

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

Southampton Business School at the University of Southampton is ranked among the top business schools in the United Kingdom. We pride ourselves on our international reputation for our academic and teaching excellence. We take our role as educators of future managers seriously, which is why we were one of the first to sign up to the United Nations Principles of Responsible Management Education in 2009. Signing up to the UNPRME has provided a useful framework under which to co-ordinate a series of events and initiatives aimed at integrating issues of sustainability and responsibility into the curriculum. At Southampton, we recognise our social responsibility and the capacity of our education and research to improve lives of individuals and society. The University's mission statement is:

To change the world for the better.

To support that mission statement, our vision is to be

“A Business School that is truly distinctive via its multidisciplinary and integrated approach, enhancing our world-class, cutting-edge research that shapes future business practice and to provide a responsible educational experience that connects people and organisations to deliver social and economic impact.”

We are a university distinguished by:

- Being committed to the highest quality in everything we do;
- Delivering world-class education, research and innovation that makes a real impact on society's biggest challenges. Adding value to our education and research through a broad base of academic disciplines;
- An international perspective and reputation, responding to issues of global importance;
- Engagement and enterprise, leading social, cultural and economic development locally, nationally and internationally.

The core values of the University of Southampton reflect our belief in:

- Collegiality: One team working, planning and delivering together, toward our shared vision;
- Quality: Always striving to achieve the highest quality in everything we do;
- Internationalisation: Delivering across global markets and building strong partnerships with other leading universities;
- Sustainability: Ensuring our actions lead to financial, social and environmental sustainability.

Furthermore our values are embedded within our research and educational endeavours to promote the importance of

- advancing knowledge through independent research to tackle the major economic, social, environmental and technological challenges of humankind;
- valuing, respecting and promoting the rights, responsibilities and dignity of individuals within all our professional activities and relationships;
- equality of educational opportunity based on merit, irrespective of background, beliefs and socio-economic context;
- the freedom to challenge existing knowledge and beliefs through independent critical research and scholarship;
- upholding the standards of probity and ethical behaviour required by our legal obligations and the expectations of society;
- promoting environmental and economic sustainability in all that we do, and
- the intellectual independence of universities.



LETTER FROM DR DENISE BADEN: UNPRME LIAISON OFFICER

Experiences since we joined the UNPRME a decade ago have led to reflections over how we can increase the effectiveness of the principles in practice. These reflections have been prompted in part by my supervision of a PhD student who is exploring how various UK Business Schools are incorporating UNPRME principles into their curriculum.

On the positive side, many (including myself) find that being part of the UNPRME provides a framework and motivation for our school to address issues of how to embed issues of responsibility, sustainability and ethics into our teaching and research. Preparation of the regular reports also acts as a catalyst for change, triggering useful discussions, collaborations and continued engagement from teaching staff. The principles act as a framework for productive change and preparation of the report enables us to see how much we have achieved over the last two years and where further change is possible, beneficial, and perhaps required. However, research (and my own experience) indicates that changes are often piecemeal and rely on specific champions, and therefore vulnerable to being superseded by other pressures or by committed staff leaving.

In the course of conversations at events and with colleagues and my PhD student, I have become convinced that a more effective approach to catalyse change would be to have three levels of membership based upon specific metrics such as:

1. Submit a sharing information on progress report every 2 years.
2. Has a defined UNPRME liaison officer who has time formally allocated to the role and included in the job description/ appraisal process.
3. Has learning outcomes relevant to ethics/responsibility/sustainability/global citizenship embedded in all business school modules and programmes.
4. Has a process to ensure that no student can graduate without taking at least one module in an area relating to ethics/responsibility/sustainability.

Bronze membership could involve having two of these boxes ticked, silver membership three boxes and gold membership all four. Although PRME is not an accreditation body, I believe Business Schools would not want to be embarrassed by claiming more than they do.

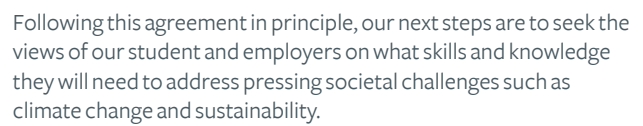
This would galvanise significant change. In particular, although the PRME provides a useful framework, there are no actual targets, which limits motivation to do more than the minimum.

In my previous SIP, I reported that for me personally, the most effective development over the last two years is that my role as UNPRME liaison officer has now been more officially recognised, with time allocated to the job in my workload model. This has given the UNPRME initiative more credibility and legitimacy among the staff, as well as providing me with dedicated time and specific goals to meet.

For this SIP, this extra time has allowed much greater integration of issues of ethics/responsibility and sustainability across all of our programmes. Another development which we are working on and which I expect to be able to report positive progress on in the next SIP, is to embed the learning outcome of global citizenship into all of our programmes. Our proposed wording for this learning outcome is *'Students will be able to demonstrate an appreciation of issues related to ethics, responsibility and sustainability'*. This will institutionalise the necessity to ensure that such subjects are covered in each programme.

The fact that accreditors EQUIS, AACSB and AMBA place increasingly greater emphasis on integration of aspects of ethics, responsibility and sustainability has provided an important additional motivator for this development.

A word-cloud generated from responses to the strategy shows that staff felt excited to be taking this bold and proactive stance towards the most urgent issues of our day.



The UN Principles of Responsible Management Education consists of six Principles. This document looks at each of the six in turn:



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.

Overview of how we integrate Principles 1 and 2 into our curriculum

Modules specifically relating to responsibility/ethics/sustainability

UNDERGRADUATE MODULES

We have expanded our range of teaching on responsible management in the undergraduate courses, including:

MANG2041 **'Management Ethics'**, a 2nd year option, MANG3029 **'Corporate Social Responsibility'**, a third year option, and **'Innovation Technology and Environment'**, a core second year option for some programmes and optional for others. Through our Curriculum Innovation Project, students are now able to access a broader choice of subjects from different disciplines, many of which incorporate topics central to UNPRME such as **'Living with Environmental Change'**, **'Ethics in a Complex World'**, **'Global Challenges'**, **'Sustainability in the Local and Global Environment'** and **'Social Enterprise'**.

POSTGRADUATE MODULES (MSc)

The most relevant postgraduate (MSc) modules are:

- MANG6091 **Business Ethics** covers ethical concepts, moral theory, expectations on business, consequences of unethical behaviour, factors affecting ethical behaviour of organisations.
- The module MANG6294 **Responsible Leadership** is now compulsory for all students on our International Management programme.
- MANG6291 **International Corporate Social Responsibility** is compulsory on the International Management programme and covers the development of the concept and how CSR is being implemented in today's corporations, its impact and likely future directions.
- **Accounting and Society** aims to show students how accounting can contribute to areas of society other than traditional market-based and private sector organizations. These areas are increasingly important and in many countries for instance, not for profit institutions represent almost half of all economic activity.
- MANG6240 **Social Enterprise and Entrepreneurship** (Entrepreneurship and Management programme) aims to develop understanding of social entrepreneurship and the emergence of a new form of organisation that aim to create both social and financial value.
- **Sustainable and Responsible Innovation** MANG6280 (optional on Entrepreneurship and Management programme).
- ENTR2004 **Innovation, Technology and the Environment** includes eco-innovations and green innovation and many guest lecturers. This is core for Business and Entrepreneurship.
- MBA MANG6358 – **Responsible Leadership** (Optional).
- MBA MANG6348 **Leading Sustainability Innovation and Change**.

Integration of ethics/ responsibility/sustainability into all programmes

For many programmes, the modules relating to ethics, sustainability and/or CSR have been optional rather than core, mostly due to timetabling constraints. The challenge therefore has been to avoid ‘preaching to the converted’ and to raise awareness of ethical issues for students who have not chosen these options. Thus a particular focus of the last five years has been to better integrate such issues across all our subject areas through embedding such themes in their other existing modules. This will be greatly aided when the new learning outcome of Global Citizenship is embedded across all programmes. Examples of how such subjects are already being integrated into each programme are provided below:

A suggested very high-level summary of the following tables are sent as a separate attachment to the email. Perhaps part of these details could go into an attachment of this or other reports in the future.

UNDERGRADUATE		GLOBAL CITIZENSHIP
Programme	Students will be able demonstrate a fundamental understanding of internationalised practice relevant to their discipline of study	Students will be able to demonstrate an appreciation of issues related to ethics, responsibility and sustainability
BSc Accounting and Finance (also with Placement)	MANG2066 Principles of Audit and Taxation - Compare aspects of the UK tax system with possible alternative systems.	<p>MANG1014 Commercial Law – introduction to more advanced topics of Contract and Tort Law considering responsibility for advice, goods, property, services and the environment, both nationally and internationally.</p> <p>MANG1001/1025 Financial Accounting 1&2 - use of ICAEW ‘Without Question’ film as formative coursework to address issues of ethics and governance.</p> <p>MANG1008 Management Decisions - lecture on ‘Ethics & Honesty in Decision Making’ covers bounded ethicality and a lab seminar titled ‘Unconscious Judgmental Bias’.</p> <p>MANG2004 Portfolio Theory & Financial Markets – covers environmental sustainability of the mineable cryptocurrencies e.g. Bitcoin mining currently consumes more energy than a number of countries.</p> <p>MANG3008 – Strategic Management – includes stakeholder analyses.</p> <p>MANG3015 Auditing - use of ICAEW ‘False Assurance’ embedded in coursework assignment film to address compliance with IFAC code of ethics.</p>
BSc Business Analytics (also with Placement)	MANG1020 Ideas that Shaped the Business World 1: Government and Society – The module will explore geographical dimensions of cultural diversity, social exchange and social identity.	<p>MANG1020 Ideas that Shaped the Business World – full session that covers values, CSR, stakeholder theory</p> <p>MANG1021 Ideas that Shaped the Business World 2: Markets and Consumers - By exploring the social movements and counter-movements that have shaped the course of human intellectual history, students will locate the emergence of business and management not only in its economic context, but within a wider arena of social and political transformation.</p> <p>MANG2069 Making Successful Decisions - lecture on ‘Ethics & Honesty in Decision Making’ covers bounded ethicality and a lab seminar titled ‘Unconscious Judgmental Bias’</p> <p>MANG3032 Risk Management – covers moral imagination and ethical personhood</p> <p>MANG3053 Customer Insights – Corporate philanthropy, cause-related marketing, CSR and reputation</p> <p>MANG3073 Analytics in Action - Fair, Accountable, Transparent, and Ethical (FATE) data science case study of violations, ethical challenges in data science, e.g. moral machine experiment, covers issues of fairness, transparency</p>
BSc Business Entrepreneurship (also with Placement)	<p>MANG1020 – see above.</p> <p>MANG1003: Introduction to Management - linking topic of CSR to globalisation, exploring the key drivers of globalisation and its effects on companies.</p>	<p>MANG1020 Ideas that Shaped the Business World – as above.</p> <p>MANG1021 - as above – for example one session is devoted to Global Warming, Individuals, and Organization</p> <p>MANG1003: Introduction to Management - one week on CSR. Also covered the role of business in society, linking it to individuals, organisations and legality. Finally explored why be ethical and how individuals can do this.</p> <p>MANG2069 Making Successful Decisions – as above</p> <p>MANG3008 – Strategic Management – includes stakeholder analyses.</p> <p>MANG3029 – Corporate Social Responsibility and Sustainable Business.</p>

BSc Business History (also with Placement)	MANG1020 – as above. MANG1003 – as above.	MANG1020 Ideas that Shaped the Business World – as above. MANG1021 – as above. MANG1003 – as above
BSc Business Innovation (also with Placement)	MANG1020 – as above. MANG1003 – as above.	MANG1020 Ideas that Shaped the Business World – as above. MANG1021 – as above. MANG1003 – as above.
BSc Business Management (also with Placement)	MANG1020 – as above. MANG1003 – as above.	MANG1020 Ideas that Shaped the Business World – as above. MANG1021 – as above. MANG1003 – as above. MANG2021 – Operations Management – covers issues of waste reduction. MANG2069 Making Successful Decisions – as above MANG3008 – Strategic Management – includes stakeholder analyses. MANG3029 – Corporate Social Responsibility and Sustainable Business. MANG3032 Risk Management – covers moral imagination and ethical personhood. MANG3078 – Strategic operations Management - covers issues of waste reduction.
BSc Business Philosophy (also with Placement)	MANG1020 – as above. MANG1003 – as above.	MANG1020 Ideas that Shaped the Business World – as above. MANG1021 – as above. MANG1003 – as above. MANG2057 Philosophy of Management – covers moral philosophy and business ethics
BSc Marketing (also with Placement)	MANG1022 Technologies that Shaped the Business World: Digital Age – The module will provide students with an appreciation of major international trends and breakthroughs in technological innovation and production that have taken place since World War 2.	MANG1015 – Introduction to Marketing – a full session on sustainable marketing and a session on social marketing. MANG1020 Ideas that Shaped the Business World – as above. MANG2064 Business Research (research ethics). MANG2069 Making Successful Decisions – as above MANG3032 Risk Management – covers moral imagination and ethical personhood. MANG3053 Customer Insights – Corporate philanthropy, cause-related marketing, CSR and reputation.
BSc Marketing with Study Abroad	MANG1022 - as above	As above.

POSTGRADUATE TAUGHT	GLOBAL CITIZENSHIP	
Programme	Students will be able demonstrate an advanced understanding of internationalised practice relevant to their discipline of study	Students will be able to demonstrate an appreciation of wider issues related to ethics, responsibility and sustainability
MSc Accounting Management	MANG6273 Managing within a Global Context – The importance and value of individual differences in managing people within a global context.	MANG6185 Marketing in the Digital Age – Awareness of ethics and social responsibility arising from digital and neuro-technologies. MANG6292 Operations Management – covers waste reduction.
MSc Accounting and Finance	MANG6029 Equity Markets – This module takes a global perspective, from which we learn practices and empirical evidence from the developed markets, as well as the emerging markets.	MANG6030 Financial Accounting 1 – Understand the regulatory framework surrounding financial reporting, including the value and limitations of the statutory audit. MANG6029 - Equity Markets – includes a lecture on socially responsible investing.

MSc Business Risk and Security Management	MANG6068 The Management of Corporate Security – <i>Demonstrate knowledge and understanding of the political, economic, social, technological, environmental and legal ‘drivers’ of security issues.</i>	MANG6068 The Management of Corporate Security – <i>lecture on ethics and security management.</i> MANG6181 Corporate Risk Management Processes – <i>The key issues involved in developing an effective operational risk management capability – covers moral imagination.</i> MANG6319 – <i>International Corporate Governance.</i>
MSc International Management	MANG6273 Managing within a Global Context – <i>The importance and value of individual differences in managing people within a global context.</i>	MANG6291 – <i>International Corporate Social Responsibility.</i> MANG6294 Responsible Leadership – <i>The module looks at the philosophical foundations of ethics and applies principles to real-life cases and hypothetical dilemmas.</i>
MSc Entrepreneurship and Management	MANG6278 Global Entrepreneurship – <i>This module has been developed to recognise the increasing importance of, and to support, international entrepreneurship.</i>	MANG6278 Global Entrepreneurship – <i>covers social enterprise and CSR.</i> MANG6280 Sustainable and Responsible Innovation – <i>Dimensions of sustainable and responsible innovation.</i> MANG6185 Marketing in the Digital Age – <i>Awareness of ethics and social responsibility arising from digital and neuro-technologies.</i>
MSc Cyber Security Risk Management	MANG6068 The Management of Corporate Security – <i>Demonstrate knowledge and understanding of the political, economic, social, technological, environmental and legal ‘drivers’ of security issues.</i>	MANG6181 Corporate Risk Management Processes – <i>The key issues involved in developing an effective operational risk management capability. Covers moral imagination.</i>
MSc Risk Management	MANG6182 Principles of Risk Management – <i>Cultural effects of risk.</i>	MANG6091 – <i>Business Ethics.</i> MANG6181 Corporate Risk Management Processes – <i>The key issues involved in developing an effective operational risk management capability.</i>
MSc Business Strategy and Innovation Management	MANG6277 Global Strategies for Growth – <i>Central to this module is an advanced appreciation of global growth strategies.</i> MANG6292 Operations Management – <i>covers Japanese concept of Muda waste as dishonour.</i>	MANG6279 – <i>Service & Innovation management – covers concepts such as the sharing economy and sustainable business models.</i> MANG6280 Sustainable and Responsible Innovation – <i>Dimensions of sustainable and responsible innovation.</i> MANG6292 Operations Management – <i>covers waste reduction.</i>
MSc Entrepreneurship and Management	MANG6277 Global Strategies for Growth – <i>Central to this module is an advanced appreciation of global growth strategies.</i> MANG6278 – <i>Global Entrepreneurship.</i>	MANG6240 Social Enterprise and Entrepreneurship – <i>This module is designed to raise awareness, and develop understanding, of social entrepreneurship and the emergence of a new form of organization – Social enterprises embedded within a changing national and international socioeconomic and political context.</i> MANG6280 – <i>Sustainable & Responsible Innovation</i>
MSc Digital Business and Entrepreneurship	COMP6218 Web Architecture – <i>The World Wide Web as a global information infrastructure, and its evolution to deal with problems of scale and sustainability.</i>	MANG6095 Dissertation – <i>Complete the ERGO application and gain approval.</i>
MSc Digital Marketing	MANG6262 Marketing in the 21st Century – <i>The significance of global and local cultures for marketing.</i>	MANG6262 Marketing in the 21st Century – <i>The relationship between business and society and social responsibility.</i> MANG6264 Design Thinking - <i>incorporates UN SDGs.</i> MANG6265 Retailing in the Digital age – <i>Ethics of marketing.</i>

MSc Marketing Analytics	MANG6262 Marketing in the 21st Century – <i>The significance of global and local cultures for marketing.</i>	<p>MANG6262 Marketing in the 21st Century – <i>The relationship between business and society and social responsibility.</i></p> <p>MANG6054 Credit Scoring and data mining -- case studies of violations, ethical challenges in data science, e.g. moral machine experiment, covers issues of fairness, transparency.</p> <p>MANG6333 Luxury Marketing – <i>uses a sustainability case study and talks about green marketing.</i></p> <p>MANG6334 Brand Management. <i>Moral capital, green marketing.</i></p>
MSc Marketing Management	MANG6131 Strategic Marketing Decisions – <i>The nature of competitive advantage across global, international and domestic markets.</i>	<p>MANG6131 Strategic Marketing Decisions – <i>cause-related marketing and corporate philanthropy, CSR and reputation management.</i></p> <p>MANG6256 – Introduction to Marketing – <i>a full session on sustainable marketing and a session on social marketing.</i></p> <p>MANG6335 Integrated Marketing Communications – <i>Ethics of marketing communications.</i></p> <p>MANG6333 Luxury Marketing – <i>uses a sustainability case study and talks about green marketing.</i></p> <p>MANG6334 Brand Management. <i>Moral capital, green marketing.</i></p> <p>MANG6264 Design Thinking - <i>incorporates UN SDGs.</i></p>
MSc Finance	<p>MANG6295 Introduction to Finance – <i>The module will use global case studies and will analyse capital structure in different settings (countries, industries and firm type).</i></p> <p>MANG6021 – <i>International Finance</i></p>	<p>MANG6095 Dissertation – <i>Complete the ERGO application and gain approval.</i></p> <p>MANG6091 – <i>Business Ethics.</i></p>
MSc Risk and Finance	MANG6295 Introduction to Finance – <i>The module will use global case studies and will analyse capital structure in different settings (countries, industries and firm type).</i>	MANG6134 Risk Taking and Decision Making – <i>Instill an appreciation of how to structure decisions and how to explicitly account for (i) uncertainty in the decision environment, and (ii) behavioural aspects of risk. Also integrates issues of ethics, sustainability, responsibility by not just using profit as the outcome measure but also measures outcomes such as CO2 emissions</i>
MSc Business Analytics and Management Sciences	MANG6321 Introduction to Business Analytics and Management Sciences – <i>The module discusses the way in which business analytics and management science are practiced, and the contexts in which they are practiced from both the UK and beyond.</i>	<p>MANG6321 Introduction to Business Analytics and Management Sciences - <i>as part of the coursework students write an essay about “The Ethics of Business Analytics and Management Science”.</i></p> <p>MANG6054 Credit Scoring and data mining -- case studies of violations, ethical challenges in data science, e.g. moral machine experiment, covers issues of fairness, transparency.</p> <p>MANG6229: Multivariate Statistics for data mining – <i>covers fairness and diversity in data science e.g. bias in models. Covers transparency and interpretability.</i></p> <p>MANG6292 – <i>Operations Management.</i></p> <p>MANG6095 Dissertation – <i>Complete the ERGO application and gain approval.</i></p>
MSc Business Analytics and Finance	MANG6142 Introduction to Portfolio Management and Exchange Traded Derivatives – <i>The nature and use of forwards, futures and options’ contracts, particularly in the context of stock market and exchange rate instruments.</i>	MANG6095 Dissertation – <i>Complete the ERGO application and gain approval.</i>
MSc International Banking and Financial Studies	MANG6019 International Banking – <i>International banking and financial development.</i>	MANG6019 International Banking – <i>session on ethical issues in banking.</i>

MSc Knowledge Information Systems Management	MANG6119 Introduction to Knowledge and Information Systems Management – <i>ethical, societal, globalisation/development issues.</i>	MANG6091 – Business Ethics. MANG6143 Project Risk Management – <i>Key issues in the effective implementation of risk management processes.</i> MANG6247 Information Systems Management – <i>Data security threats and management, privacy and IS ethics.</i>
MSc Project Management	MANG6273 – Managing Within a Global Context MANG6311 Project Management – People and Organizations – <i>The specific issues and challenges of managing large international projects and programmes will inevitably be part of the discussions.</i>	MANG6311 Project Management – People and Organizations - <i>embedded ethics, responsibility, SDGs, CSR, sustainability through a case study and within a few lectures.</i> MANG6312 Decision Making and Analysis in Projects - <i>embedded ethics, responsibility, SDGs, CSR, sustainability and runs a workshop on ethics and responsible leadership based on a the outcome of a relevant completed research project.</i> MANG6143 Project Risk Management – <i>Key issues in the effective implementation of risk management processes.</i>
MSc Supply Chain Management and Logistics	MANG6316 Purchasing and Supply Management – <i>The module is set in the context of global supply and demand markets.</i>	MANG6143 Project Risk Management – <i>as above.</i> MANG6315 Principles of Supply Chain Management – <i>Green logistics.</i>
MBA (for 2018/19)	MANG6345 Global Business Environment – <i>Globalisation and the macroeconomic context for international businesses.</i>	MANG6345 Global Business Environment - <i>covers CSR/ethics.</i> MANG6348 Leading Sustainability, Innovation and Change – <i>Sustainable approaches to business growth and development. Includes a live client consulting project in Brazil in which students have to apply a Triple Bottom Line approach.</i>
MSc Human Resource Management	MANG6241 – European Labour Market MANG6254 Organisational Development – <i>Organisational Development international and cross-cultural management issues including expatriate training.</i>	MANG6178 Contemporary Issues and Debates in HRM – <i>Debate and critically evaluate contemporary themes of HRM, such as diversity management, employability and career management, CSR and ethical issues and how these impact on HR policies and practice in contemporary organisations.</i>

MBA

Sustainability is a constant theme across the MBA programme, not just from a corporate social responsibility perspective, but also as an environmental, social and financial imperative for business. Specifically, the MBA has two core modules and one optional module that deal specifically with globalisation, business ethics, responsible leadership and sustainability, as follows:

CORE MODULES

- MANG6345 (10 CATS) – Global Business Environment. This module covers stakeholder perspectives, ethical behaviour and corporate social responsibility for organisations.
- MANG6348 (20 CATS) – Leading Sustainability, Innovation and Change. This module includes two days of teaching on sustainability and has a live client consulting project in Brazil in which students have to apply a Triple Bottom Line approach. As part of this module we have a guest speaker who is Head of Sustainability at Cap Gemini.

OPTIONAL MODULES

- MANG6358 (10 CATS) – Responsible Leadership. This module covers responsible leadership adopting a crisis leadership lens based on case studies in which leaders faced ethical dilemmas.

ADDITIONAL

In 2018/19, MBA students were also invited to attend a workshop on Aviva Investors' approach to addressing Environmental, Social and Governance (ESG) issues through investment strategies, with stimulating discussions on responsible investment and leadership. Feedback from MBA students was enthusiastic, for example:

"I found the Aviva presentation really interesting. I found it very impressive how the company is relating investing with ESG, and how actually responsible leadership has a positive impact on long-term investment rates. Additionally, I would like to thank the University for the opportunity to visit the company, I believe it gives the students the chance to see real world environments and business practice."



Major achievements over the last 24 months for Principles 1 & 2

Since our last report, the role of the UN liaison officer has been given greater prominence with specific hours allocated to working with module and programme leaders to integrate ethics, responsibility and sustainability across the curriculum. Every year we ask students to provide feedback on how well we integrate ethics, responsibility and sustainability across the curriculum. For several years, feedback indicated that the area for most improvement was in our UG marketing modules. The marketing group met last year to discuss how to better integrate issues of CSR, sustainability and ethics into PG and UG marketing modules which led to the development and delivery of a two hour session on sustainability marketing, a session on social marketing and integration of issues of CSR into other marketing modules such as Brand Management.

Future perspectives / Key objectives

- The process of integrating a Learning Outcome related to Global Citizenship into all of our programmes is underway. Our proposed wording for this learning outcome is '*Students will be able to demonstrate an appreciation of issues related to ethics, responsibility and sustainability*'. This will institutionalise the necessity to ensure that such subjects are covered in each programme.
- We are campaigning to extend the knowledge we have gained in integrating such subjects across the whole University with a proposal, currently under consideration, on integrating the SDGs across all University programmes.
- Southampton Business School is part of the process of setting up a Southern Chapter of the UK PRME to help sharing of ideas and events on a more local level.
- As liaison officer, I am campaigning for advanced membership of the UNPRME to be based upon metrics related to how well ethics, CSR and sustainability are integrated rather than how high a fee is paid.
- I hope to gather statistics on the percentage of business school students who graduate without having taken any specific module relating to ethics, CSR or sustainability and use this as a basis to try to reduce that number each year.

Our recent agreement to adopt a new strategy a new strategy for the school to 'Help business be part of the solution not part of the problem' will lead to us gradually weeding out theories and models that rely on assumptions of infinite resources. Next SIP we hope to be in a position to report on progress on this.

PRINCIPLE 3

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

Overview of how we address Principle 3

Many of our activities relating to Principle 3 have been covered under the other sections so here we highlight examples of extra-curricular initiatives with the Business School and across the University more broadly.

Southampton Business School benefits from access to extra-curricular initiatives and challenges in ethics, responsibility and sustainability within the newly-formed Faculty of Social Sciences. Such initiatives include the Social Impact Lab, which develops social impact leadership, as well as the University of Southampton's Enactus society. This is a student-run social enterprise and an affiliated society of the University Southampton's Student Union which aims to provide students with work experience at the same time as contributing to the community – see <http://www.enactussouthampton.org/>.

Placements

We have a specific placement team within the Business School to co-ordinate work experience opportunities with businesses. As well as placing students in business environments, we have had students in charities, such as London Sport, the Bournemouth Symphony Orchestra, the Church of the Ascension and an upcoming placement with Picker Institute (a charity) in a business analyst role helping to drive efficiencies in the business. We also had a placement with Tower Hamlets in 2017/18 helping support policy development and an upcoming placement with ORH, in another business analyst role, helping emergency services to improve efficiencies.

Some students also work on local environmental projects as part of their dissertation research. For example, one MSc Business student worked with Southampton City Council on research relating to the clean air zone, to research how local taxi companies would react to congestion charges.



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.

Overview of how we address Principle 4

Research:

The University of Southampton has a high number of staff and PhD students engaged in sustainable development research in England, which makes us a leader in this area. The Business School has numerous research outputs areas relating to ethics, responsibility and sustainability, examples from the last two years are below:

2017

Al-Bassam, W. M., Ntim, C., Opong, K. K., & Downs, Y. (2017). *Corporate boards and ownership structure as antecedents of corporate governance disclosure in Saudi Arabian publicly listed corporations*. *Business & Society*, 1-42. DOI: 10.1177/0007650315610611

Baden, D.: 2017, 'Professional identity as an unexplored motivator for sustainable practices'. *6th International Conference on Social Responsibility, Ethics and Sustainable Business Berlin*.

Chithambo, L., & Taurigana, V. (2017). Corporate governance and greenhouse gas disclosure: a mixed-methods approach. *Corporate Governance: The International Journal of Business in Society*, 17(4), 678-699.

Demirel, P., Iatridis, K., & Kesidou, E. (2018). The impact of regulatory complexity upon self-regulation: Evidence from the adoption and certification of environmental management systems. *Journal of Environmental Management*, 207, 80-91.

Demirel, P., Li, Q. C., Rentocchini, F., & Tamvada, J. P. (2019). Born to be green: new insights into the economics and management of green entrepreneurship. *Small Business Economics*, 52(4), 759-771.

Elamer, A. A., Ntim, C. G., & Abdou, H. A. (2017). Islamic governance, national governance, and bank risk management and disclosure in MENA countries. *Business & Society*, 0007650317746108.

Gregory-Smith, D., Manika, D., & Demirel, P. (2017). Green intentions under the blue flag: Exploring differences in EU consumers' willingness to pay more for environmentally-friendly products. *Business Ethics: A European Review*, 26(3), 205-222.

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- Baden, D.: forthcoming-a, 'CSR in Cuba', In Idowu, S. O. (Ed.), *Global practices of CSR* (Springer International, Switzerland).
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PhDs

We have also had some successful PhDs awarded in the area of sustainability, CSR or ethics over the last 2 years.

- A Jersey Based Study in Corporate Social Responsibility, Incorporating an Implicit/Explicit Framework and the Personal Definition of CSR David Grady (DBA)
- A Cross-Case Analysis of ESD Learning and Development in UK Business Schools Angelika Salmen.
- Route and Speed Optimisation Problems Under Uncertainty and Environmental Concerns, Monsef Nasri.
- Interconnectedness in Entrepreneurial Ecosystems: A Social Capital Perspective, Sarah Chahine.
- The Relationship between Corporate Social Responsibility (CSR) and the Extent of Tax Planning, Abdul Rahman Rusniza.

Current/future research

Additional ongoing research areas which Business School academics are engaged in include:

Dr Larisa Yarovaya's research analyses the environmental, financial, and cybercrime risks associated with cryptocurrency markets and the contribution of the digital currencies to the climate change. This research will have implications for business ethics. The project "Cryptocurrencies: A Survival Kit for the Digital Age" will be conducted in the Centre for Digital Finance at Southampton Business School.

Dr Paurav Shukla is working with Drinkaware (the alcohol abuse prevention charity) on several projects, including their recent campaign evaluations.

Prof Collins Ntim's research explores the links among social and environmental performance, financial performance and governance in large companies. His central argument is that in companies led by good management team, principles, procedures, processes, rules and regulations (governance), greater attention will be paid to social and environmental effects of their activities than those do not have such good governance orientation. Further, that being socially and environmentally responsible is much more important in developing countries where there often greater levels of institutional voids. A recent publication is: Be Socially Responsible or Perish! in the *Financial Director*, <https://www.financialdirector.co.uk/2019/02/27/be-socially-responsible-or-perish/>

Dr. Cristián Bravo's research is focused on FATE (*Fair, Accountable, Transparent, and Ethical*) machine learning applied to retail credit risk. Dr Bravo has recently completed a project with the Leverhulme scheme on that topic, and currently supervising two ESRC-funded PhD students on the topic.

Gavin Midgely's research is on the relationship between tax avoidance and CSR.

Research ideas, PhDs, grants and papers in areas related to ethics, sustainability and responsibility are continuously being developed and progressed by Business academics. For example, we are funding a PhD student who is exploring how organisations are integrating sustainability through HR processes.

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.

Overview of how we address Principle 5

A key strategic objective of the Business School is to interface with business in teaching, research and extra-curricular activities. Speakers from businesses and other organisations have regularly contributed to our taught courses, for example:

- Ian Christie from the Centre for Understanding Sustainable Prosperity talked to students about their case study with IKEA who are working on a circular economy model of retail.
- Head of Sustainable Development at Lloyds bank
- CSR manager from Boots on how CSR is embedded in their organization.
- Peter White from Procter & Gamble talked on sustainable consumption.
- Daniel Godfrey from the People's Trust on ethics and sustainability in finance and banking
- ACCA on social and environmental reporting
- David Newton ex-CSR manager for the Body Shop and current director of a not-for-profit organisation
- CSR/sustainability manager from Land Rover Jaguar.
- The ICAEW spoke to students about the UN Global Goals for Sustainable Development and relevance of the Sustainable Development Goals for business.

Academics in the Business School interface with business regularly as part of their research activities as well as in the organisation of work placements for students, internships, Knowledge Transfer Partnerships etc. (see activities under Principle 6). Examples of partnerships with business are provided below:

Professor Ven Taurigana, Head of Department of Accounting & Professor of Accounting has been working with Uganda Manufacturers Association (UMA), in Uganda. In 2016, he facilitated a two-day workshop for 25 participants from UMA member firms to train them how to measure, report and manage greenhouse gas (GHG) emissions. Many of the firms have now started measuring, managing and indeed reducing their GHG emissions. Ven is now working with three firms belonging to UMA to produce, for the first time, their Sustainability Reports showing how each company is contributing towards the achievement of the 17 United Nations (UN) Sustainable Development Goals (SDGs). Ven is now developing his work with UMA into a Research Excellence Framework research impact case.

Another achievement has been that Dr Denise Baden won the ESRC Outstanding Impact in Business and Enterprise prize of £10,000 in 2018 for her project on embedding sustainability across the hair sector. This money is helping to internationalize the sustainable hair project. This project is an example of outreach and engagement as it applied research on sustainable practices to get more sustainable practices embedded in vocational qualifications and the hairdressing curriculum. The default advice for shampooing is now once rather than twice, which by itself significantly reduces the carbon footprint of water use as heating water is the most energy intensive activity we do in our homes. We also developed sustainability certification, which has helped to further embed greener practice across the sector. As one training college can affect thousands of hairdressers, and one hairdresser can affect thousands of customers, such knowledge-exchange activities ensure that information on environmental issues is cascaded to apprentices, future salon owners and clients, leading to behaviour change towards a low carbon economy. It is estimated the impact of this ripple effect as equating to savings of 17125 metric tons of CO₂ per year.

Denise Baden, Professor of Sustainable Business addressed ethical issues in the news sector via the Constructive Journalism project. Her research showed that exposure to negative news results in significantly greater mental health issues and reduced intentions to take positive action to address issues than exposure to more positively framed news. This was framed as an issue of business ethics. This research was disseminated across 23 journalism colleges by journalists who specialise in constructive journalism approaches. The Guardian have written a letter to testify that this research inspired them to develop its 'Half Full' news section. The BBC similarly claim that the research informed their shift to greater emphasis on solutions journalism.

PRINCIPLE 6

Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

Overview of how we address Principle 6

These values are reflected in our University Mission ‘to change the world for the better’ with a key strategic aims, including: significant social impact locally and globally through public debate, community outreach and cultural engagement. Also to make an impact on society and the economy - recognising our social responsibility and the capacity of our education and research to improve the lives of individuals and society.

The University is committed to being a good neighbour and working to ensure its impact on the local area is both enriching and beneficial. To support this it has a strong **Public Engagement team** and **Outreach team**. The University also communicates through Citizen Science events, and through our social media channels for sustainability – Twitter, Facebook, and monthly posts internally.

Volunteering

All students are given the opportunity to volunteer in the community on a selection of projects sourced by the University’s Volunteering Bank – see <http://www.southampton.ac.uk/careers/students/work-experience/volunteering.page>

When engaging with charities and 3rd Sector organisations, we support them with uploading volunteering opportunities in addition to seeing whether there’s anything further we can support. For example over the last 3 years, we’ve funded 341 3rd Sector internships as part of our Excel Southampton Internship Programme. This year, we’ve offered 113 roles. We’ve also supported 57 projects with third Sector organisations as part of our **Business Innovation Programme** from 2015- 2018 and this year 20 of our 55 projects were with third Sector organisations. Examples of third sector internships over 2017/8 are below:

- Activity and Communications Coordinator for Rose Road Association (support to overcome barriers faced by disabled people).
- Community Engagement Officer for Wessex Cancer Trust
- Sustainability Advisor for the Environment Centre
- Ecological Field Surveyor (New Forest Non-Native Plants Monitoring) for Hampshire and Isle of Wight Wildlife Trust

Major achievements

A particular development since the last report is the launch of the series of Green Stories writing competitions by Denise Baden, Professor of Sustainable Business, in collaboration with Dr Carole Burns and Philip Hoare from Creative Writing, and BBC Writer’s Room. Denise launched the Green Stories project based on her research which found that reading stories that showcased positive visions of what sustainable societies might look like was much more likely to inspire proactive greener behaviour than catastrophic tales of climate change.

We had hundreds of entries to the short story competition and have published an anthology of the 20 best submissions called ‘Resurrection Trust’ with a foreword by Caroline Lucas and review by Jonathan Porritt. BBC Writer’s Room have agreed to read the top five entries in both the radio play and TV series formats and follow up any promising entries. The British Academy of Management have sponsored a £500 prize in Interactive Fiction and the UNPRME have sponsored a £500 prize for the novel competition. The website www.greenstories.org.uk also exposes writers to transformative solutions towards a sustainable world and brings positive reputation and visibility to the University.

The **Centre for Inclusive and Sustainable Entrepreneurship and Innovation** (CISEI) was launched in December 2016 and undertakes cutting-edge research on socially inclusive and sustainable entrepreneurship and innovation. CISEI hosts regular seminars to stimulate debate around issues related to how business can play a positive role in society aimed at business, academics and the general public. See <http://www.southampton.ac.uk/business-school/news/events/archive.page>.

The key objectives of the CISEI include:

- To generate critical and cutting-edge research in the domains of inclusive and/or sustainable entrepreneurship and innovation in order to influence business practices, related policies, and curriculum development;
- To enhance the impact and trans-disciplinarity of research in this area in order to tackle inequalities in entrepreneurship and innovation and/or sustainability challenges, and develop critical management tools to address these challenges;
- To broaden the knowledge base in this field and contribute to the School's research strategy and that of the University, with an emphasis on connectedness, sustainability and diversity.
- Collaborate with policy makers, industry partners and social enterprises. For example, a recent collaboration has begun with Tom Cridland, one of UK's leading sustainable fashion entrepreneurs.

University-wide initiatives

We have a new sustainability Manager, Nicola Turvey who helps the University as a whole to operate in an environmentally sustainable manner.

The University of Southampton is certificated to both ISO14001:2015, & Eco Campus Platinum certified. A requirement of the ISO14001 is to set ourselves environmental objectives, two of these are as follows:

1. Education for sustainable development: Equip our students with knowledge, understanding and skills to contribute to environmental, social and economic well-being. On this front we are reviewing the extent of sustainability content in the curriculum. The University also considers how it can optimize its existing resources such as the campus as a resource for teaching and learning and is identifying and sharing good practice in this regard. Meeting this objective is delivered in part by academics but also by Estates & Facilities providing our estate grounds as a learning space for students. For example in Jan – March 2019 Winchester School of Art was used by our MSc Environmental Science students to carry out Environmental Audits. Similarly in November 2018 another University building was used by BSc Environmental Science students as a test site to audit. The University's sustainability manager also participates in these modules to support the students in practising an environmental audit.
2. Engagement: There is a programme of events and campaigns across the year (at least 3 per year) which aim to engage staff and students and the community on the principles of sustainability. For the 2nd objective, there is strong partnership working with Southampton University Student Union (SUSU), where the sustainability manager works alongside both the FTE Environmental Officer role, as well as the elected Ethics & Environmental Officer, to run events for students. For example:
 - December 2018 we organised and ran a Citizen Science event on air quality.
 - On 6th March 2019, we hosted our 12th Annual Waste Wars event in the Boiler House at Wessex Lane, with 38 x student volunteers sorting through over 100 x bin bags and analysing the waste streams.
 - On 7th & 8th June 2019 we hosted Southampton's 24 hour Bioblitz event, which is an evening of citizen science seminars for all to access, three bat walks, moth capturing, dawn chorus bird walk and then a 12-hour event of finding and recording all wildlife across our Highfield Campus.

Future plans

Academics from Southampton Business School are working with the University Travel and Sustainability Manager to reduce the carbon footprint of travel. Ideas under consideration include offsetting university travel emissions, incentivizing more sustainable transport choices for both academic travel to conferences etc. and for commuting choices. These plans are also being developed in light of Southampton City Councils Green City Charter.



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