



Manchester
Metropolitan
University

Business School

Principles for Responsible Management Education

Sharing Information on Progress
December 2018

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



"We recognise that business education and research are vital to developing a sustainable and inclusive global economy and society."





Welcome

from the Faculty
Pro Vice Chancellor

At Manchester Metropolitan University Business School, we recognise that business education and research are vital to developing a sustainable and inclusive global economy and society. We are therefore pleased to confirm our renewed commitment to Responsible Management Education and the six PRME principles.

This report contains details and case studies about our work around PRME, from embedding the principles into our curricula, to our engagement with business and partners, and to our international research.

Our Business School is amongst the 5% of global business schools to have been awarded AACSB accreditation. Since our last report we have regained our position at number 1 in the 'People and Planet' UK rankings and were rated the greenest university in 2017. In partnership with the National Union of Students, the University maintained its Responsible Futures Accreditation in 2018.

Finally, we continue to take an integrated approach to embedding the PRME into all areas of activity working across the School and in our partnerships with students, businesses, government, and civil society actors.

A handwritten signature in black ink, which appears to read 'Julia Clarke'.

Professor Julia Clarke

Pro-Vice-Chancellor, Faculty of Business and Law

“Manchester Met’s Environmental Sustainability Policy and Strategy aligns our objectives to the Sustainable Development Goals.”



Achievements since the last PRME report

UK's Greenest University

'People and Planet' rated 151 UK universities according to their sustainable credentials. Manchester Met has maintained a top three position since 2013, which is testament to its continued drive to embed sustainability across the University. In 2017 we were rated No.1 greenest university once again.

People and Planet is the UK's only comprehensive and independent ranking of universities by ethical and environmental criteria, which is published by The Guardian.

The annual survey looks at systems, performance and behaviours, and saw the University achieve maximum marks for its policies, its staff and efforts to spread sustainable thinking. High marks were also scored in ethical investments, carbon management and sustainable food.

Manchester Met's Environmental Sustainability Policy and Strategy aligns our objectives to the Sustainable Development Goals to ensure we are playing our part in the achievement of the SDGs worldwide. Sustainability is one of the five strategic

pillars of Manchester Metropolitan University. Reflecting this university-wide approach, in October 2018, Manchester Met's Environment Team won a 'Green Gown' award from the Environmental Association of Universities and Colleges (EAUC) in the category 'Total Reporting'. In developing further our Responsible Management and Sustainability initiatives across teaching and learning and research and knowledge exchange, Manchester Met keeps under constant review external policy initiatives at local and international level.

Central to this review of external policy initiatives has been the Mayor of Greater Manchester Andy Burnham's Climate Change Summit, which pledged to reduce carbon emissions to zero, across the Greater Manchester area, at an accelerated rate to reach this target by 2040 rather than the previous target date of 2050. Manchester Met is working with businesses and other across the Greater Manchester conurbation to develop strategies and action towards this target, whilst internationally, Manchester Met works with businesses and other actors towards the United Nations 17 Sustainable Development Goals.

Sustainable Development Goals



**“Haydar-Ali Ismail,
won the national IOEE
Enterprising Learner of
the Year Award as part
of the ‘Hey Cane’ team.”**





Learning for a Sustainable Future

Manchester Met, in partnership with the Student's Union in the UK, has maintained its NUS Responsible Futures Accreditation in 2018. This reflects our commitment to embedding environmental sustainability and social responsibility across the formal and informal curriculum, at all levels from undergraduate to Masters. In addition, a growing number of Doctoral students are applying to Manchester Met Business School to progress their post-graduate studies with a focus on sustainability issues, ranging from investigating food waste at music festivals, to employee engagement in corporate sustainability projects and programmes; to sustainability challenges in energy and urban-infrastructures examined by two recent senior industry-embedded PhDs.

Undergraduate

The largest undergraduate programme at Manchester Met: the BA in Business and Management has around 1,400 students enrolled at any one time. The curriculum of this major programme has Responsible Management Education threaded throughout it, as well as incorporating dedicated units in Responsible Enterprise (which includes Carbon Literacy certificated training) and Business Ethics and Sustainability.

A further innovative unit entitled Business Project Young Enterprise involves students forming teams tasked with setting up real-life trading businesses. Each business comprises a team of Directors responsible for specialist functions within the business.

Each team must include a Corporate Social Responsibility (CSR) Director, whose role it is to alert the team to issues of responsibility in business management, such as sustainable sourcing of materials; caring for climate change and mindfulness of societal concerns and standards such as environmental protection, energy efficiency, and employee welfare etc. In addition, in recent years an increasing proportion of the young enterprise ideas address societal issues.

Examples of such businesses from the 2018 cohort include a business which designed, created, and retailed a story book for children featuring cartoon water 'droplets' who teach young children to drink plenty of water for health as well as the importance of water conservation. A second business, Boom Bike, designed and licensed the manufacturing of cycling-related accessories, including a dynamo which charges your electric phone from the kinetic energy generated while cycling, and children's accessories designed to encourage family cycling.

In 2018, we were incredibly proud when our blind student, Haydar-Ali Ismail, won the national IOEE Enterprising Learner of the Year Award, sponsored by Marston's Telecoms. Ali was part of the 'Hey Cane' Young Enterprise team which designed and prototyped an electronic tracking finger device, to give confidence to blind people to locate their cane, should they put it down and be unable to locate it again.

Recently, our integrated Masters in Business students, through their student-led consultancy practice M1 Consultancy, launched a *Smart Sustainable Cities Challenge* task with student colleagues from HU University of Applied Sciences in Utrecht.

This course, taken by students from HUAS, includes 6 modules together worth 30 ECTS: Smart Sustainable Cities Introduction; Methodology; Social Design; Physical Transition; and Entrepreneurship. 10 out of the available 30 credits for the course will come from a student project in the form of The Smart Sustainable Cities Challenge. Students from Utrecht will undertake this part of the course either in Manchester, Vietnam, Finland, or elsewhere in the Netherlands. 12 Students from Utrecht will visit Manchester to work in teams with Manchester Met students on the Smart Sustainable Cities Challenge, a student project linked to the Mayor of Greater Manchester's Green Summit and on the topic of commuter behaviour, with the involvement of Transport for Greater Manchester and the Combined Authority.

The Smart Sustainable Cities Course was developed under an Erasmus+ project, ESSENCE, in which Manchester Met helped design the content and which is now taken by 30 students in Utrecht each year. The student project was made possible out of our current relationship with the partners in the SAUNAC project.

Masters level

In 2018, a new Masters programme in Sustainability, Technology, and Innovation Management (STIM) was designed and approved. The MSc (STIM) and is a cross-faculty co-designed programme bringing together Lecturing/Research experts from both the Faculty of Business and Law and the Faculty of Science and Engineering. It will recruit its first cohort in 2019.

The underpinning philosophy and pedagogy of STIM, is that, following a series of core foundational knowledge units; students, who will be recruited from business and management, or science and engineering disciplines, will be formed into cross-disciplinary teams. The teams will follow an *Enquiry and Problem Based Learning* pedagogy, with facilitators and research experts from the relevant area, and will be located in-situ within our current Faculty of Science and Engineering research centres relevant to the sustainability topic they will be studying. In inter-disciplinary teams, which simulate multi-actor collaborative platforms, they will be asked to consider and address difficult Societal Grand Challenges, such

Squirts Adventures

Young Enterprise team of business school students designed, created, and retailed a story book who teach young children to drink plenty of water for health as well as the importance of water conservation.



as transitions in energy and transportation towards sustainable futures; the 'waste problem' and how to solve it; and conservation and governance of natural ecosystems under threat. Teams will be asked to present their analysis and recommendations.

We are also currently consulting with the local and regional industry, local government and the voluntary sector; to fine-tune the new programme in line with industry's skills and knowledge needs of the future, both technical and managerial.

In addition to our Centre for Excellence in Teaching and Learning's (CELT) varied offer on Education for Sustainable Development, the commitment of individuals and cross-institution groups of staff including the Sustainable and Ethical Enterprise Group (SEEG) and the Sustainability Research Network, supports Manchester Met's steady progress in this area.

SEEG relaunched in October 2017 bringing together over one hundred delegates and presenters to showcase the cross-disciplinary sustainability-related research, education and engagement activities of the Group, which spans both the Faculty of Business and Law and the Faculty of Science and Engineering.

SEEG acts as a showcase 'theatre' hosting a series of cross-faculty inter-disciplinary events. SEEG brings together networks of academics, business, and other practitioners to share knowledge and experiences.

It also provide a seed-bed for developing future collaborative opportunities across topics related to sustainability, responsible innovation, and responsible management.

Participation is open and inclusive and welcomes students, academics, educators, large and small businesses, local government, social enterprises, co-operatives and charities. Events range from half-day mini-conferences to shorter panel seminars featuring keynote speakers from academia, industry, and social enterprises.

In 2018, events ranged from discussing the principles and practices of *Circular Economy* to a CELT-funded interactive workshop on *new pedagogies for teaching and learning* on sustainability, sustainable development, and responsible innovation. An international SEEG event focussed on how to introduce and operationalize *New Sustainability Research Centres* in Universities. This initiative welcomed colleagues running a new Sustainability



Centre at Christ University in Bangalore, India, to share good-practice and experimentation related to our respective Sustainability Centres, and the range of associated activities undertaken at our respective universities.

For 2019, SEEG has developed a calendar of events, including a 'Voices of Industry' panel / roundtable inviting a variety of businesses to reflect on their own policy and practices to embed business ethics, social responsibility, and sustainability into their organisations; a mini-conference on *Co-operatives, Identity and Place* in collaboration with the Co-operative College and the Institute of Place Management; a mini-conference on *Sustainable Food Systems, Health, Nutrition and Wellbeing* as a collaboration across the Faculty of Business and Law and the Faculty of Health, Psychology and Social Care; a mini-conference on *Creative Design and Sustainable Fashion* as a collaboration with the School of Art.

For the first time in 2019, SEEG will actively outreach by taking SEEG out of the University to engage with local communities in the neighbourhoods of Moss-Side, Rusholme, and Fallowfield in central Manchester.

In 2018, the significant Triple Helix Conference was hosted by Manchester (5-8 Sept 2018). As part of the conference SEEG organised three 'Triple Helix into Action' sessions (where Triple Helix refers to collaboration between business, government and academia, and we follow the idea of Quadruple Helix by proactively including the participation of civil society organisations (CSOs)). The three sessions were:

- *Creating Skills for Sustainable Futures*, with Chair and speakers from Jacobs Engineering and the carbon-literacy CSO 'Cooler'.

- *Zero single-use plastics, what will it take?* Welcoming the participation of the BBC and Viridor Laing.
- *Young Voices and Young Entrepreneurs: Calls to Action to the Triple Helix, Actors in Manchester* with participating speakers from the National Union of Students and Manchester Entrepreneurs.

SEEG seeks to put into practice its own philosophy including zero-plastics catering and substituting cardboard folders for plastic bags for take-home delegate packs. As demonstrated above, all of SEEGs events relate to one or more of the 17 Sustainable Development Goals.

Manchester Met has worked in different research activities related to Education for Sustainable Development such as the Global Citizens, Global Futures project, and several inter-disciplinary events aimed at staff and students co-hosted by different faculties.

Across the organisation we are delivering climate change education through a student orientated cascade-training model. Manchester Met was one of the first organisations to pilot Carbon Literacy training to its students, and other city stakeholders, by instilling a number of values:

- That actions of individuals make a difference.
- We need to work with others to create change.
- The outcome of the changes we need to see can lead to a better world and a better way of life.
- Equity and fairness.

Research and Knowledge Exchange Centres

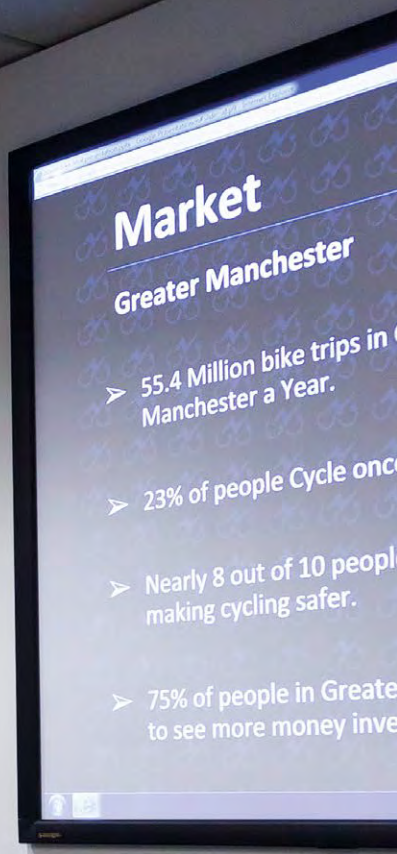
Since the last PRME report, the Faculty of Business and Law has established three new Research and Knowledge Exchange Centres;

- Decent Work and Productivity,
- Institute of Place Management,
- Future Economies.

These research centres support conceptual and empirical research to lead and inform conversations on creating sustainable futures.

Boom Bike

Young Enterprise team Boom Bike designed and licensed the manufacturing of cycling-related accessories, including a dynamo which charges your electric phone from the kinetic energy generated while cycling.



Principles for Responsible Management Education

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission.



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.



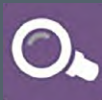
PRINCIPLE 2 | VALUE

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.



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.



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.



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.



Our Research and Knowledge Exchange

Future Economies

There are several current on-going projects across the Future Economies University Research Centre (UCRKE). These are focused on core projects areas within Future Economies, such as Brexit, industrial strategy, and the green economy. Each of these projects across Future Economies relate to several strands of the Sustainable Development Goals (SDGs).

Future Economies Brexit research focuses on the role of identity and public opinion, encompassing the importance of trade, agriculture, and economic development. In particular, Future Economies is addressing policy in the context of the Irish Border in Brexit negotiations, which is reflected through SDGs of Industry, Innovation and Infrastructure, and Affordable and Clean Energy.

Future Economies is leading on impactful research-led work related to SDGs of Reduced Inequality, Decent Work and Economic Growth, as well as Industry, Innovation and Infrastructure. These are reflected in our work on Industrial Strategy. At local and national levels, Future Economies colleagues are leading on collaborative work with the Greater Manchester Combined Authority (GMCA), focusing on areas of strategy and policy such as Health and Social Care, Transport, and Housing.

Working across the SDGs, the focus on behavioural change policy and the green economy is the focus of the Future Economies collaboration with our natural science colleagues at the University of Sheffield. The first project from this collaboration examines the ways in which micro-level businesses in developing countries can act as pilots for the use of new agri-tech systems, which allow a more sustainable method of food production. The underpinning behavioural aspect of this project, driven by Future Economies, sets in place governance mechanisms that will facilitate the use and understanding of technologies in emerging sustainable economies in developing contexts.

The barriers to sustainable technology adaptation and to sustainable economic life more generally are examined in this project. These relate to the maturity of institutions, the role of embedded co-production and co-creation practices, and the importance of meaningful, generational behaviour change that results in sustainable practice. The project also addresses long-held problems of establishing sustainable livelihoods in developing contexts, ensuring access to technologies. These embedded

practices in the project relate directly to the SDGs of Sustainable Cities and Communities, Climate Action, Partnerships, and Responsible Consumption and Production.

Decent Work and Productivity

'Decent Work and Productivity' is a University Centre for Research and Knowledge Exchange based in the Faculty of Business and Law. Research focuses on the quality of people's working lives and the impact of that on the performance of organisations and the productivity of national economies. The activities, and title, link very closely to Sustainability and Development Goal 8 'Decent Work and Economic Growth'.

There are four research groups within the centre, each of which addresses different sustainable development goals. The first, the '*Sylvia Pankhurst Gender and Diversity Research Centre*' primarily addresses gender equality, reducing inequalities, and poverty as they relate to work, self-employment and unemployment. For example Manchester Met has projects on the gender pay gap, generating routes for women's leadership, mentoring BAME staff, on caste, and transgender discrimination. The '*Work and Working Lives*' and '*Work in Small Enterprise*' groups, address good health and well-being in the workplace. For example, there are projects on raising employment standards and productivity in small firms, on working conditions in adult social care, and on menopause at work. The 'Work, Management and Leadership Capabilities' group is concerned primarily with quality education, industry, innovation and infrastructure, sustainable cities and communities, and responsible consumption and production. There are also projects on graduate and apprenticeships skills, mobility, management learning, leadership development, and sustainable enterprise.

In respect of the Principles of Responsible Management Education, the Centre's work most directly relates to research. All of the projects mentioned above contribute to an understanding of impact of organisations in creating sustainable social, environmental and economic value. In terms of partnerships the Centre works closely with businesses, professional and public bodies to develop and promote responsible management practice. For example, the teams are working closely with Greater Manchester Combined Authority to develop their Good Employment Charter. The researchers are virtually all teachers, and embody the Principles of Responsible Management Education through their pedagogy.



Institute of Place Management

Sustainability, place-making, and creating resilience in Town Centres

Formed in 2006, the Institute of Place Management is the international professional body that supports people committed to developing, managing and making places better. Initially developed by Manchester Met and the Association of Town Centre Management, who jointly recognised a need to create a professional body capable of developing and supporting the creation of sustainable formal structures of place management, and ensuring professional standards amongst those involved in managing, developing and marketing places.

The Institute of Place Management works with policy makers, practitioners, and providers to identify the core skills and competences involved in the effective management, development, and marketing of places, as well as the distinct skills required for different types of location.

The institute has four distinct platforms in which we conduct research and knowledge exchange. These are 'managing places', 'making places', 'visiting places' and 'the BID Foundation'. Current projects include vital and viable neighbourhoods delivered in partnership with Manchester City Council. An ESRC part funded project titled 'High Street 2020'

“Current projects include vital and viable neighbourhoods delivered in partnership with Manchester City Council.”

which identified 25 priorities to improve town centre development and sustainability. Other projects include the 'rubbish research' which involves IPM researchers and colleagues from other universities researching the impact of litter on brands, consumers, and on the local environment.

IPM links existing support from educational institutions, membership associations, community groups, and place management partnerships, and facilitates networking across these groups, both nationally and internationally. Our official journal is the Journal of Place Management and Development. The latter aim of IPM helps to meet Sustainable Development Goal 4 by bringing quality education not just to business school students, but also to communities, policy makers and practitioners. As a result IPM also run a Master's degree course in Place Management.





Current and future research projects

1

SAUNAC

The Sustainability Alliance of Urban Networks in Asian Cities (SAUNAC) is funded by the European Union's ERASMUS+ programme and is a partnership of five European and six Vietnamese universities. It concerns the creation and delivery of a new 'Smart Sustainable Vietnamese Cities' (SSVC) module which is set to be embedded into the curriculum in the five participating Vietnamese partner universities. Manchester Met is leading on three areas of the project: Stakeholder Engagement, Entrepreneurship, and Dissemination. The course is being adapted for the Vietnamese system from the ESSENCE project, and includes the identification and adoption of new teaching and learning methods, with the aim of assisting the HE sector in Vietnam to modernise teaching and learning practices. The project is funded through the Erasmus+ strand 'Capacity Building in the Field of Higher Education'. Manchester Met received a delegation of 10 Vietnamese academics and 2 students in September 2018 to undertake a week's study visit as part of this process.

Find out more

www2.mmu.ac.uk/business-school/about-us/news/story/index.php?id=8501

2

Sustainable Food Chains for Europe

The aim of the 'Food Chains 4 Europe' project is to improve the implementation of regional policies that stimulate the delivery of innovation to create sustainable food chains in five participating regions: Flevoland (NL), Plovdiv/Sofia (BG), Emilia-Romagna (IT), Maramures (RO) and Greater Manchester (UK).

Manchester Met is working to influence change by working with Oldham MBC and Greater Manchester. The project takes the form of a series of Peer Reviews, leading to recommendations for improvement, and the development of Action Plans to implement change regionally. Greater Manchester hosted the first Peer Review in January 2018 and has successfully used the external observations and recommendations to form the basis of a Listening Event held within the context of the Mayor's Green Summit. Academics and experts from Manchester are also participating in outgoing Peer Reviews, working with the Business Growth Hub and other external expertise to bring improvements to our partner regions. The activity is stimulating additional activity including the hosting of a PhD student from the University of Bologna at Manchester Met and the exploration of bringing entrepreneurship into partner provision and student and staff exchanges between Man Met and the partner universities.



3

Responsible digital innovation to support healthy ageing

Keep-On-Keep-Up is a gamified exercise and health literacy app to optimise healthy ageing and prevent accidents caused by falling among the over 65s. It has been co-developed by researchers at The University of Manchester and Manchester Metropolitan University, digital designers from Reason Digital Ltd, users from Jigsaw Housing Group Ltd, and finally clinicians from Manchester Foundation Trust. The development of the app has been funded with grants worth over £200k from the Economic and Social Research Council (2016), Greater Manchester Academic Health Science Network (2017), Innovation Fund Denmark (2017) and Health Innovation Manchester (2018). The transdisciplinary team are currently setting up a Community Interest Company to support the translation of the app into the health and social care marketplace. The research is relevant to governmental goals to develop evidence based digital health innovations and fits within the Industrial Strategy Ageing Society Grand Challenge, by 'harnessing the power of innovation to help meet the needs of an ageing society' and 'helping older citizens lead independent, fulfilled lives and continue to contribute to society'.

4

A recent project with the Greater Manchester Centre for Voluntary Organisation (GMCVO)

The project is funded by the Community University Partnerships Initiative (CUPI). Over a period of 6 months, the project will examine the co-creation processes that are used by voluntary and community organisations that deliver services in Greater Manchester. The research will be co-created with voluntary sector partners, and exemplars of current practice will be developed and shared with the voluntary sector, policy makers, and the academic community. The output of the project will be a shared understanding of co-creation for voluntary service provision, which should result in the continuous improvement of services delivered by this important sector.





Researchers in the Spotlight

A number of existing and recent appointments to the Business School demonstrate how a number of active hubs of academics are working to integrate sustainability and responsible management into teaching, research and knowledge exchange within the Business School

Sustainability and Innovation

PROFESSOR SALLY RANGLES holds the Chair in Sustainability and Innovation at the Manchester Met Business School, and with **DR OLGA KUZNETSOVA**, is co-convenor of the Sustainable and Ethical Enterprise Group (SEEG).

For some years Sally has been researching the topic of Sustainability, Responsible Innovation, and Responsible Management, through a number of entry points such as the 'Coalitions of the Willing' within innovation systems; new and emerging technologies, for example nanotechnologies and synthetic biology; the role of critical organisations, such as Universities and Research and Technology Organisations (RTOs); and identifying the characteristics of institutional entrepreneurs as system intermediaries.

Sally has held leadership roles in a number of EC projects such as the H2020 grants: SMART-Maps (2016-2018); JERRI (2016-2019); and RES-AGorA (2013-2016). She was Scientist in Charge for European Union's Marie-Sklodowska Initial Training Network of Excellence on the topic 'Innovation for Sustainability (I4S)' (2012-2016), which supported the training and career development of Early Stage Researchers (PhDs) across 7 European business schools, and the University of Cape Town, co-ordinated by the Brussels-based Academy of Business in Society (ABIS).

Sally retains Associate Fellow roles at the Manchester Institute of Innovation Research (MIOIR) at the University of Manchester; and the Centre for Organisations Research and Design (CORD) at Arizona State University, USA, and received a Gordon Fellowship from the University of Cape Town Graduate School of Business, South Africa.

Sustainable supply chain management

CLAIRE HANNIBAL is Professor of Operations Management, and Head of the Strategy, Enterprise and Sustainability Department in the Business School. Claire's research relates to responsible consumption and production, as it examines supply chain management from both socially and environmentally sustainable perspectives. Recent work has examined 'fair trade' supply chains and focused on the certification and accreditation mechanisms, often provided by a third party, that are in place to signal to stakeholders the sustainability credentials of everyday products. Claire's research has developed from her experiences of working as a

volunteer in Ethiopia for three years with Voluntary Service Overseas.

Claire is the founding Chair of the British Academy of Management (BAM) Special Interest Group on Operations, Logistics and Supply Chain Management; a group that has a strong sustainability theme. She has served as an elected Board Member of the European Operations Management Association (EurOMA) from 2014-2017 and was elected to the Council of BAM in 2017.

Claire works collaboratively with Aalto University in Helsinki and has recently secured funding to examine legitimacy in supply chains that claim to be socially sustainable.

Sustainability and Leadership

PROFESSOR JANET FRASER holds the Chair in Sustainability and Leadership. Her research sits at the confluence of sustainability (social, environmental and economic) and how individuals or organisations achieve it within their own beliefs, priorities and motives.

Janet's work has included evaluating regional multi-stakeholder systems in sustainable tourism, and marginal land use in the European Union and supply chains. Janet has been researching the Higher Education sector, evaluating motivations for sustainability and responsibility, and the leadership needs within it.

Sustainability, Technology and Innovation Management

DR PAUL DEWICK joined the business school in 2018 as Reader in Sustainability, Paul leads the new Masters in Sustainability and Technology Management (STIM).

Paul's research has focused on an innovation systems approach across a number of sectors and technology domains, from construction, to sustainable consumption and production in the retail sector, to nanotechnology. Most recently Paul has worked as a partner in research consortia including Copenhagen Business School and local authorities taking an integrated health and social care approach developing gamification to help the elderly to avoid trips, slips and falls.

Responsible Enterprise.

A number of colleagues within SES undertake research and teaching on a range of topics related to Responsible Enterprise, such as Dr Mike Bull (social and ethical enterprise); Dr Matt McDonald (Charities and ethical entrepreneurship); Sustainability, Development, and our relationship with Animals (Dr Helen Wadham); Multi-actor collaborative platforms and power asymmetries in new business models (Konstantina Skritslovalii); Sustainability in Communities (Dr Helena Kettleborough); Enterprise



and Disability (Eva), the role of public intellectuals and societal impact in Universities (Jennie Shorley).

Accounting, Finance and Banking

There are a large number of staff in the Department of Accounting, Finance and Banking that undertake research and teaching in the areas aligned with PRMEs and SDGs.

These include Claire Fitzsimons, who works on the relationship between women on boards and both corporate financial performance and corporate ethical performance, which emphasises the role of corporations in the creation of sustainable economic value.

The research activities of Dr Nereida Polovina have a similar focus in that she is investigating the relationship between the type of bank ownership and performance of banking industry in emerging markets, thus, addressing the issues of developing economies in the context of inequalities and corporate responsibility.

Dr Ozlem Olgu Akdeniz addresses the emerging markets, particularly Turkey, from the perspective of political instability and regulatory practices in global finance, while Paul Raby looks at regulatory practices from the perspectives of vulnerable customers. Other colleagues investigate how technology and innovation change the industries and the nature of work within the industries to make them sustainable (Fiona Dearing, Niels Pedersen and Dr Katarzyna Werner) by directly working with SMEs.

A number of conference presentations on Innovative Methods to investigate Fraud and Corruption in EU Funding for Agriculture and Corruption in EU Financed Projects, have been given by Brendan Quirke, who pursues research into ethical behaviour of institutions and fraud against the financial interests of the European Union, as well as corruption.

Brendan has published ten articles on the topics since 2010. The ethical aspects of long term incentives Plans in the UK are also discussed in research by Dr Steven Wynne, as well as in the study of political institutional clientelism by Dr Katarzyna Werner.

In addition, research and teaching activities undertaken by Dr Hannah Holmes, Dr Clare Guthrie, Fiona Dearing, James Rattenbury, Kerry Paton, Clive Richardson and Trevor Williamson, focus on education and student engagement and include a debate on inequalities.

Furthermore, Dr Hannah Holmes undertakes research examining the impact of fair trade on tea producers and Dr Katarzyna Werner has been involved in two joint projects (also grant applications) entitled 'Developing indices for Insurance provision to small- and medium-size (SME) Farmers in Ecuador using Climatological and crop data', and 'Providing skills and social empowerment for alternative livelihoods

for young women from impoverished fishing communities in Colombia, Ecuador and Peru'. These projects involve work with a number of governmental agencies in the developing countries.

Research Ethics

Manchester Met has always treated the ethics of research, whether conducted by staff or students, as of utmost importance. We are a signatory to the Universities UK Concordat to Support Research Integrity and report annually on the ethics of our research to the working group that oversees the Concordat. Keeping track of and auditing all of that research activity, nevertheless, is a considerable challenge, and to facilitate good governance we have invested recently in an online research ethics approval system (called EthOS). It allows us to record, review, and approve (or reject if necessary) the ethics of all research conducted across the Institution that involves data collection from undergraduate projects to the research programmes of senior academics.

Manchester Met is supported in its commitment to the highest possible ethical criteria for research through the Research and Knowledge Exchange Directorate and through the oversight of the Research Ethics and Governance Committee (REGC), which oversees its six Faculty Research Ethics and Governance Committees (FREGCs). The ambition for Manchester Met is to go 'beyond compliance' and to lead, rather than follow, when it comes to the drive for raising standards of research integrity.

The Faculty of Business and Law is contributing to the overall endeavour with the appointment of an experienced Faculty Head of Research Ethics and Governance and by ensuring that its FREGC comprises members with considerable experience and authority relating to matters of research ethics.

The Faculty demonstrates its commitment and invests its own resources in ensuring timely and expert review of research ethics applications, through its Professoriate, and effective administration. Training and guidance in research ethics is being increased at a manageable rate for all Faculty students and staff.



Partnerships and Dialogue

Working with Business Networks

As part of our commitment to working with business partners and the broader community, a presentation was delivered at the October 2018 Manchester Business Networking event, which focused on 'Embedding Sustainability into Business Practices'. The aim of this collaboration was to provide support to business partners, particularly in the SME sector, regarding sustainability practices. Discussions centred on diverse hiring and flexible working policies, engagement with clean energy and integration of big data into decision making. Given the challenges faced by the SME sector, this event presented an exciting opportunity for businesses to identify ways in which their practices could be future proofed.

Business and Public Engagement

Business & Public Engagement (BPE) is engaged with a wide range of businesses across the North West region providing fully funded business support services for organisations that are looking for Entrepreneurship, Leadership, High Growth,

Cyber Security (GM Cyber Foundry) and Fuel Cell Innovation.

Meanwhile, the Fuel Cell project will involve the latest R&D equipment, and academic and research skills being accessed at the £4 million Fuel Cell Innovation Centre by small businesses to develop materials, and technologies, to create green and emission-free energy for cars and homes dedicated.

These projects have led to job creation and new process and industry innovations in the region across sectors including digital media, engineering, manufacturing, services, education and professional services.

BPE highlighted the importance of 'Sustainability for Resilience' at its inaugural event in July 2018 for its Greater Manchester High Growth alumni, with case study presentations and input from Professor Dominic Medway, from the Institute of Place Management, discussing the role of businesses and individuals in deciding how best to manage the demise of the retail landscape locally.

Additionally BPE is helping to impart strategic competitive advantage to organisations through





its research expertise via Knowledge Transfer Partnerships (KTP) with organisations, which value innovation and sustainability, and underpin the commitment to research and purpose as part of our ongoing PRME Principles.

Finally, BPE assist organisations with a range of Learning & Development, CPD and bespoke training options across Innovation, Leadership, Strategy, Sustainability, Social Media and Ethics to empower staff to be more “digitally aware” and “tech savvy” in the future.

Working with the Professions

The changing business environment is having a major impact on the future of the accounting profession. In particular, the skills and capabilities brought by new generations, Gen Y and Gen Z. This demographic, generally defined as those born from the early 1980s to around the turn of the millennium, will make up 75% of the workforce by 2025, according to Deloitte (2018).

The enhancement of technologies used by the profession is also contributing to the sustainability of the profession in terms of the skills required. For example, CIMA Global have published reports on Web 2.0, Fintech, and disruptive technologies focussing on the emergence of new technologies, and their usefulness to businesses and practitioners.

The faculty are researching ‘Exploring Behavioural Barriers to Financial Cloud-based Technology Adoption in UK regional SMEs’. This will raise awareness of the accounting profession and provide insights into the adoption of technologies and the skills required to support the student learning outcomes on accounting programmes.

Kate West, Dr Katarzyna Werner, Dr Hannah Holmes, and Fiona Dearing have presented to Accounting Professionals at workshops / CPD events and webinars on the future role and skills required of an accountant; incorporating research on millennials in the workplace and the changing role of the management accountants, and providing educational insights to students.

Fiona Dearing and Dr Katarzyna Werner have represented the department as panellists at the CIMA Sri Lanka Business Leaders’ summit. Providing an awareness of behavioural finance and the ability to adapt to technology changes. In addition, Fiona Dearing, a specialist in accounting technological disruption and the capabilities of the new generation, supported a panel discussion at the Accounting & Finance conference in Dubai. This discussion raised awareness on the concept of ‘Human V Machine’ and providing a focus into human behaviour and generational variability midst a disruptive technological landscape.



“Discussions centred on diverse hiring and flexible working policies, engagement with clean energy and integration of big data.”



Method

MetMUNCH

MetMUNCH is a global award-winning and student-led social enterprise based at Manchester Metropolitan University. At its heart is a passion for sustainable and nutritious food.

MetMUNCH is a student led platform for enterprise and knowledge exchange, both within the University and externally. Following the International and National EAUC Green Gown Award in 2014 for Student Engagement, MetMUNCH has evolved from a successful pop-up platform into a dynamic, passionate social enterprise that forges commercial and community partnerships, whilst aligning itself with the Sustainable Development Goals (SDGs).

As a social enterprise, MetMUNCH is forging a new path to address some of the world's most pressing challenges. It is not just an 'add-on' to a degree; it is about producing enterprising, innovative and driven graduates who will go on to make their mark on the world. It does not work in isolation and has hugely valuable partnerships with range academic institutions, community groups, charities and industry, such as Anxiety UK and Manchester City Football Club.

MetMUNCH enables students to gain, and then implement, creative, innovative, and entrepreneurial skills, by addressing health, ethical and environmental sustainability issues. Everything is carried out in a fun and engaging fashion, meaning students stay involved, inspired and are empowered to spread the word.





METMUNCH IN THE COMMUNITY

MetMUNCH is incredibly proud to be working with Anxiety UK to launch 'MindMUNCH' sessions. This is the first project of its kind to combine nutrition, sustainability and mental health in the country. Anxiety UK approached MetMUNCH to work on its sustainable, nutrition and anxiety helpline as well as develop a range of food and nutrition based materials. MetMUNCH will be in charge of training all its nutritionists in the country in all topics related to sustainable diets and foods that link to mental health issues. It will have huge benefits to MetMUNCH students too, as they build their employability, enterprise skills and national networks.

When Manchester City FC held its first staff wellness day, they hired MetMUNCH to provide an engaging and exciting health and nutrition public engagement session. MetMUNCH took up the challenge and designed a bespoke session with a specific focus on sustainable diets. MetMUNCH students were involved in every part of the project, from the initial ideas to running the sessions, whilst ensuring it was both empowering and profitable. MetMUNCH students designed diet plans and supplied information on various food options, as well as providing details of the carbon footprint of food. The students also adopted nutritional leadership roles when it came to running and organising one-to-one sessions with clients. After the success of these events, there are more sustainable and healthy cooking sessions with their 'young scholars' in the pipeline.

MetMUNCH also assist with the HealthyU Camps, which are for staff and students run every term in collaboration with Manchester Met Sport, give

staff and students the chance to take part in a paid eight-week fitness and nutrition programme. MetMUNCH students develop sessions on a range of topics – including sustainable diets, changing unhealthy eating habits, dealing with cravings and portion control in order to help improve the wellbeing of the participants.

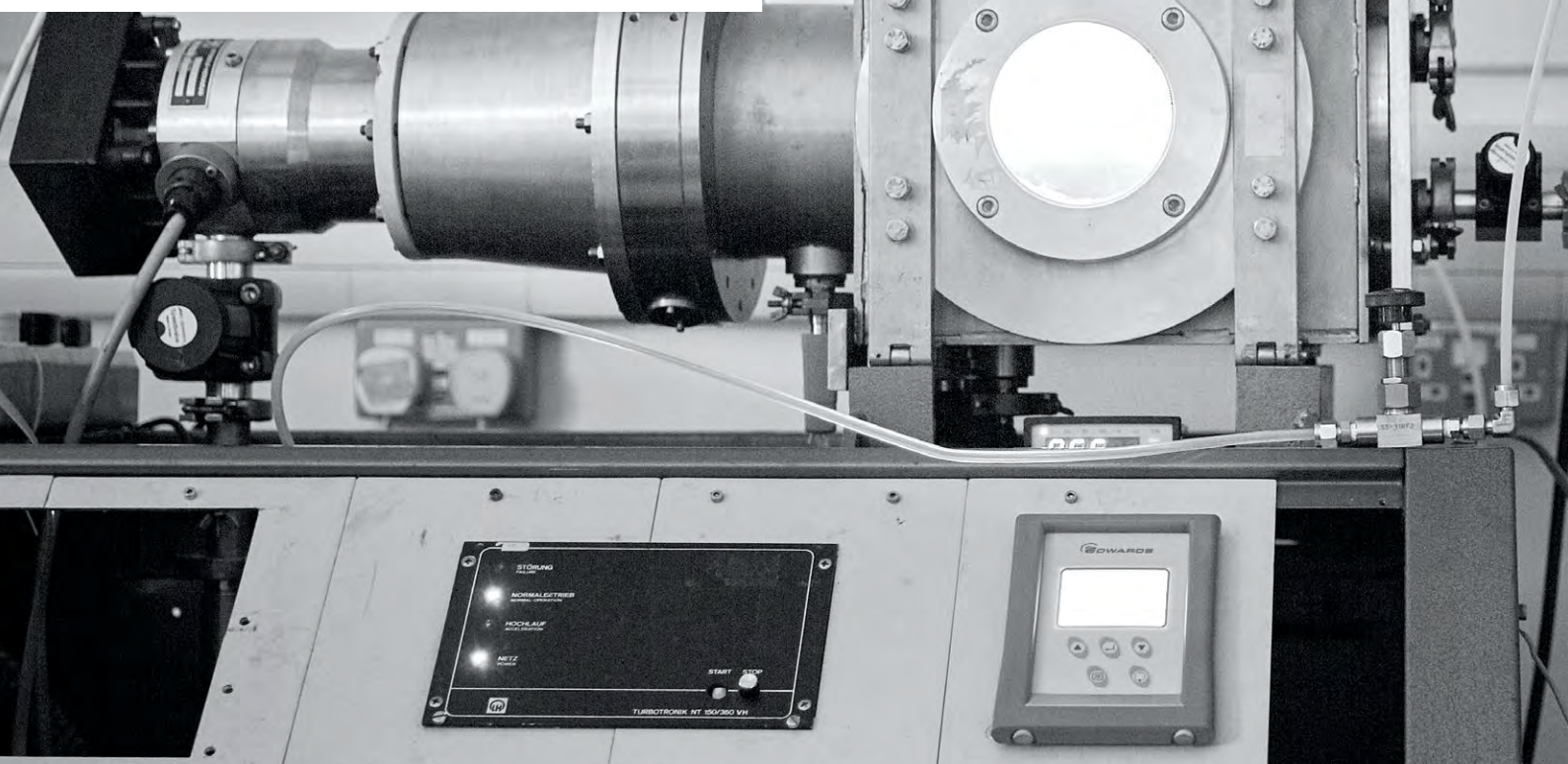
Since 2013, MetMUNCH has been an integral part of Manchester Met's Welcome Festival, the annual event to welcome over 25,000 new and returning students. MetMUNCH has managed to compete with national commercial brands at these events, targeting students to generate interest and spread awareness of sustainability, as well as creating a financially sustainable enterprise model, led by students for students. With an exciting and varied programme, MetMUNCH worked in partnership with the Manchester Met Environment Team, Faculty of Business and Law, Manchester Met Sport and Manchester Met Student Union. They delivered live cooking demonstrations focusing on how to cut food waste, produced vegetarian low carbon cookbooks and augmented reality recipe cards; and delivered nutritional and budgeting advice to new students.

During the May 2018 exam period, MetMUNCH ran the 'Oat-rageous' campaign at two campuses in Manchester and Crewe. Just before those all-important exams, students were given a free supply of brain food – overnight oats and fresh fruits. The emphasis was on not using energy to cook the food and, by keeping food as raw and unprocessed as possible, it was also more sustainable. As a direct result of Oat-rageous, there are ideas for future collaborations between MetMUNCH, Manchester Met Halls of Residence, the Student Union and the Waste to Resource Innovation Network at Manchester Met.





"The Centre is a new £4.1M part funded by the ERDF research centre established by Manchester Metropolitan University."



The Manchester Fuel Cell Innovation Centre

The Manchester Fuel Cell Innovation Centre is a new £4.1M part funded by European Regional Development Fund (ERDF) research centre established by Manchester Metropolitan University. The centre, with its world-leading academics, will work in collaboration with regional SME's & Industry and have access to state-of-the-art equipment in order to develop the latest catalytic materials. Establishing a synergy between material research and engineering in order to fabricate the next generation of clean electrolyzers, fuel cells and hydrogen based solutions, which will outcompete the current standard in regards to their efficiency and cost competitiveness to fossil fuel alternatives.

Manchester Fuel Cell Innovation Centre is home to an impressive range of advanced equipment located in seven specialist laboratories and spaces.

The centre is linked to strengths that the University is particularly notable for are:

- 2D-materials
- Electrochemistry
- Hydrogen generation via electrolysis, fuel cell chemistry

- Battery technologies
- Surface Engineering
- 3D Printing

Without disruptive change in business models and product development combined, the ability of people living without power to access, low or zero carbon, cost effective energy sources, will remain a long term goal, rather than a market reality. The introduction of the Manchester Fuel Cell Innovation Centre introduces a range of benefits for the Low Carbon & Environmental Goods Sector (LCEGS) within Greater Manchester.

There are multiple levels of support that will be available to all SME's / Stakeholders subject to a diagnostic that will take place by a member of the project team. The Faculties of Business & Law and Science & Engineering provide a combination of business engagement and scientific experts to cater for each individual SME / Stakeholder's needs.

In partnership with the Business School, the **Manchester Fuel Cell Innovation Centre** is leading a partnership to deliver HySchools, an Erasmus + project, which is developing teaching materials for the delivery of hydrogen education in schools. The project will see the creation of resource packs for secondary schools across Manchester and partner countries in Europe, which will offer practical



resources for both teachers and students. The consortium partners are University of Lorraine (FR), Campus Belgium (BE), University of Franche Comte (FR), University of Perugia (IT), Patras Science Park (GR), Maramures Energy Agency (RO) and Perugia / Abruzzo Region (IT). To date, the project has been carrying out a survey of existing teaching in schools and assessing it against the needs of industry. The next Steering Group meeting, due to be held at the University of Lorraine in November 2018, will see the preparation for the delivery of the Educational resources for primary and secondary education.

Find out more at:

www2.mmu.ac.uk/fuel-cell/about

Manchester Fuel Cell Innovation Centre is home to an impressive range of advanced equipment located in seven specialist laboratories and spaces.

Find out more at:

www2.mmu.ac.uk/fuel-cell/about/facilities-and-equipment

Please see reference to our range of workshops for SME's:

www2.mmu.ac.uk/fuel-cell/business

The Manchester Network on Waste to Resource Innovation and Circular Economy

Colleagues including Professor Callum Thomas, Dr Ed Randviir, and Amanda Reid are collaborating across the Faculty of Science and Engineering and Faculty of Business and Law to consider the technical, business-model, and systems implications of transitioning to circular economy, involving a range of strategies spanning waste reduction, re-use, recycling, and new product re-design.

Valeria Vargas is the University Co-ordinator on Education for Sustainable Development (ESD); and has recently completed work in Colombia with Women's Groups on governance of marine ecosystems.

It also made an impact and engaged communities participatory methods where they worked-out and highlighted the social networks and social capital they have between them, and how they can mobilise this into collaborative bid-submissions.



Purpose and Value

Student Centred Curriculum

At institutional level, Manchester Met is changing the approach taken to curriculum design, in order to recognise the diverse range of experience, talent and skills that our students possess. Manchester Met is expanding the opportunities for students to gain credit from extracurricular activities, which include involvement in volunteering and community based projects, work based learning and international exchange experiences, all of which lead to an enhanced and enriched sense of learning community, encouraging the development of a wider skill set.

At faculty level (Business and Law), a research project was undertaken which sought to understand what students value as part of their undergraduate and postgraduate experience. One of the outcomes of that work has been to develop and implement a Personal and Professional Development unit (or an embedded variant) which recognises core issues expressed by students:

- Motivation
- Transition to adulthood
- Personal growth
- Independence
- (Self) awareness
- Seeing the bigger picture
- Being world ready
- Coping with failure
- Accessing services and seeking help

A mental toughness framework is being introduced which will help measure the effectiveness of this approach, in terms of student confidence and resilience.

Manchester Met places the student voice at the heart of what we do. We are engaged in a continuous process of evaluation and development, implementing changes to our curricula reflecting student feedback and performance.

Apprenticeships

Manchester Metropolitan University is a leading provider of degree apprenticeships with more than 1,000 apprentices on programmes at the University of whom more than 500 are on management degree apprenticeships. We recognise the strong synergies between the models we use to deliver management degree apprenticeships and the PRME principles. All Chartered Manager Degree Apprenticeships at the University include the teaching of sustainability and how this can be embedded into operational strategy.

Our management degree apprenticeships are delivered to varied cohorts bringing together managers with a range of different experience from multiple sectors. We work with employers of all sizes from across the public, private and voluntary sectors. The dynamic classroom environment created by these varied cohorts encourage the development of dialogue between managers who might otherwise have never shared their experiences. The models of peer learning used also encourage relationships to be developed and sustained so that partnerships between managers from different organisations endure beyond the end of the apprenticeship programme.





Undergraduate study: The implementation of sustainability into the curriculum

Business Management

The team that developed our undergraduate full-time programmes placed responsible enterprise at the centre of these programmes, with the expectation that graduates would be aware of the environmental and ethical challenges that the planet faces, and would have the knowledge, willingness and capability to make a difference and influence others to make a difference. The level 4 Dynamic Business Environment unit introduces the issues, the level 5 Responsible Enterprise unit aims to develop within students the value of global social responsibility, and at level 6 sustainability is explored within corporate strategy with further optionality for students to immerse themselves in Business Ethics and Sustainability. Our level 7 Integrated Masters students explore these themes further within Critical Management Studies. Going forward the programme

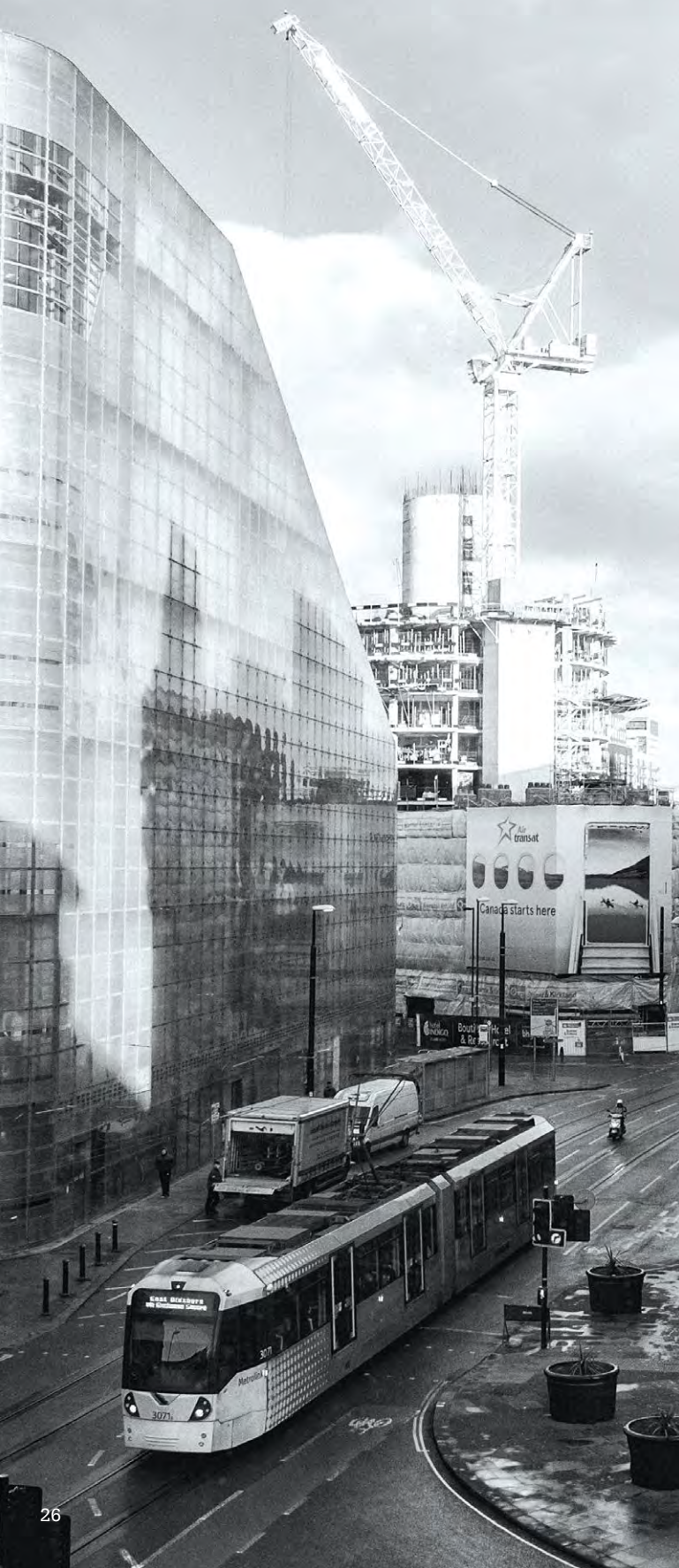
team are redesigning our curriculum with core units that more effectively and explicitly link to the PRME Principles and development of responsible leadership. A key part of student enterprise learning is the application of Corporate Social Responsibility (CSR) practices to real life situations. For example, they continue to innovate around their popular enterprise units (2000+ students), with the support of the Institute Of Enterprise and Entrepreneurs (IOEE), to ensure corporate and social responsibility is central to business ideas generation and business decision-making. Students recognise that an awareness of CSR is essential to understand better the impact of the business on key stakeholders and the wider environment whilst offering opportunities for business expansion and growth. The Young Enterprise programme is still the only programme that has adapted the Young Enterprise Start-Up programme Directorships to include a CSR Director. The CSR Director's role it is to consider opportunities and risks across all aspects of business operations, and lead on CSR at every stage of the entrepreneurial



"Students recognise that an awareness of CSR is essential to understand better the impact of the business on key stakeholders."



“Our Business School is the first higher education institution nationally to offer bespoke Carbon Literacy training.”



process. Recent Young Enterprise businesses have linked hydration and learning in the young to education about global water usage, worked with the blind to enhance their confidence, and explored safety in cycling.

Students undertake consultancy work for a number of social enterprises and community interest companies around suicide-bereavement, social value, eco-tourism, and recycling. Most recently, our M-Business Level 6 students are collaborating with students from Utrecht University and Manchester City Council to develop proposals to support Greater Manchester's plan to become carbon neutral by 2038.

The first nationally Carbon Literacy Training designed for Business Management undergraduate students

Acknowledging the calls for urgent action to combat climate change, Manchester Metropolitan University Business School is the first higher education institution nationally to offer bespoke Carbon Literacy training to more than 550 undergraduate Business & Management students. Dr Konstantina Skritsovali, Lecturer in Business Management, collaborated with the Carbon Literacy Trust, and designed a training course that is embedded in a second-year unit programme. The aim of the training is to introduce students to the science of climate change and, incentivise them to take actions in their personal lives to reduce emissions of carbon dioxide and other greenhouse gasses. More importantly, the training aims to qualify future business leaders to make decisions that consider the contributions of corporate actions to climate change and look to create shared value. To celebrate students' achievement, successful participants of the training are eligible to receive a uniquely coded, nationally recognised Carbon Literacy certificate that can improve their employability skills.

Postgraduate Study: Critical Perspectives in Ethics and Sustainability

The newly developed 'Critical Perspectives in Ethics and Sustainability' unit presents an opportunity to engage students in a particularly comprehensive manner in these subject areas. Within this unit, students are encouraged to challenge their traditional understanding of the role and responsibilities of companies within the global community. Importantly, providing a tailored, in-depth unit on sustainability and CSR allows us to draw together linkages across the various activities organisations engage in, resulting in the development of a conceptual framework of sustainability.

There is space in the curriculum for real reflection in the areas of sustainable development, corporate social responsibility and corporate accountability. To engage effectively with these concepts, students will undertake a group assessment that requires an examination of current organisational activities. This approach ensures that the research undertaken by students has a currency that will allow them to contribute positively to the sustainability practices of organisations.

Key Objectives

Over the next 18 month period, we commit to working on the following objectives:

Incorporate the PRME Principles and UN Sustainable Development Goals into our curriculum across all programmes and all levels

Lead research, discussion, debate, and policy, both locally and internationally, to promote sustainable business practices.



Business School
Manchester Metropolitan University
Manchester
M15 6BH
mmu.ac.uk/business-school

