

PRME
SHARING
INFORMATION
ON PROGRESS
REPORT

2017



INTRODUCTION

The University of Huddersfield

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

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

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

Our standing within the international community is also on the rise. Since 2008, the Business School had forged a number of strong partnerships overseas and has seen a large increase in the number of international students attending the University.

This substantial growth in overseas earnings saw the University awarded a Queen's Award for Enterprise for International Trade in 2013. The award specifically recognised the significant growth in international students in the Business School and the quality of support provided for those students.

THE BUSINESS SCHOOL

At Huddersfield Business School we provide a modern, professional environment in which to learn and develop. We aim to deliver an inspirational and innovative learning experience and undertake pioneering research with a practical emphasis and real-world application. We believe strongly in the quality of the support we offer to our students, employers and all our working partners.

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

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

We have strong links with industry and the professions through our Partner schemes in Accountancy, Marketing and Logistics as well as professional body accreditation through organisations such as the Chartered Management Institute (CMI), the Chartered Institute of Marketing (CIM) and the Chartered Institute of Personnel and Development (CIPD). Our Advisory Board is drawn from a wide skills and experience base and includes representation from banking, industry, the public sector and enterprise.

Mission Statement

Our mission is to undertake responsible teaching, research and enterprise that enable students to fulfil their academic, professional and personal potential, and that enrich the communities and organisations with which we interact.

Vision

Building on our strong heritage and regional links, our vision is to be internationally renowned for responsible management education, a high quality learning environment, meaningful engagement with communities and organisations, and impactful research.

The values underpinning our mission are:-

- The enhancement of professional, scholarly and wider communities
- A supportive and inclusive culture geared to personal development
- A challenging and inspiring learning environment, yielding resilient and responsible graduates
- Professionalism and responsibility in all that we do
- Sound financial management and continual improvement of our processes

enriching lives
enhancing organisations
engaging communities

RENEWAL OF COMMITMENT TO PRME



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

[Professor Jill Johnes](#)

Dean, Huddersfield Business School.

PRINCIPLES

Our Achievements

Principle 1: PURPOSE

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

Principle 2: VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3: METHOD

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

TEACHING

As part of our commitment towards PRME, a comprehensive review of Huddersfield Business School's undergraduate and postgraduate curricula in relation to Ethics, Responsibility, Resilience and Sustainability (ERRS), was undertaken by the Centre for Sustainable and Resilient Communities (CSRC), during 2015-2017.

The review consisted of three stages:-

(i) **Staff Workshops** - Two workshops were held with teaching staff to map out key terms and identify opportunities and challenges for change;

(ii) **Review of Course Material** - An analysis of course documentation, of the four largest undergraduate courses across four departments covering 80 modules and two of the largest post-graduate courses, were conducted to identify gaps and areas for curriculum development, in relation to ERRS;

(iii) **Student Survey** - An online survey was sent to all students of the business school to obtain student views and attitudes towards ERRS issues.

This review has provided a baseline on where the business school stands, in relation to incorporating principles 1-3 across our curriculum.

This review has provided a baseline on where the business school stands, in relation to incorporating principles 1-3 across our curriculum.

Resultant recommendations have reiterated the need to better integrate ERRS learning outcomes

across our existing courses and modules, as well as seek ways to build staff competences related to the delivery of ERRS issues in the classroom. Recommendations have been adopted by the School's Senior Management Team and are in the process of being implemented. The Student Survey revealed student interest in and support for the active incorporation of ERRS issues in the business school's curricula. The survey is being implemented on an annual basis so that attitude changes can be tracked as recommendations are implemented across the curricula.

Specific examples of the adoption of responsible business management, within our existing curricula, consist of the introduction of a specialised 'Business Responsibility and Sustainability', module in 2014/15 in the Business Studies BA(Hons) programme as a core module, focusing on exploring how social, economic and environmental responsibilities are incorporated into business organisations. It adopts a complementary approach and builds upon existing management and strategy modules, but focuses specifically on corporate responsibility and sustainability dimensions in global business organisations.



The Accounting MSc and Finance MSc programmes also introduced a core module on Corporate Governance in 2014/15, examining corporate governance from a global perspective, focusing on key issues such as executive remuneration and accounting irregularities, which have become contentious issues in recent times. The Ethical Leadership module offered to Business Management BA(Hons) students, also examines corporate responsibility from the perspective of responsible leadership, considering the evolution of business as a socially responsible activity where constant improvement and sustainability is rooted in the nature of ethical leadership.

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

Furthermore, CSRC runs an MSc in Risk, Disaster and Environmental Management which explores the interface between human activity and the environment structured around three core management themes of risk, disaster and environment.

A number of core modules in the MSc are concerned with key PRME issues such as;

- Disaster and Emergency Management
- Principles of Environmental Management
- Corporate Responsibility & Governance
- Sustainable Business

STUDENT ENGAGEMENT

Various initiatives have been undertaken across the School, since 2015, to engage students, with responsible management issues.

The CSRC has supported Students for Sustainability Society financially and with technical support on projects and events. This has included support for a 'Low Carbon Kirklees' conference which brought together the local authority, students and a national NGO on the eve of the Paris Climate Talks to discuss how climate change affects us locally. Morning and afternoon workshops provided an opportunity for members of the public, activists, the local authority and other stakeholders to gather ideas and discuss solutions about collective actions to transition to a low carbon economy.

Furthermore, students on our Business Management course have had the opportunity to significantly contribute to the local community, as well as enhance their professional aptitudes, through a number of charity projects integrated into their course. They regularly help Yorkshire-based charities through fundraising and campaigning. Previously, students have raised over £6000, campaigned for food donations, and held fundraising events like the DART (Donated Art) exhibition, where all the proceeds of the artwork sold go to those in need. In addition, students have the opportunity to act as consultants to local businesses to help the organisations meet their goals. One group designed a marketing campaign for a start-up business while another provided management consultancy services by undertaking a research project, reporting the findings back to the company.



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.

Huddersfield Business School's research is focused around two broad themes: (a) Responsibility and (b) Business Improvement.

Our research focused upon the broader theme of Responsibility, consist of Financial Ethics and Governance; with Professor Chris Cowton's research focusing on accounting and professional ethics, banking ethics and the

financial services sector, and corporate governance, Dr Eshani Beddewela's research focusing on corporate social responsibility in a global context, including the governance of CSR, and Responsible Management Education, and Dr Julie Drake specialising in the role of doctors in managing primary care; Human Resource Management, with Professor Stephen Swailes' research providing organisations with evaluation frameworks to enable more socially responsible employee development, and Dr Eleanor Davies' research concentrating on extending working life and healthy aging; and Sustainable and Resilient Communities, led by the Centre for Sustainable and Resilient Communities (CSRC).



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

explored practical community solutions to livelihood and resource management issues and was funded by the EU, ESRC, Leverhulme and others.

CSRC undertakes research, teaching and training in the areas of sustainability and resilience; working in the UK and overseas, principally Africa and the Maghreb, but increasingly in South America. The CSRC believes that some of the major challenges today facing communities around the world relate to unsustainable practices and consumption patterns and the related destruction of resources, as well as the

damage and disruption caused by shock events, many of which are a consequence of human's impact on the environment.

A key aim of the CSRC is to undertake research that has measurable practical impacts, informs policy makers and also maximises academic outputs.

Some of the Key Projects undertaken by the CSRC consist of;

Improving resilience in local food systems

Commissioned by Kirklees Public Health Directorate, Dr John Lever was asked to provide evidence of how the current Kirklees food system has contributed to making local people and the economy more resilient.

Developing the entrepreneurial skills of wetland farmers in Zambia in the face of climate change

Research in Zambia by Professor Gerard McElwee and Professor Adrian Wood, supported by international NGO GORTA Self Help Africa, is looking at the process of entrepreneurial development and diversification with respect to sustainable wetland farming in the Mpika district of northern Zambia and the achievement of food security in the face of increased climate variability.

Managing wild coffee conservation in South West Ethiopia

For the past six years, the Wild Coffee Conservation Project, led by Prof. Adrian Wood at the CSRC and backed by the EU and the UK

Government-funded Darwin Initiative, has undertaken action research in Ethiopia's forested south west. Using a 'participatory forest management' approach the project has empowered 55 village communities to take responsibility for forest governance and protection and prevent deforestation. This work has now moved into a second phase, supported by UK and US funders to expand the area covered and provide technical support to previously developed forest management institutions and forest product marketing co-operatives.

Building social value into commissioning and procurement in Kirklees

As more public services are delivered by external organisations Kirklees Council wanted to go beyond procurement alone to also build social value. To do this it needed to better understand the market place, in particular the needs and capacities of Private Sector and Social Enterprises/ Voluntary and Community Sector organisations to participate in this market and undertake council contracts. Dr Walter Mswaka and Dr Fiona Cheetham were commissioned to work with a range of organisations to understand the drivers and barriers to participating in bidding processes and advise on building capacity to do so.



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

Comoodle

In September 2014 Kirklees Council was successful in winning €1 million from the United States Bloomberg Philanthropies Mayor's Challenge towards funding the implementation of Comoodle. Comoodle is an innovative initiative which envisages involving communities in a sharing revolution to change the way public services are delivered. Comoodle uses an on-line platform to stimulate and operate a collaborative economy to share untapped local resources - 'stuff, space and skills' - in order for the borough of Kirklees 'to do more with less'. Kirklees Council commissioned Dr John Lever and Dr Fiona Cheetham to produce a report evaluating Comoodle's implementation to capture insights to feed into its development. Insights on the Sharing Economy are now being included in Business School teaching.



From Outlaw to Regular Worker - Poverty reduction and employment of waste recycling enterprises in Brazil

Brazil, like many other major countries in the world, faces major problems in addressing environmental challenges associated with waste management. With over 40 million people lifted

out of poverty through enterprise over the past 15 years, recycling of waste has emerged as a key source of employment in poor communities across the country and has been pioneered in Minas Gerais. Research by Dr Walter Mswaka has looked at these 'outsider' entrepreneurs and their organisations.



In addition to the above projects, the Centre also supports 16 doctoral students. Current areas under investigation by doctoral students relevant to the PRME agenda include:

- Corporate social responsibility
- Responsible Management Education
- Governance of CSR
- Corporate environmental disclosure
- Impact of urbanisation
- Renewable energy
- Social marketing
- Social Entrepreneurship
- Sustainable value chains
- Sustainable tourism
- Sustainable forest and land management

Principle 5: PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

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

For example, the School's Centre for Sustainable and Resilient Communities has collaborated with the following organisations in the last two years:

- Kirklees Council; work on local food systems and the sharing economy;
- Pontifical Catholic University of Minas Gerais, Brazil on creating more sustainable social enterprises;
- Sustainable Livelihood Action, a Dutch NGO
- Wetland Action, a UK NGO; joint work on wetland farming
- GORTA Self Help Africa, Irish NGO, work on wetland farming in Zambia
- Longcroft Engineering, a UK based engineering company; work on a solar irrigation pump for use in the Global South.
- EBI (Ethiopian Biodiversity Institute); work on the EU-funded Wild Coffee Conservation (WCC) project in SW Ethiopia;
- Ethio Wetlands Natural Resource Association, an Ethiopian NGO and implementing partner for the WCC project;
- SNNPR (Southern Nations and Nationalities People's Region), Regional Government in Ethiopia on natural resource management

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.

The Huddersfield Business School through its Centre for Sustainable and Resilient Communities (CSRC) runs a monthly term-time seminar programme featuring a mix of external speakers – academics and practitioners – and postgraduate students which is open to undergraduate, postgraduate students and staff on issues of sustainability and resilience. Highlights included:

- **Barry Townsend, European Purchasing Director from Interface** speaking on how world renowned Interface are transforming their financial and environmental performance in pursuit of a carbon neutral business.
- **Jenny Carlye, Suma Wholesale**, a workers' co-operative committed to ethical business and the UK's largest independent wholefood wholesaler/distributor. This seminar gave an insight into Suma, the workings of a large co-operative and how they have built a multi-million pound business on Fairtrade Principles.



- **Keith Writer, Commodities Director from Betty's & Taylors of Harrogate** speaking on what it takes to create a sustainable business, the importance of building resilience in supply chains and sustainable sourcing strategies for their tea and coffee.

- **Geoffrey Nyamota, Head of Market Engagement at Farm Africa** an expert in making markets work for poor people (M4P) with over two decades of experience in managing public and private sector partnerships speaking on implementing value chain projects in East Africa and South East Asia and in making sure young people and gender issues are integrated into agricultural value chains.

- **Dr Will Eadson, Research Fellow from the Centre for Regional Economic and Social Research at Sheffield Hallam University** speaking on the issue of community energy in the UK in the light of the need to radically reduce carbon emissions and ensure a secure energy supply and moves to re-scale the production and distribution of energy.

- **Rachel Carr, Deputy Head of News at the Department of Health** spoke on 'Managing Crisis Communication: the case of Ebola and the NHS and government response'. The seminar was also attended by a variety of emergency response professions from across the north including Yorkshire Ambulance Service NHS Trust, British Transport Police, NHS Leeds North CCG and Kirklees Emergency Planning officers as well as staff and students. The seminar gave an insight into managing the communication around a significant public health challenge.

In addition to the above, CSRC works with other University departments (Estates, Catering) to generate student engagement and awareness of activities such as the BiTC Responsible Business Week and Fairtrade Fortnight. In 2017, with regard to the latter, seminars were organised, approaching the Fairtrade issue from two different organisational perspectives. CSRC advised on the creation of materials used across university food outlets to promote the Fairtrade Fortnight to staff and students.

RESPONSIBILITIES OF THE BUSINESS SCHOOL

Research Ethics

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

Community Code of Conduct

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

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

1. **Respect and courtesy** - Exercise consideration for others: be polite and courteous, and act towards others and their property as you would want them to act towards you and your property.
2. **Professionalism** - Be accountable for your actions, reliable in your dealing with others and apply ethical standards to your work and behaviour having regard to the standards of your (intended) profession.
3. **Self-control** - Follow established rules and procedures, use language appropriate to the circumstance, and be assertive rather than aggressive when attempting to resolve disputes.
4. **Community** - Show commitment to the University, its mission and aims and, to that end, adherence to its rules and regulations, contribution to its academic and social life, and protection of its good name.

KEY OBJECTIVES FOR THE NEXT 24 MONTHS

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

1. To continue to integrate Ethics, Responsibility, Resilience and Sustainability related module content, across the Huddersfield Business School's Undergraduate and Postgraduate curriculum following the recommendations provided by the 2015-2016 review of its curriculum.
2. To take substantive actions to stimulate School-wide engagement on Ethics, Responsibility, Resilience and Sustainability issues, through staff workshops, training events, etc., to inspire action and share best practices.
3. To conduct an annual student survey to assess student attitudes over time, concurrently with school-wide changes undertaken to further integrate and focus upon Ethics, Responsibility, Resilience and Sustainability issues.
4. 4. To continue to develop strong partnerships with both the business community as well as the wider society through our research as well as our membership of related institutions.

PRME
SHARING INFORMATION
ON PROGRESS
REPORT

2017

FOR FURTHER INFORMATION

Dr Eshani Beddewela

Senior Lecturer in CSR

Huddersfield Business School
Quuensgate, Huddersfield, HD1 3DH

T: + 44 (0) 1484 472104

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