PLANNING OUR FUTURE

DEAKIN UNIVERSITY
FACULTY OF BUSINESS AND LAW

Principles For Responsible Management Education

Sharing Information on Progress (SIP) Report 2015
Introduction

Executive Dean’s Commitment to the Principals of Responsible Management Education

On behalf of the Faculty of Business and Law, Deakin University (Deakin) I am honoured to renew our commitment to the United Nations’ Principals of Responsible Management Education (PRME) initiative. The importance of embedding corporate social responsibility and a strong commitment to responsible and sustainable development into tomorrow’s leaders, not only through our educational offerings and engaging research projects but through modelling the PRME at every level of the organisation is a significant focus for Deakin. It gives me great pleasure to present the 2015 Sharing Information on Progress (SIP) Report to the PRME community and to Deakin communities.

The Faculty of Business and Law remains committed to sustainability as a key driver of all aspects of the Faculty’s operations...

Professor Mike Ewing
Executive Dean and Pro-Vice Chancellor
Faculty of Business and Law

15 July 2015
Faculty of Business and Law

The Faculty of Business and Law's mission is to engage with our students and partners in the provision of flexible educational programs and to undertake relevant research. Our vision is to enable globally connected and supported education using innovative, digital technologies and research that makes a difference to the communities we serve.

Deakin Business School Mission

As part of Deakin’s commitment to the student journey, the Faculty of Business and Law underwent a significant restructure establishing Schools dedicated to study and research in its designated field. Deakin Business School (DBS) prepares graduates for careers of the future. We harness emerging technologies to facilitate innovative, borderless and personalised education. Our research informs our practice and impacts the communities with whom we engage.

Our Communities are viewed holistically and can be variously used to refer to students, academe, professional associations/societies and other non-profits, industry, government and broader society. Society includes our physical communities in Victoria (Geelong, Warrnambool, Burwood), our online community and our key international communicates (primarily in India and China).

At DBS, we recognise impact:

• By providing demonstrable benefits to the communities with whom we engage;

• As being measured both quantitatively and qualitatively; and

• Across three primary domains: research, education and engagement.

Deakin Business School continues to host two courses which are EPAS Accredited: Master of Business Administration (MBA) and Bachelor of Commerce. Retention of this challenging to attain accreditation, due to its demanding international standards around program strategy, design, delivery and operations, as well as program outcomes, continuous quality assurance processes, and a focus on internationalisation and corporate connections, remains a faculty corporate strategy. DBA’s MBA and MBA (International) courses were also given a 5-star
rating in 2012 by the Graduate Management Association of Australia. These various recognitions reflect our commitment to high quality programmes that address the emerging challenges faced by management in addressing sustainable, responsible and ethical business practices in an increasingly dynamic and volatile economy.
Principles

Principle 1 – Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

Industry linkages, international study tours, experiential learning opportunities and flexible delivery mode are some of the ways through which Deakin University is able to help our students define themselves and their career goals. Some examples of initiatives undertaken include:

**Growth in Student Mobility**

Deakin University student participation in global programs is growing, with over 3,000 students registered with the Global Citizenship Program (GCP) and more than 1,600 undertaking an overseas study, volunteer or internship experience in 2014.

Thirty Deakin students undertook work in the remote communities of Niusawa, Fiji and Spiti Valley, India, where they were involved in the construction of sustainable buildings.

**Delivering Globally Connected Education**

Deakin’s international programs were recognised with Victoria’s highest accolades when Deakin received:

- the Premier’s Award for International Education Provider of the Year 2014;
- the 2014 Victorian International Education Awards for Excellence in Education (University) and Excellence in International Education (Student Employability and Careers);
- the Victorian Governor’s Export Award for best education provider; and
- a finalist in the national Austrade Export Awards.
Our Legal Internship Programme - Aurora Native Title continues

The Faculty of Business and Law continues to support and promote the Internship Program commenced in 2004 with the placement of legal interns at a limited number of Native Title Representative Bodies (NTRBs) and other organisations working in Indigenous affairs more generally. In 2009, Aurora piloted the placement of business interns at NTRBs and other organisations.

The internship program, combined with Aurora’s training and professional development program, support the recruitment and retention of staff at NTRBs in particular. The program continues to attract enthusiastic participation by students and graduates from universities across Australia as well as overseas, with over 4,500 applications received and more than 1,480 internship placements arranged, as at winter 2014.

Aboriginal and Torres Strait Islander Accountants

The Faculty of Business and Law and the Institute of Koorie Education, in partnership with CPA Australia and the Chartered Accountants (Australia and New Zealand) are committed to supporting Australia’s Indigenous peoples and communities in the education and business sector. Delivering outcomes through the Round Table event of 2011 which provided a forum for discussion on opportunities and strategies to support Aboriginal and Torres Strait Islander students undertaking accounting and commerce studies; a recently completed research project for CPA Australia; and a conference planned for September 2015.

The planned conference for 2015 seeks to investigate the role of educators, employers and the accounting profession in providing opportunities for Aboriginal and Torres Strait Islander peoples to enter the field of accounting.

International Study Tours and Internships

The Faculty of Business and Law offers students the opportunity to participate in International study tours and internships at undergraduate and postgraduate level, which integrate educational, cultural and practical experiences. The International Tours blend experiential learning with traditional study and involve all disciplines across the Faculty; students visit the corporations, institutions and markets of the...
world's financial capitals. Destinations include: China, India, Indonesia, Malaysia, New York and the USA.

A summary of the 2014 Faculty Study Tours offered:

- 24 students undertook the International Finance tour;
- 24 students undertook the European Management tour;
- 20 students participated in the Malaysian Group Internship opportunity;
- additionally, a further 10 students undertook the Indian Law (Double degrees) tour and 15 students undertook the Chinese Commercial Law (Double degrees) tour.

Community Based Volunteering

The Faculty of Business and Law offers a number of work integrated learning opportunities to assist students to develop ‘citizenship’ and an appreciation of the impact of their role in society through a reflective learning experience. There is increasing demand and participation from the students for these opportunities with 28 students undertaking a dedicated community based volunteer position in 2013 and 56 students completing in 2014. Dedicated academic units have been developed to accommodate these roles as detailed below.

Two specific units (MIS291 Community Based Volunteering A and MIS292 Community Based Volunteering B) provide for recognition of 100-120 hours per unit with an authentic not-for-profit organization, either locally or internationally; such as assisting in a remote village in India, working with a church or community group, going to Kathmandu and volunteering in part of the Tilganga Eye Centre or volunteering at a local Red Cross, St Vincent de Paul or community hospital. These units provide opportunity for students to learn in and with their chosen community, enabling them to build awareness and understanding of themselves as citizens and the contribution that individuals can make to the broader community. In the future, when these students are in a position of responsibility within their organisations, they will be better placed to consider the value of corporations' social responsibility.
Deakin University reflects its commitment to this principle from the institutional level down to the individual study unit level. The Course Enhancement (CE) process is a major initiative within Deakin’s LIVE the Future: Agenda 2020. It is a course based approach to curriculum renewal that commenced in 2012. All faculty courses will have undertaken CE by the end of 2015. One of the purposes of CE is to ensure that course learning outcomes and standards are aligned with Deakin’s Graduate Learning Outcomes (DGLO) and professional accreditation requirements and standards. There are eight DGLOs including *Global Citizenship: Engaging ethically and productively in the professional context and with diverse communities and cultures in global context*. As a Bachelors or Masters course goes through the CE process, course teams ensure that each DGLO, including ‘Global citizenship’, is developed and assessed at appropriate standards across the core units.

A variety of teaching, learning and assessment activities are used to implement PRME across individual courses. For example, in the Bachelor of Commerce Accounting major, students are provided with a simulated experiential learning experience through videos repurposed from an audio interview with a prison inmate serving a sentence for white-collar crime. In the International Trade Major, students are required to analyse a case from competing perspectives of different stakeholder groups. This could include undertaking a welfare analysis or building a case from the perspective of a marginalised group (e.g. consumer group). In the Master of Financial Planning and Bachelor of Commerce Financial Planning major, across several core units, students work through authentic case studies that require them to critically reflect on various social and ethical considerations.

In general, all the courses offered by the Faculty are structured to incorporate some relevant environmental and sustainability components. These issues are regarded as being substantial for the training of the future senior managers. For example, the MBA and MBA International courses offered by the School are oriented around the following major themes:
• Globalisation
• Risk and Sustainability
• Social Responsibility
• Leadership

All the core units in our MBA program include these themes that collectively characterise the progressive, topical and up to date nature of the course.

Deakin hosts regular public seminars across a range of topics relating to ethics and CSR. For example, in July 2014 the Gourlay Visiting Professor of Ethics in Business, Dr Rosamund Thomas, Director of the Centre for Business and Public Sector Ethics, Cambridge University, spoke on Corporate Social Responsibility (CSR): *CSR: not just something to put in your latte.*
The courses in Faculty of Business and Law are structured to integrate issues relating to sustainable and responsible management, and where possible to actively involve organisations in developing the student experience. The themes of responsible and sustainable management practices and ideas are fundamental in the design of both postgraduate and undergraduate courses. Several exemplary units or subjects that we would like to highlight in this report are as follows:

**MAE322 The Economics of the Environment**

This unit introduces the use of economic tools to evaluate environmental issues. It is designed to develop in students an awareness of the socio-economic issues relevant to natural resource management. Topics include: the relationship between the economy and the environment; market failure and environmental problems; an introduction to Benefit Cost Analysis as a decision making tool; discussion of methods of valuation of environmental goods and services; the allocation of renewable resources (catchments and agriculture); the allocation of common property resources (fisheries) and the economics of biodiversity.

**MMP112 Sustainable Construction**

The aim of this unit is to introduce students to residential property construction techniques and the principles of building construction technology, materials and procedures and the key social, economic and environmental factors affecting sustainability. Students in this unit are introduced to sustainable building concepts, being increasingly important in today’s society and a key competency requirement for property and real estate professionals. The fundamentals of construction technology, materials and processes are linked to real world examples for residential developments. In particular, property and real estate professionals need to understand issues such as depreciation and the principles of building maintenance in the context of property value.
MPK704 Sustainable Environmental Marketing

Sustainable Environmental Marketing is designed to give students an integrated understanding of environmental sustainability issues as they relate to business management. The unit will provide managers with a conceptual framework for analysing and developing a strategic response to environmental issues and an understanding of the potential business case for sustainability. An integrated overview of human, business and ecological sustainability is presented during the course. Students will address a series of environmental issues and analyse case studies. A problem-based learning approach will guide students to examine critically current business principles and practices as they relate to environmental sustainability.

MAA350 Professional Ethics and Governance

As a requirement of International Education Standard 4 released by the International Federation of Accountants, the unit develops students' appreciation of ethics and their ability to evaluate and apply ethical principles in the decision-making process in accounting and finance. Topics covered include: the nature of ethics; ethical factors influencing the performance of financial services; ethical theories and principles applicable to finance professionals; ethical decision-making models; ethical issues and conflicts of interest in the financial services industry; professional codes and workplace ethics; corporate social responsibility; principles of corporate governance; applying ethical decisions in case scenarios; and international business practices.

MMM311 Global Citizenship

This unit develops the capacity of the student to become a responsible global citizen by increasing the student’s awareness and knowledge of key drivers of change which are likely to impact business and society significantly. The unit focuses on the critical and objective evaluation of selected global issues facing mankind, their likely impacts and potential threats and opportunities at the local community level. The unit takes on a problem-based approach to learning whereby students are given the opportunity to develop their analytical and ethical skills in examining major global social, political, economic and environmental issues facing the world today and the challenges they represent for business and society.
MPA711 Corporate Governance and Ethics

At the Master’s level Corporate Governance and Ethics considers the environment for corporate accountability and the role of people within the context of professional and business ethics. This unit specifically gives an international perspective on the introduction of competing expectations about the purpose of organisations and hence raises questions concerning the appropriate responsibility of their managers. It develops the position that the responsibility of managers for effective action extends not only to the familiar economic and market considerations but also to the wider social/public arena. Students learn to analyse, question critically and perhaps challenge the ethical and moral standards and priorities that they apply to business and professional behaviour.

MPA911 Corporate Governance and Ethics

This unit considers the environment for corporate accountability and the role of people within the context of professional and business ethics. This unit specifically gives an international perspective on the introduction of competing expectations about the purpose of organisations and raises questions concerning the appropriate responsibility of managers and directors. It develops the position that the responsibility of directors and senior managers for effective action extends not only to the familiar economic and market considerations but also to the wider social/public arena. Students learn to analyse, critically question and perhaps challenge the ethical and moral standards and priorities applied to business and professional behaviour.
Principle 4 - Research

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

The Faculty strives to instil global social responsibility in staff and students by encouraging research that is relevant and timely in addressing the various problems and challenges faced by not only businesses, not-for-profit entities, government organisations but society in general.

Strategic Research Centre: CSaRO

The Centre for Sustainable and Responsible Organisations (CSaRO) is a research centre hosted by the Faculty of Business and Law at Deakin University. CSaRO brings together researchers from a variety of disciplines to better understand and promote long-term sustainable and responsible organisational behaviour. It is a key engine room for research on corporate social responsibility and sustainability within the Faculty.

CSaRO’s main vision is to develop policies, systems and practices that lead to more sustainable and responsible enterprises through cutting edge, innovative research. The Centre comprises members who research around three major clusters:

- **Environmental Sustainability and Socio-Economic Governance** – focusing on Environmental Sustainability, Socio-economic impacts and risk management of carbon emissions, and cost effectiveness of social investment.
- **Responsible Organisational Practices** – focusing on SME sustainability, Employee well-being and Organisational disclosure
- **Ethics and Social Engagement** – Ethical and sustainable marketing, Business ethics, Corporate social responsibility, and volunteerism.

Currently, some of the key research projects undertaken by CSaRO members (which are often supported by large competitive grants) include corporate social responsible practices in emerging economies; carbon risk management; employee
work well-being; indigenous financial education; small-medium enterprise sustainability and migrant cultural issues. Some examples are as follows:

**Carbon Risk Management:** Professors Nava Subramaniam, Barry Cooper and Graeme Wines have been working on a $240,000 3-year grant from the Australian Research Council (ARC), in partnership with the Association of Chartered Certified Accountants – Australia and New Zealand (ACCA) and the Institute of Internal Auditors - Australia (IIA) studying the risk management practices relating to carbon emission in Australia. The research team have published two monographs and an Industry report relating to these studies.

**Integrated Mental Health:** Professor Andrew Noblet received a 3-year grant for $229,902 from beyondblue to undertake an integrated mental health promotion project.

**Job Stress prevention:** Professor Andrew Noblet received a $300,000 grant over a 3-year period from VicHealth to trial the development of comprehensive job stress prevention initiatives.

**Moving from Supplier to Supplier of choice in Australian Manufacturing Networks:** Veolia Industry Grant (2013–2014) awarded to Professor Michael Polonsky in collaboration with Dr Samir Gupta (Monash University) and Veolia Environmental Services.

**Corporate Governance**

Major research projects include:

- 3-year IPA – Deakin SME Research Partnership (2013 – 2015);
- Motivation for implementing Environmental Initiatives and Signing Tallories Declaration in the Australian Higher Education Sector;
- Australian Council - Indigenous Arts: Audience Development Project (2014 – 2015);
- Regional arts Australia - Stats and Stories: Arts Impact in Regional Australia (2014 – 2015); and
• ARC - Risk Management Systems and Implications for Carbon Reporting and Reduction - A study of Australian Carbon Intensive Firms (as mentioned above).

**Corporate Social Responsibility**

Major research projects include:

• Firm Downsizing / Closures, Corporate Social Responsibility and Stakeholder Sustainability: Evidence from Charitable Organisations in Geelong; and

• Exploring the Dynamics of Migrant Entrepreneurship in Australia.

**Ethical and Sustainable Management Practices**

Major research projects include:

• Identifying and addressing the organisational sources of job stress;

• NHMRC - Measuring the effectiveness of comprehensive job stress prevention programs (as mentioned above); and

• The Harvest Trail: Employment and workplace health and safety amongst international backpackers working in the horticultural sector.

**Evaluating CSR Practices in Emerging Countries**: CSaRO researchers have been leading several projects in Indonesia, Philippines and India assessing the governance and effectiveness of CSR activities in developing economies with industry funds, including:

• Public Sector Undertakings and CSR in Indian Firms: Understanding Corporate Governance and Assurance Quality (ICAA funded);

• Sustainability Practices of Indian Hotel Sector – Dr Ambika Zutshi in collaboration with Dr Sapna Narula (TERI University, India);

• Mapping Social Investment, Environment, Activities and Outcomes at Asia Pulp and Paper (APP), Indonesia – Indonesian Industry grant in partnership with Sustain Group (2013-2014); and

• Environmental Sustainability Orientation: A Study of Small and Micro Enterprises (SME’s) in the Philippines - Professor Doren Chadee and Dr Banjo Roxas in collaboration with Ateneo de Davao University, Philippines and University of South-eastern Philippines.
Our researchers have published\(^1\) many interesting and noteworthy journal articles, professional reports and book/book chapters including:


\(^1\) A more comprehensive list is included at the end of this report.
**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.*

**SME Conference**

In October 2013, a Small to Medium Enterprises (SME) Conference on Regulation, competition and taxation: Challenges for small business and accountants, was organised by the Institute of Public Accountants, School of Accounting, Economics and Finance and the Centre for Sustainable and Responsible Organisations (CSaRO), Deakin University. The keynote speakers at this conference were Professor Robert Blackburn (Associate Dean Research, Faculty of Business and Law; Director of the Small Business Research Centre, Kingston University) and Dr Warren Mundy (Commissioner of the Productivity Commission).

**International Symposium on Corporate Social Responsibility – India Partnership**

Besides working with major corporations, the Faculty of Business and Law has continued to develop several critical partnerships with other international universities and related entities.

Following the success of the 2012 International Conference on Sustainable Development and Governance: Building Commerce and Communities, jointly organised by Deakin University and Amrita University, a second symposium was organised and held in December 2013. The second International Symposium on Corporate Social Responsibility: Sustainability, Governance and Effective outcomes was held over two days at Amrita University in Bangalore, India. This symposium provided an opportunity for academics to work with senior managers in the area of CSR and Sustainability including the impact of the Indian Companies' Bill 2013. In addition to the symposium, a round-table event titled *Linking Capital Markets, Corporate Social Responsibility and Social Impact* was held prior to the symposium.
and focused on corporate governance developments in India. It brought together policy makers, industry specialist, and leading researchers in this area to crystallise how good corporate governance structures and processes may aid in effective social investment. The focus was on developing issues in India given that it is the first nation that has institutionalised CSR expenditure through statutory provisions, and this translates to several billion dollars in CSR funds that need to be managed appropriately.

The conference was a huge success and was supported by numerous large Indian organisations including Tata, Infosys, Birla and SKF, as well as the non-profit sector, UN Global Compact Network and research institutes such as The Energy Research Institute (TERI) in India. Based on connections made at this conference, several CSaRO members are actively pursuing joint research collaborations with TERI and Amrita University, UN Global compact and Ernst and Young Accounting Firm.

Since 2013, Amrita University has supported the establishment of the Deakin - Amrita Sustainability and Governance Research Hub. The Research Hub supports the research of 2-3 HDR students, MBA student projects and other research projects funded by Amrita University. The research Hub also encourages staff / student exchange visits, preparation of papers for journal publication and conference participation. The research hub also has an affiliation with other organisations within India including TERI University, Indian Institute of CSR and the Department of Public Enterprises.

**Deakin University and DIRI**

Our research partnerships with India are fostered through the Deakin India Research Initiative (DIRI), which operates out of Deakin’s India Office in Delhi. In 2014 Deakin’s India Office celebrated 20 years of operation with its expansion and renaming as Deakin South Asia, to provide a central pillar for Deakin’s growing international operations in the South Asia region. Over the past seven years, Deakin’s research strategy in India focused on bridging the gap between industry and academia, forming partnerships with some of India’s leading companies and organisations including Bharat Forge, TATA Steel, India Oil Corporation, The Energy and Resources Institute (TERI), Biocon India, the Public Health Foundation of India, the India Institute for Chemical Technologies, Madras Diabetes Research Foundation, Vision Research Foundation and the Reliance Institute for Life
Sciences. Additionally, over 20 academic partnerships have been established that foster research and training. These include Indian Institute of Technology (IIT) Madras, IIT Bombay, IIT Kanpur, National Institute of Technology Suratkal, SASTRA University, VIT University, Cummins Women’s College of Engineering and Amrita University.

Jointly funded by TERI and Deakin, the TERI-Deakin Nanobiotechnology Centre underwent a $10m expansion in 2014. The new facility is expected to be operational in 2015 and will have the capacity to accommodate over 100 researchers, including 50 PhD students. Grants from the Australia-India Strategic Research Fund provided support to hold workshops on Sustainable Agriculture and Microelectromechanical Systems in Healthcare at Deakin University in 2014. The funding supported attendance of many leading Indian scientists who joined Australian researchers addressing these issues of global significance.

The Faculty will further explore research opportunities in this area.

**Network for Business Sustainability**

In 2014 CSaRO became part of the Network for Business Sustainability (NBS) - a powerful and growing network of international academic experts and business leaders. NBS produces authoritative resources on important sustainability issues – with the goal of shaping management practice and research. It is strongly supported by Harvard Business School and the Business Ivey School.
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.

Visiting Academics

The Faculty of Business and Law has a seminar program that invites academics from within Deakin and from other Universities to participate and present their research to colleagues and students.

Other notable visitors to the Faculty and CSaRO include:

- Professor Walter Wymer, The University of Lethbridge, Canada and visiting Professor at Deakin University sponsored by the Deakin University Thinker in Residence Program and the Deakin University Centre for Sustainable and Responsible Organizations.

- Dr Wayne Visser, Director of Kaleidoscope Futures and Founder of CSR International. During his stay Wayne chaired a PhD student round table and held a seminar for academics on “The Principles for Responsible Management Education.” Wayne also gave a presentation on “Creating Shared Value: Revolution or Clever Con?” at an alumni and industry event.

- Professor Andrew Wicks, Ruffin Professor of Business Administration at the Darden School of Business, University of Virginia, gave a presentation on Stakeholder theory, value and firm performance.

- Professor Hans Wahl, Director of the Social Entrepreneurship Programme at INSEAD, France. The Social Entrepreneurship Programme at INSEAD is one of the most highly respected programmes in the field, housed at one of the world’s leading business schools.
Professional Seminar and Alumnus

A Green Marketing Colloquium focusing on Green Marketing’s Potential and Limitations was held at Deakin in 2014 and was designed to draw together scholars and research students interested in green and sustainability issues in marketing. Emphasis was placed on examining how sustainable and green marketing can serve both business interests and societal interests, integrating alternative stakeholders within delivery of value.

A half day Non Profit Branding Workshop discussing the role of branding in developing non-profit activities, was held at Deakin in March 2014. Participants discussed what brand strength is, its importance, how it is measured, and how it is increased. This workshop was designed for leaders, board members, marketing professionals, and communication professionals in all types of non-profit organizations.

Environmental Sustainability

The first annual Deakin University Sustainability Report was endorsed by the Executive in June. The report was developed consistent with the Global Reporting Initiative (GRI) G4 standard which uses globally agreed metrics. In aligning reporting with the GRI, Deakin is signalling it is serious in its commitment to sustainability. Deakin monitors its environmental impacts in the following areas:

- carbon and greenhouse gas emissions;
- biodiversity;
- water (including stormwater management);
- waste (including recycling);
- sustainable procurement;
- sustainable transport;
- sustainable built environment;
- education for sustainability; and
- leadership and engagement.
Publications, Grants and PhD awards aligned with PRME principals

2015 – Faculty of Business and Law

Chapter


Refereed journal paper


Subramaniam, Nava, Wahyuni, Dina, Cooper, Barry J., Leung, Philomena and Wines, Graeme (2015) Integration of carbon risks and opportunities in enterprise risk management systems: evidence from


**Research report / working paper / technical paper**


**Authored research book**


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**2014 – Faculty of Business and Law**

**Revision or new edition of book**

De Koker, Louis (2014) South African money laundering and terror financing law, Lexis Nexis, Durban, South Africa


**Chapter**

Azmat, Fara (2014) Exploring the potentials of social entrepreneurship in developing countries, in Fukukawa, Kyoko (eds), *Corporate social responsibility and local community in Asia*, pp. 98-110, Taylor & Francis, Abingdon, England

Azmat, Fara, Rentschler, Ruth and Fujimoto, Yuka (2014) Walk through the doors. Be our guest: how important are partnerships to enable multicultural groups to attend arts events?, in O'Reilly, Daragh; Rentschler, Ruth and Kirchner, Theresa (eds), *Routledge companion to arts marketing*, pp. 132-141, Routledge, Abingdon, Eng.


Refereed journal paper

Arouri, Houda, Muttakin, Mohammad Badrul, Hossain, Mohammed and Al Farooque, Omar (2014) On the relation between internal corporate governance and bank risk taking: evidence from Gulf Cooperative Council countries, Academy of Taiwan business management review, vol. 10, no. 1, pp. 91-100, Taiwan Institute of Business Administration, Taiwan, Republic of China


Craig, Annemieke (2014) Australian interventions for women in computing: are we evaluating?, *Australasian journal of information systems*, vol. 18, no. 2, pp. 91-110, University of Canberra, Canberra, A. C. T.


**Letter or note**


**2013 Faculty of Business and Law**

**Other authored book**

Ebejer, Marlene (2013) Legal practice and ethics, Lexis Nexis Butterworths, Chatswood, NSW

**Chapter**


Ross, Jane, Ross, Jack and Creed, Andrew (2013) Corporate ethics and values : guiding business out of the maelstrom, in Gonzalez-Perez, Maria-Alejandar and Leonard, Liam (eds), Principles and strategies to balance ethical, social and environmental concerns with corporate requirements, pp. 223-243, Emerald, Bingley, England

Book chapter in other published book


Refereed journal paper


Subramaniam, Nava, Stewart, Jenny, Ng, Chew and Shulman, Art (2013) Understanding corporate governance in the Australian public sector: a social capital approach, Accounting, auditing and accountability journal, vol. 26, no. 6, pp. 946-977, Emerald, Bingley, England


Godden, Lee, Rochford, Francine, Peel, Jacqueline, Caripis, Lisa and Carter, Rachel (2013) Law, governance and risk: deconstructing the public-private divide in climate change adaptation, *University of New South Wales law journal*, vol. 36, no. 1, pp. 224-255, University of New South Wales, Faculty of Law, Sydney, N.S.W.


**Grants and Consultancies; Grants with funding during 2013; Research Income - National Competitive Grants**


Ng, C, Stewart, J, Shulman, A and Subramaniam, N. Strengthening Corporate Governance Behaviour in the Public Sector; Evaluating the benefits of a Knowledge Systems approach - 03/12/0837, *ARC Collaborative - Linkage - Projects (Round 1, APAI, APDI)* (2013: $9,091; 2009: $10,000)


**Research Income - Other Public Sector Funding**

Research Income - Industry and Other Funding


Shilbury, D. Developing Governance Capability of Non Profit Sport Organisations (2013: $20,000; 2012: $60,000; 2011: $22,000)

Cooper, B. Accounting research funding - projects to be determined by School of Accounting, Economics & Finance (2013: $100,000; 2012: $100,000; 2011: $100,000)

Lombardi, L and Cooper, B. An investigation into the role of educators, employers and the accounting profession in providing opportunities for Indigenous Australians to enter the field of Accounting (2013: $13,636; 2012: $27,273)

Zutshi, A. Environmental Management System and Role of Stakeholders: A Longitudinal Study (2013: $3,000; 2012: $3,100)


Research Income - Industry and Other Funding - Australian

Coverdale, R. Addressing the structural and ethical challenge of Conflict of Interest in rural and regional legal practice. (2013: $10,000; 2012: $27,721)

Research Income - Industry and Other Funding - International A (Competitive, Peer-Reviewed Research Grant Income)

du Plessis, J. Internationalisation of German corporate law and corporate governance - Anneliese Maier Research Award (2013: $59,418)

Higher Degree by Research Completions: 2013 - Doctor of Philosophy

Adel Alamin. Supervisor: Matthew Warren

Rejaul Bakshi. Supervisor: Mehmet Ulubasoglu

Mayula Chaikumbung. Supervisor: Chris Doucouliagos
Mohammad Muttakin. Supervisor: Nava Subramaniam
Thesis entitled: Family Firms, Board Structure, Political Connections and Performance: Evidence from Bangladesh.

MD Habibur Rahman. Supervisor: Mehmet Ulubasoglu

Rajesh Rai. Supervisor: Nejat Anbarci

Maryam Safari. Supervisor: Soheila Mirshekary
Thesis entitled: Relationship between corporate governance initiatives and earnings management.

Athula Senaratne. Supervisor: Nejat Anbarci