the informal economy and examines equalities in regional economic development.
- The Centre for Decent Work (CDW) comprises researchers from across Management School and the Faculty of Social Science who have interests relating to human and institutional relations within work, employment and the labour market.
- The Centre for Research into Finance and Accounting in Context (CRAFiC) is a research group which takes a particular focus on the governance and accountability of business and financial markets.
- Behavioural Research for Inclusivity, Sustainability and Technological Transformation (BRISTT) is a research cluster which draws upon the strong narrative of sustainability, ethical, international and consumer research that is currently an integral part of Management School's Marketing and Creative and Cultural Industries (MCCI) subject group.

- Organisation Studies (OS) research cluster engages with voices that are usually silenced in management orthodoxies. Cluster members lead debates in critical management studies in relation to inequality, power dynamics and decolonisation agenda, and social care and health orthodoxies.

A summary of some of the academics with a specialist research interest in sustainability and social responsibility is provided in the table below:

STAFF MEMBER	RESEARCH AREA
Dr Stephen Allen	Sustainability, reflexivity and leadership and how people make sense of and attempt to organise for socio-ecological sustainabilities.
Dr Erica Ballantyne	Sustainable urban freight transport and logistics operations, sustainable urban supply chains.
Prof. Ataur Belal	Social and environmental accounting, accounting and Sustainable Development Goals.
Dr Jon Burchell	Corporate social responsibility, sustainable development, stakeholder management and relationships between companies and NGOs, responsible management education.
Dr Diane Burns	Instability of the social care system in the UK through three interconnecting themes: workforce and care equality; institutional abuse and mistreatment; social innovation and homecare.
Prof. Pauline Dibben	Employment security and the role of trade unions in developing economies.
Prof. Penny Dick	Social structures and inequalities in individual employment and careers.
Prof. Andrea Genovese	Environmental and social sustainability in supply chains and production systems.
Dr Emanuela Girei	Civil society organisations and their contribution to social justice and emancipatory transformation.
Prof. Jason Heyes	Governance of labour issues.
Prof. Lenny Koh	Green and low-carbon supply chains, sustainability science, energy and environmental science, resource efficiency.
Dr David Littlewood	CSR with a focus on Sub-Saharan Africa.
Dr Tina McGuinness	Political risk and corruption, professionalism of emergency planning.
Prof. Sabur Mollah	Responsible business and climate finance.
Prof. Hossein Olya	Sustainable management and tourism marketing.

This level of engagement with responsible management/sustainability/ethics themes has resulted in high-quality publications from members of staff, including refereed journal articles, books and research reports and successful applications for a range of research funding initiatives.

## 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 Management School's research is focused on influencing and enacting decent and sustainable work practices and processes, and the Management School is keen to ensure that its research activities influence both the business community and wider society. The Management School's faculty actively engage and demonstrate the impact of their work in a several ways, taking one of four approaches: (i) participatory methods (action research); (ii) sharing and co-production of knowledge (research partnering and collaboration); (iii) practice-driven, client-based/led work (contract research and consultancy); and (iv) research-driven, practice-relevant work. Increasingly, our research and impact activities are to be multi-dimensional incorporating complementary approaches.

In accordance with our mission to promote socially responsible work practices, we have collaborated with a wide range of stakeholders and policy makers including: (a) research users in global and supra-national institutions as well as national and local government agencies to effect changes in legislation, regulations and policies, (b) large corporations, organisations and across supply chains as well as small and medium-sized enterprises in both Global North and South, (c) social enterprises, non-governmental organisations and wider stakeholders.

Examples of projects that have made significant impact on responsible management issues beyond the confines of academia, include:

- Professor Colin Williams' engagement with the European Commission has contributed to the creation of the European Platform Tackling Undeclared Work in 2016. As lead expert to the Platform, Prof. Williams has helped to implement the Platform's activities, which have been influenced by his research. His engagement has provided opportunities for other members of Management School faculty (Prof. Heyes, Prof. Newsome) to provide research services to the Platform and engage with its members.
- Professor Jeremy Dawson has strengthened his relationship with NHS England and has been commissioned to write influential reports on diversity and employee engagement that have helped NHS England to justify and steer the introduction of the NHS Workforce Race Equality Standard (WRES).
- Professor Karina Nielsen has worked with government research and policy institutions in Italy (INAIL - National Institute for Insurance against Accidents at Work), Germany (BAuA – Federal Institute for Occupational Safety and Health) and Denmark (NRCWE – National Research Centre for the Working Environment) to translate her research on employee wellbeing into concrete guidance and policy recommendations that have enabled companies enhance the wellbeing of their employees.
- Dr Jon Burchell has developed a partnership with the Office for Civil Society (DCMS), which strongly influenced its 2018 employee volunteering strategic plan, working with national (e.g. DWP) and local organisations (e.g. Voluntary Action Sheffield, local authorities) to support development of new employee volunteering initiatives.
- Professor John Cullen and Professor Pauline Dibben have worked with employers in Brazil and South Africa to create impact based on their research on accounting practices in supply chains and have also created local impact by engaging with Sheffield City Council. The use of their toolkit has led to increased transparency and knowledge transfer across supply chains, resulting in improvements in competitiveness, productivity, profits, and better labour standards for companies and their suppliers, generating substantial ethical, economic, commercial, and organisational impacts across three continents.
- Professor Jason Heyes was commissioned by the International Labour Organization (ILO) to create and deliver a training tool that better prepared labour inspectors for the extension of their work to the informal economy. The toolkit has been used to train labour inspectors in South Africa, leading to more effective enforcement of labour standards for informal sector workers.

## PRINCIPLE 6

**Dialogue:** *We will facilitate and support dialogue 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.*

The Management School's mission is to have a positive impact on working lives, organisations, and societies worldwide, by fostering socially responsible management practices. We do this through our research and transformative education. Our students benefit from research-led teaching, and many modules address global social responsibility and sustainability issues. Some recent examples include:

- Prof. Ataur Belal covers the topic of accounting for climate change, the sustainability accounting and accountability module. He uses the findings from his British Council funded project to illustrate corporate responses to climate change and environmental issues associated with the emerging market companies like Bangladesh.
- Dr Lyubo Mishkov is transferring his research project deriving from the application of predictive analytics tools in the healthcare context to the MGT61005 Intelligent Organisations module, being delivered within an MSc Management and Strategic Leadership for NHS managers.
- Dr Eva Kipnis applies her award-winning, cutting-edge research on multicultural diversity and inclusivity in marketing across modules in Global Marketing (MGT6073), International Marketing (MGT382) and Marketing in Society (MGT6149).
- Dr David Littlewood has incorporated his research in CSR, sustainability and social entrepreneurship and innovation into his MGT6047 Strategic Management module, using examples from his research to illustrate issues in his class.
- Dr Katy Fox-Hodess draws heavily on her leading comparative research exploring global trade unionism for her UG and PG modules on Industrial Relations.

Stakeholder involvement is inherent to the design of Management School's research, impact, and engagement activities. Recent examples include:

- The EU-funded ProCEedS project, led by Professor Andrea Genovese, will identify best practices for the implementation of the circular economy in the food supply chain. The project is designed to offer solutions, models and methods to stakeholders including small producers, large retailers, and co-operatives.
- The JUST2CE - a Just Transition to a Circular Economy - project will explore the economic, societal, gender and policy implications of the circular economy paradigm. A project objective is to shed light on how to ensure democratic and participatory mechanisms when designing and managing technology associated with the circular economy.
- The Green Leadership Forum has been founded by Dr Stephen Allen and is building a repository of interviews with leaders of organisations that have an environmental and/or social sustainability focus. The Green Leadership Forum has created a series of events in 2021/22 including a webinar 'Leaders for Business as Unusual', and a development programme for Early Career Researchers and PhD students who are conducting research focused on organisation, leadership and management for sustainability.

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