

PRME
SHARING
INFORMATION
ON PROGRESS
REPORT
2015



INTRODUCTION

The University of Huddersfield

The University of Huddersfield's mission is to be an inspiring and innovative University of international renown. Through our awards, we are gaining recognition for the outstanding work that is taking place across the University towards achieving this mission.

The University of Huddersfield was awarded the Times Higher Education University of the Year Award in November 2013. The award was in recognition of a University 'that has demonstrated exceptional performance in the past academic year'.

One area in which the University is excelling is enterprise and innovation. In 2012, the University was awarded the Times Higher Education Entrepreneurial University of the Year Award and this was followed up in 2013 with recognition through the Queen's Award for Enterprise Promotion which was bestowed on the University's 3M Professor of Innovation, Liz Towns-Andrews.

Our standing within the international community is also on the rise. Since 2008, the Business School had forged a number of strong partnerships overseas and has seen a large increase in the number of international students attending the University. This substantial growth in overseas earnings saw the University awarded a Queen's Award for Enterprise for International Trade in 2013. The award specifically recognised the significant growth in international students in the Business School and the quality of support provided for those students.

THE BUSINESS SCHOOL



The Business School is the largest academic School in the University of Huddersfield for student numbers. We are a major provider of business and legal education, with around 6,000 full-time, part-time and distance learning students on undergraduate degrees, Master’s courses and doctorates.

Located in a £17m building opened in 2010, the School is situated in an attractive waterfront setting on the University’s town centre campus. The Business School is a dynamic academic community that aims to deliver an inspirational learning experience and pioneering research.

We have strong links with industry and the professions through our Partner schemes in Accountancy, Marketing and Logistics

as well as professional body accreditation through organisations such as the Chartered Management Institute (CMI), the Chartered Institute of Marketing (CIM) and the Chartered Institute of Personnel and Development (CIPD). Our Advisory Board is drawn from a wide skills and experience base and includes representation from banking, industry, the public sector and enterprise.

RENEWAL OF COMMITMENT TO PRME



“I am delighted to confirm the University of Huddersfield Business School’s commitment to the Principles for Responsible Management Education. Our teaching and research (including my own) increasingly incorporate issues related to business ethics, responsibility and sustainability. Participation in, and support from, the PRME initiative is a key enabler of this activity.

Professor Christopher J. Cowton, PhD, DLitt
Dean, University of Huddersfield Business School.

PRINCIPLES

Our Achievements

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.

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.

Principle 3: METHOD

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

TEACHING

In order to assess our integration of the three principles of PRME related to educational provision, an Ethics, Responsibility and Sustainability audit of the Business School's education offerings, specifically its post-graduate curriculum, is being undertaken at present. It is expected that the results will enable us to further embed responsibility across our curriculum.

The School's teaching and learning strategy also has an enabler for the integration of a broader responsibility focus across our curriculum. Furthermore, the Dean of the Business School was successful in ensuring that the revised University Teaching and Learning Strategy included responsibility alongside Sustainability as one of its key themes.

At present, many modules and specific programmes within our school do focus on responsible management education.

In 2014/15 the Business Studies BA(Hons) programme introduced a core module entitled 'Business Responsibility and Sustainability', focusing on exploring how social, economic and environmental responsibilities are incorporated into business organisations. It adopts a complementary approach and builds upon existing management and strategy modules, but focuses specifically on corporate responsibility and sustainability dimensions in global business organisations.

The Accounting MSc and Finance MSc programmes also introduced a core module on Corporate Governance in 2014/15, examining corporate governance from a global perspective, focusing on key issues such as executive remuneration and accounting irregularities, which have become contentious issues in

recent times. The Ethical Leadership module offered to Business Management BA(Hons) students examines corporate responsibility from the perspective of responsible leadership, considering the evolution of business as a socially responsible activity where constant improvement and sustainability is rooted in the nature of ethical leadership.

However, other than these specialised modules many other modules across our undergraduate and post graduate curriculum examine business ethics, responsibility and sustainability, through the adoption of a variety of pedagogical methods including focused case studies, reflexive activities and interactive discussions.

The Business School's MSc Risk, Disaster and Environmental Management Programme, is

underpinned by the need to understand the environment and its interface with human activity in recognition of the fact that many of the greatest threats in the 21st Century are related to the environment and that many human induced disasters go on to impact on the natural environment, often with further negative feedback for humans.

A number of the core modules in this programme are concerned with the first three principles of PRME; Disaster and Emergency Management, Principles of Environmental Management and Sustainable Business.



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 University of Huddersfield Business School’s research was deemed to be internationally excellent (3*) with some research being rated as world-leading (4*) in the latest Research Excellence Framework (REF). Two of the three impact cases we submitted to the REF comprised of research directly aligned with PRME’s fourth principle: Professor Chris Cowton’s research on accounting ethics which has been used by the Institute for Chartered Accountants in England and Wales to shape its ethics agenda and influence thought leadership around integrity and the examinations for aspiring Chartered Accountants; and Professor Adrian Wood’s long-term EU-funded projects with forest communities in Ethiopia that help people to raise their living standards through sustainable use of forest products (further details related to these impact cases is provided in Appendices 1 and 2).

Furthermore, the Financial Ethics and Governance Research Group (FEGReG) at the Business School, and the Centre for Sustainable and Resilient Communities (CSRC) directly engage in research activities related to sustainable social, environmental and economic value creation from a business perspective.

Founded in 2007 by Professor Chris Cowton, and now led by Professor Collins Ntim, FEGReG seeks to conduct cutting edge research

that can make a difference to policy and practice. The group undertakes academic and applied research and arranges seminars in several areas within its remit; accounting and professional ethics, accountability, including social and environmental reporting, banking and financial ethics, corporate governance, including governance in not-for-profit organisations, executive compensation and financial and risk reporting.

FEGReG’s research projects have been supported by several reputable external bodies, including the Leadership Foundation for Higher Education, Financial Leeds, the Building Societies Association, Eversheds and the P.D.Leake Trust.

The Centre for Sustainable and Resilient Communities (CSRC) was established in the Business School in 2013. The CSRC builds on a long tradition of research at the University of Huddersfield concerning the links between businesses, organisations, ethics and the environment, undertaken in the past by the Centre for Corporate Environmental Management (1995 to 2002) and the Centre for Enterprise, Ethics and the Environment (2002-2007). CSRC also incorporates the expertise developed by the Wetlands, Environment and Livelihoods Research Group from the School of Applied Sciences (1996 to 2012). This research (over seventeen years) explored practical community solutions to livelihood and resource management issues and was funded by the EU, ESRC, Leverhulme and others.

The Centre undertakes research, teaching and training in the areas of sustainability and resilience; working in the UK and overseas, principally Africa and the Maghreb, but increasingly in South America. The Centre

believes that some of the major challenges today facing communities around the world relate to unsustainable practices and consumption patterns and the related destruction of resources, as well as the damage and disruption caused by shock events, many of which are a consequence of human impact on the environment.

CSRC has contributed to the PRME principles through its research, teaching and partnership work. Some of the key projects which the Centre has undertaken during the last two years include: Climate change and the use of seasonal wetlands for rural business and livelihoods in Zambia

and Malawi, forest enterprise development to enhance the value of tropical rain forests in Ethiopia and Zambia (Dr Julia Meaton), addressing the challenge of promoting animal welfare globally without threatening economic competitiveness (Dr John Lever) and sustainable social enterprises (Dr Walter Mswaka), consumer culture and ethical consumption, focusing on consumption of urban green spaces (Dr Fiona Cheetham) and rural sustainability, farms and farm diversification (Prof Gerard McElwee).



Project work of the Centre for Sustainable and Resilient Communities (CSRC) in Ethiopia

There are also a number of academic staff at the Business School researching in the area of ethics, responsibility and sustainability; Professor Collins Ntim has research interests across accounting (corporate governance and financial reporting), accountability and ethics (social and environmental accounting), and finance (finance and market-based research), and Professor Anne Gregory, the incumbent Chair of the Global Alliance, the world-wide confederation of professional associations of public relations and communication management, initiated a global review of the professional qualifications offered around the world with a view to establishing a recognised standard for the profession, including the establishing of an ethical basis for the profession and its contribution to building sustainable organisations and society.

Other faculty involved in research in the broad area of responsibility and sustainability examine aspects such as the political connotations of corporate responsibility from the perspective of the interactions between institutional actors and organisations at the firm-level (Dr Eshani Beddewela), sustainable tourism, including marketing sustainable development and small island tourism (Dr Brendan Canavan), ethics and governance applications in both the profit and non-profit sector (Dr Julie Drake) and governmentality and public policy aspects related to corporate responsibility and governance (Dr Olu Aluko).



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 School in its engagement with the business community and wider society, embeds responsibility and sustainability within its contributions.

For example, the School’s Centre for Sustainable and Resilient Communities has collaborated with the following organisations in the past 15 months; EBI (Ethiopian Biodiversity Institute), Kirklees Council on local food systems, Public Health England’s northern Emergency Preparedness, Resilience and Response team (EPPR) looking at the use of social media to increase resilience, PUC Minas Gerais on creating more sustainable social enterprises, Sustainable Livelihood Action, a Dutch NGO and Wetland Action, a UK NGO.

More specifically, Professor Adrian Wood is working with a partner organisation Wetland Action and field NGOs, such as Self Help Africa, on the sustainable use of wetlands for livelihood diversification in the face of climate variations and Dr Walter Mswaka is collaborating with PUC Minas Gerais University in Brazil looking at the importance of legal structures and governance models for social enterprises as they seek to be sustainable and become effective agents of social change tackling deprivation, promoting active citizenship and revitalising cities.

Forget Me Not Children’s Hospice given fresh ideas from students’ research

Marketing students from the Business School have engaged in a voluntary market research project for the Forget Me Not Children’s Hospice. As part of a Market Research and Consultancy module, Marketing students worked alongside Forget Me Not Children’s Hospice’s marketing team to research the charity’s brand awareness and identity within the local area and further afield.

Clare-Marie Taylor, Head of Marketing & Communications at Forget Me Not Children’s Hospice states:

“As a charity we don’t have the funds to invest in market research to understand how many people know of our charity, or have supported our charity in our local area. The work that the students do for us as part of their market research module is invaluable to us, it helps us to understand the strengths that we have as well as identifying the areas where we need to work harder within our local community to build supporters and awareness.



Principle 6: DIALOGUE

We will facilitate and support dialogue 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.

The School has long been involved with the ICAEW's ethics agenda. The delivery of the P.D. Leake Lecture to Chartered Accountants in 2007 by Prof. Chris Cowton, led to him becoming the first academic to be invited onto the Ethics Standards Committee. His subsequent work with ICAEW has informed the new Ethics Learning Programme (ELP), which is expected to be taken by up to 5000 aspiring Chartered Accountants a year as a requirement for gaining professional membership.

Periodic seminars are also held by the FEGRG research group. Some of the key speakers in the 2014/15 seminar series included amongst others; Lloyd Clarke QPM, retired Chief Executive and Chief Constable of the Ministry of Defence Police and Guarding Agency, who talked about 'Standards in Public Life', and Anne Davis, formerly Head of Charities and the Voluntary Sector at the ICAEW (Institute of Chartered Accountants in England & Wales) and a Visiting Fellow with FEGRG, gave a talk on the subject of 'Governance in not-for-profit organisations: challenges, opportunities and reflections'.



In August 2014 CSRC was named as a finalist in the Research & Development category of the EAUC 'Green Gown Awards'. Now in their 10th year, the Awards recognise the exceptional sustainability initiatives being undertaken by universities and colleges across the UK. The Awards have become established as the most prestigious recognition of best practice within the further and higher education sector.

The Centre runs an active seminar programme open to all staff, UG and PG students across the University and the Business school on issues of sustainability and resilience. The last year has seen CSRC seminars delivered by Professor Stephen Vertigans from Robert Gordon University, Aberdeen and Professor Adrian Wood and Dr Julia Meaton from the CSRC.

RESPONSIBILITIES OF THE BUSINESS SCHOOL

Research Ethics

The Business School Ethics Committee was established in 2012 as part of a broader institutional focus on the management of ethics and integrity. The primary purpose of the Committee is to scrutinise and approve staff postgraduate research and postgraduate and undergraduate taught research.

To this end, all staff and postgraduate researchers must receive ethics approval prior to data collection directly from the Committee. Researchers must provide information to the Committee on potential harm, data management and informed consent. The management of ethics for taught courses is devolved to course teams and so issues of ethics and integrity extend beyond the 'research' community into the wider Business School body.

Community Code of Conduct

The University of Huddersfield is a community brought together by a common focus on education, where staff and students work together to advance teaching, learning and the quest for knowledge. To ensure an accessible and supportive environment in which to learn and work and to foster an atmosphere of respect and understanding which embraces the diversity of its members and promotes respect for individual integrity the University of Huddersfield has an established Community Code of Conduct.

The Community Code of Conduct draws together four principles which form the foundations of acceptable conduct by students and staff as they go about their work and studies:

1. Respect and courtesy

Exercise consideration for others: be polite and courteous, and act towards others and their property as you would want them to act towards you and your property.

2. Professionalism

Be accountable for your actions, reliable in your dealing with others and apply ethical standards to your work and behaviour having regard to the standards of your (intended) profession.

3. Self-control

Follow established rules and procedures, use language appropriate to the circumstance, and be assertive rather than aggressive when attempting to resolve disputes.

4. Community

Show commitment to the University, its mission and aims and, to that end, adherence to its rules and regulations, contribution to its academic and social life, and protection of its good name.

KEY OBJECTIVES FOR THE NEXT 24 MONTHS

We are committed towards the achieving the following objectives as part of our PRME renewal of commitment within the next 24 months:

1. To complete our review of the post-graduate curriculum and develop integrative teaching, learning and assessment methods to embed ethics, responsibility and sustainability across our postgraduate provision.
2. To begin our review of the undergraduate curriculum.
3. To utilise existing research into ethics, responsibility and sustainability to develop integrative case studies, to facilitate the teaching of Responsible Management across our curriculum.
4. To continue to develop stronger partnerships with both the business community as well as the wider society through our research as well as our membership of related institutions.

Expected Support From The PRME Community

Having joined the UK and Ireland PRME Chapter and having engaged actively in the first conference in April 2014, the school will continue to draw upon the expertise from the PRME Champions and extended network of members, in fulfilling the above-mentioned objectives.



APPENDIX 1

REF 2014 Impact case study

Chartered Accountants: leading thinking on professional ethics

The University of Huddersfield’s research on accounting ethics has made a major contribution to the Institute of Chartered Accountants in England and Wales (ICAEW) – one of the world’s premier accounting bodies. Through membership of its Ethics Standards Committee and collaboration with ICAEW staff the Business School’s Professor Christopher Cowton has brought a unique academic perspective to the Institute’s promotion of professional ethics. Professor Cowton’s research, part-funded by the Institute, has shaped its ethics agenda for its 140,000 members in over 160 countries, along with its thought leadership on integrity and the public interest, its initiative to promote integrity in business, and the new ethics examination for aspiring Chartered Accountants.

In 2007 Professor Cowton was invited to deliver the prestigious P.D. Leake Lecture, supporting the ICAEW’s renewed focus on ethics. The P.D. Leake Lecture to Chartered Accountants, regulators and policy makers became part of the Institute’s strategy for change; up to 400 copies of the DVD were distributed during the assessment period and the Lecture was prominent on the ICAEW website for two to three years. Positive reactions to the Lecture opened the way for significant impact at the heart of the profession when Professor Cowton was the first academic to join the ICAEW’s Ethics Standards Committee (ESC) in 2009. He has consequently helped staff to promote professional ethics and has become the ‘go to’ person for a research perspective on professional ethics at the Institute.

Four specific arenas for impact are:

1. Shaping the ESC’s agenda. Professor Cowton’s role on the ESC ensures that the agenda is not dominated by financial reporting issues and responses to policy proposals.
2. Thought leadership Source. At the beginning of the Public Interest work, Professor Cowton helped to frame the Institute’s way forward by addressing its 84-strong Council in July 2010, using his analysis of professions. He also provided input to the final report, Acting in the Public Interest: A Framework for Analysis, which the Institute has used both nationally and internationally
3. Professional accountants improving ethics in business. To advance its Real Integrity agenda, the Institute drew on Professor Cowton’s insights on ‘embedded professionals’ in designing the Valuing Integrity Programme (VIP). The first module ran in June 2013, attracting participants from six major international banks, an international insurer, and global drinks company.
4. Preparing the Chartered Accountants of the future. Professor Cowton has helped staff to reflect the ‘business’ role of accountants in the new Ethics Learning Programme (ELP), which is expected to be taken by up to 5000 aspiring Chartered Accountants a year as a requirement for gaining professional membership.

This impact case demonstrates this and shows how research at Huddersfield has impacted on the ICAEW specifically supporting a varied range of activities in relation to professional ethics, particularly regarding integrity, the public interest, the nature of a true professional body and the importance of promoting integrity ‘in business’ as well as ‘in practice’.

APPENDIX 2

REF 2014 Impact case study

Sustainable enterprise development and livelihoods in South-West Ethiopia

Research by the University of Huddersfield is making a major contribution to maintaining the tropical forests of south-west Ethiopia and improving the livelihoods of those who rely on them. By identifying

effective arrangements for sustainable resource management and small-scale business development, the research has led to increased production, enhanced links with national and international markets and developed new institutions, as well as leading to revised legislation. Over 105,000 hectares of degrading forest are being transformed into a working and profitable resource and 18 new enterprises now serve around 100,000 people. In total, an estimated fifteen million people benefit from new rules supporting forest enterprise development.

From the early 1990s, research programmes at the University of Huddersfield conducted in collaboration with Ethiopian partners in the field have shown that sustainable natural resource management needs an economic rationale and a sound business base. Increasing the economic value of natural resources is vital for encouraging communities to manage them in sustainable ways. In countries such as Ethiopia, which has lost more than 75% of its forests in recent decades, participatory forest management (PFM) has become a vital mechanism for both maintaining the natural environment and enhancing livelihoods. Huddersfield’s studies on the economic and institutional basis of resource management go back to 1996 with a four-year project on the wetlands of south-west Ethiopia; a region of national significance as the producer of up to a tenth of Ethiopia’s exports. The wetlands research identified the importance of economically attractive enterprises and community-based institutions for sustainable resource management. It established a local NGO and a European Economic Interest Grouping (EEIG), with Huddersfield a member, to develop this work. Adrian Wood (at the University since 1986 and Prof. of Sustainability from 2012) led the wetlands project supported by Dr Julia Meaton (Senior Lecturer in Business and Environment). Wood has since been PI on a number of enterprise projects in the area. Meaton resumed her involvement in 2010, concentrating on value chain analysis and business development. Forest enterprise research started in 1998 with Yihenew Zewdie’s PhD thesis on forest resources and forest-based livelihoods, especially non-timber forest products (NTFPs). Completed in 2002, this pointed to the opportunities for the development of forest enterprises as a basis for sustainable forest management and livelihood improvement. Baseline research for the first forest project in 2003 and 2004 was followed by specific studies into institutions and incentives for forest management, NTFPs, and enterprise development to identify models for testing through action research. These were carried out by project staff and supported by local and international consultants, some being Visiting Research Fellows at the University. The research and the ongoing project work have been undertaken primarily in partnership with the local NGO and EEIG established in 2000. The methodology is inter-disciplinary and participatory action research has been applied so that the researchers are facilitators for the local community and local government in testing the different arrangements to improve livelihoods and forest management.

Studies have revealed that forest enterprises supplement the incomes of three quarters of households in the project area. Their value can be developed through increased production, improved quality, enhanced market links and improvements in the value chain. In this way the forest’s value to local communities can be augmented. The research cautioned that simply handing over forest to the communities through PFM would not be sufficient to ensure sustainable management by local communities and that the prospect of greater economic returns would be key. These overarching findings have since been supplemented by more specific insights from production trials with honey and spices, and evaluations of alternative institutional forms for forest management and enterprise. Other research has assessed the carbon stored in these forests and the potential of earning income from voluntary market carbon trading, while appropriate arrangements for communities to benefit from this have been identified.

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FOR FURTHER INFORMATION

Dr Eshani Beddewela

Senior Lecturer in CSR

University of Huddersfield Business School
Quuensgate, Huddersfield, HD1 3DH

T: + 44 (0) 1484 472104

E: e.s.beddewela@hud.ac.uk