Principles for Responsible Management Education: 2009-2011 Progress Report
As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

**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.

**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.

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

**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.

**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.

**Dialogue:** We will facilitate and support dialogue and debate among educators, students, 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.
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The University of Winchester is proud to be amongst the first members of the UN Principles for Responsible Management Education. Winchester Business School has taken these Principles to the core of its education, research and leadership. Joining PRME was a desirable strategic decision for Winchester as it resonates with the mission and values that are at the foundation of the University. It demonstrates our commitment to providing a distinctive and relevant education for our undergraduate and postgraduate students that responds to the needs of the post-industrial society.

We started from the very foundations of our approach to education and leadership and now the mission of the Business School reflects the principles of responsible management education. Programme development and design within the School fully embraces PRME principles. We aim to 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.

We recognise that corporate responsibility is a fundamental strategic driver for business. Therefore the concept of responsible management is a theme that permeates our curriculum, research and engagement strategies. We strive to incorporate the issues of value creation, ethics, environmental sustainability, corporate social responsibility, employee wellbeing and global impact in education, knowledge transfer activities and our engagement with other sectors and organisations.

We truly believe that responsible management should be at the heart of business operations. We are dedicated to education of future business leaders that recognise the challenges of sustainability and are equipped to innovate for a sustainable future.

This report is designed to share our experiences of implementing PRME. We hope to find partners in improving in management education through shared vision and interests.

Professor Neil Marriott
Director, Winchester Business School
Dean, Faculty of Business, Law and Sport
ProVC, Business Development
The University of Winchester

Our Mission
To educate, to advance knowledge and to serve the public good

University of Winchester values
We value freedom, justice, human rights and collective effort for the public good. The plans and actions of the University of Winchester are founded in these ideals together with the following values:

Intellectual freedom
Intellectual freedom and its appropriate expression are at the heart of our business.

Social justice
We seek to embody social justice and develop our students as effective and fulfilled global citizens. They will be prepared to challenge the status quo and will have the strength to stand up for what they believe to be true.

Diversity
We delight in diversity

Spirituality
We celebrate our Christian foundation encouraging those living within the Christian faith, whilst also welcoming those who live within other faiths and those who have no faith.

Individuals matter
The wellbeing of individuals is important, as are their opinions and views.

Creativity
Permeability, agility and imagination are central to our thinking: we endeavour to act as a crucible for the generation and exchange of knowledge.
Winchester Business School is a dynamic school which offers a range of undergraduate and postgraduate degrees in Business Management, Accounting and Finance. The School has rapidly enhanced its portfolio of programmes to reflect the modern business thinking and the development of the skill set required by managers and leaders in challenging and demanding times.

The School employs more than 40 academic staff from different countries (including Britain, China, Finland, Malaysia, Russia and the United States). Their varied research, teaching and business experiences enrich the diversity of the Business School and enliven the educational experiences of our students.

We welcome international partnerships with other universities and groups such as charities and non-governmental organisations. We recognise the great benefit they bring to our teaching, learning and research.

Winchester Business School is based at the West Downs Centre, a fully modernised Grade II listed building, a short walk from the main university campus and adjacent to student accommodation. It provides comprehensive learning facilities, including modern classrooms with interactive whiteboards and specialist teaching facilities such as stock market trading simulations.
1840   The University of Winchester began when the Winchester Diocesan Trading School was founded as a Church of English foundation

1862   Main campus built

1869   West Downs School, which now houses the Winchester Business School, was built

1928   Renamed King Alfred College

1960   First women students

1990   Business taught as part of Social Sciences

1992   Accredited by the University of Southampton
       First Business Studies degree

2001   Lord Puttnam opens West Downs Campus

2003   Degree awarding powers granted

2004   University College Winchester

2005   Renamed University of Winchester

2007   Winchester Business School formed

2008   Research degree awarding powers granted. The School became a member of the Association of Business Schools

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2010   Winchester Business School moves to West Downs Centre and prepares to enter the Research Excellence Framework for the Business Management Unit of Assessment in 2014

2011   On the 1st of April, Mervyn King, Governor of the Bank of England opens the Winchester Business School, and the Bulldog Trust sponsors the Hoare Centre for Responsible Management.
Mission and strategy

Purpose and values

The Winchester Business School has incorporated the values of the Principles of Responsible Management in various aspects of its operations. The School aims to contribute to PRME values through:

Exchange of knowledge
The School has initiated the E-network, which encourages students, academics and the local business community to explore collaborative opportunities through a series of monthly meetings. E-network plans to incorporate principles of responsible management in its activities and innovate on issues of sustainability within dedicated social learning spaces.

Innovative learning
The School is aiming to improve business and management education by updating the curriculum to reflect the School’s commitment to responsible management education; bringing students closer to business practice through engaging with the business community; and encourage learning through use of interactive and collaborative technologies.

Internationalisation
The School warmly welcomes students from different continents. They make a vital contribution to the University and the diversity of Winchester as a city. Winchester seeks to widen its links with universities and organisations across the globe for learning, innovation and exchange.

Excellence in education
The School aims to excel in teaching with faculty members who are recognised as quality providers of business education. It is dedicated to upholding positive learning experiences and enhancing student satisfaction. Personal development is embedded in our curriculum. We encourage student learning, achievement and support their future endeavours.

Research and practice
The School is proud to host the Hoare Centre for Responsible Management that aims to develop responsible leaders, organisations and communities through research, training and outreach.

Winchester Business School Mission Statement
The mission of the Winchester Business School is to develop responsible business leaders. Our graduates seek to have a positive impact on the society and the organisations to which they belong through their quest for achieving collective good alongside sustainable profits. We firmly embed the core values of the university in our teaching, research and knowledge exchange activities including freedom, truth, acceptance of diversity and faiths, individual well-being, entrepreneurship, creativity and innovation.
“A modern business education does more than provide traditional commercial skills, it has to develop in modern business leaders the spiritual and creative ability needed to act ethically in order to create and manage sustainable organisations be they in the private, public or not-for-profit sectors. Discerning students and employers will seek out Business Schools that can respond positively to the changing commercial world and I am delighted to see that the innovative learning offered at Winchester Business School is proving to be so popular.”

Sir Mervyn King, Governor of the Bank of England, at the official opening of the Winchester Business School, 1 April 2011
Education and innovation

Method

Winchester Business School offers a range of specialist programmes for foundation, undergraduate and postgraduate degrees and supervision for doctoral degrees through research.

Curriculum

Undergraduate and postgraduate degrees have been reviewed and adjusted in 2009/2010 and now include new modules in line with PRME. As a result, the School now offers a variety of undergraduate courses that relate to the theme of responsibility and sustainability, as shown in the tables below.

At doctoral level, plans are well advanced to offer a Doctor of Business Administration that will focus on responsible leadership. This professional doctorate will include learning outcomes where candidates can demonstrate a contribution to responsible leadership in professional practice.

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<tr>
<th>Undergraduate Programmes</th>
<th>BA (Hon) Business Management</th>
<th>BA (Hon) Business Management with Sustainable Business</th>
<th>BA (Hon) Accounting and Finance</th>
<th>BA (Hon) Event Management</th>
<th>BA (Hon) Politics and Global Studies</th>
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<td>Sustainability in Business</td>
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<th>Postgraduate Programmes</th>
<th>MSc Sustainable Business</th>
<th>MA Managing Contemporary Global Issues</th>
<th>MSc Managing Contemporary Global Issues with Environment and Development</th>
<th>MSc Business Management/ MSc Accounting/ MSc Marketing</th>
<th>MBA</th>
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<td>Sustainable Development Law for Business</td>
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Teaching methods
We are keen to encourage international cooperation in learning without increasing our carbon footprint and so we have invested in the use of interactive web technology and a range of unique learning spaces such as Stock Market Trading Simulation to enrich the student experiences and learning capabilities.

In June 2008, the University started to experiment with new software to enable students to engage synchronously and asynchronously in online lectures and tutorials. The use of Blackboard Collaborate and the University Learning Network enable lecturers to use interactive white boards to deliver teaching material to students and learners outside of class. The adoption of powerful Web 2.0 applications means that travel time, costs and carbon emissions associated with teaching delivery, assessment and grading are reduced.

The School’s Trading Room complete with live stock market feeds on display and other business information offers students the opportunity to experience what it is like to be a stock market trader. The Room is also available for short courses for industry. This includes corporate away-days when a simulated environment can be used for team building and risk management exercises.

The world famous inventor of the wind-up radio, Trevor Baylis, opened the Baylis Business Breakout Room at the School in April 2010. It is specially designed to hold confidential meetings and record conversations and proceedings on DVD to protect intellectual property for entrepreneurs with innovative business ideas.
Winchester Business School is launching MSc Sustainable Business in 2012. This innovative programme is specially designed for students intending to embark on a career in management and leadership. Many businesses across numerous industrial sectors, including banking, construction, retail, leisure, natural resources, technology, transport, utilities, together with governmental and non-governmental organisations, seek employees with knowledge, skills and a critical understanding of the wide range of sustainability issues facing business in the twenty-first century.

Stakeholder pressure, legal requirements and global public awareness of sustainability and corporate social responsibility mean that managers within the public and private sectors increasingly deal with and develop detailed strategies and plans relating to sustainable business. Graduates of this programme learn how to develop, communicate and implement management sustainability policies and strategies in order to play an active and effective role in shaping future business practice and leading and management change.

The School has developed specialist undergraduate and postgraduate programmes that respond to key themes outlined in the UN PRME such as:

- BA (Hon) Business Management with Sustainable Business
- MSc Managing Contemporary Global Issues with Environment and Development
- MSc Sustainable Business
Our Mission: To educate, to advance knowledge and to serve the public good
Linking research and practice

Academic staff engage in research, knowledge exchange and inter-sector collaboration activities in the area of responsible management and sustainability. The School aims to advance understanding of the roles, dynamics and impacts of corporations in the creation of sustainable social, environmental and economic values through to conceptual and empirical research. All the disciplines: Accountancy, Management, Economics, Marketing, Politics and Law are contributing to corporate social responsibility. Corporate social responsibility is the overarching link in the School through research, knowledge exchange and teaching.

Research activities in the School focus on facilitating and supporting the dialogue and ongoing debate amongst educators, business, government, consumers, media, civil society organisations and other interested groups on critical issues related to global social responsibility and sustainability.

To support the principles of research and dialogue, the Winchester University Press launched the Responsible Management Education Working Paper Series online and in hard copy in July 2010. The Working Paper Series links the University closely with PRME, demonstrating our commitment to the initiative and enabling us to champion researchers and scholars interested in this field.

The faculty organises a Research Seminar Series for staff that provides opportunities for external speakers and academic staff from the Business School to present and discuss their research with academic colleagues and students. In 2010, the School was proud to launch the Hoare Centre for Responsible Management, which aims to link research with practice in the area relevant to responsible leaders, organisations and communities.

A list of selected publications and conference presentations that highlights research and knowledge exchange interests of academic staff is included in the Appendix.

Academic staff in the School supervise the following PhD projects:

- Spirituality in Business
- Innovation Management
- An Investigation of the Christian Application of the Holistic Development Model
- Towards a Christological Model of Organisational Leadership
- The Topical Sequence in Teaching and Learning Financial Accounting
- The Role of Technology in Assessment and Feedback for Professional Accounting Students
- What Impact Can CSR Have in Responding to the Challenges and Unlocking the Potential of Kenya’s Youth Bulge?
- Cold War Theories of Deterrence and Contemporary Challenges of Multiple Nuclear Powers
The Hoare Centre for Responsible Management aims to develop business leaders who take responsibility for creation of more equitable and sustainable global economy and society. By offering educational, training and personal development activities in partnership with leading organisations, the Centre is one the School’s major vehicles for delivering PRME principles of research, partnerships and dialogue.

We seek to inform our activities by undertaking applied research of an international standard in order to develop our understanding of responsible management in practice. We aim to share the examples of responsible management in our local community and further afield.

Increasing knowledge of responsible management
• Promoting research in responsible management
• Hosting international conferences in the area of responsible management

Developing responsible leaders
• Providing postgraduate qualifications in responsible management
• Hosting talks, educational and training events to develop the necessary skills and insights

Building responsible communities
• Fostering a community of people who are committed to promoting responsible management practices
• Encouraging students and managers to play a responsible role in the community by means of action research, postgraduate projects, undergraduate secondments and executive leadership development programmes

The School is developing executive development programmes in partnership with non-for-profit organisation to broaden business managers’ understanding of sustainability challenges and encourage the use of their skills to make a real difference in people’s lives. Leaders from profit and not-for-profit sectors can learn from each other’s experiences for the benefit of their organisations.
In response to the principles of partnership and dialogue, Winchester Business School organises various knowledge exchange activities. These refer to research, dissemination and community engagement activities such as E-network, working paper series, organisation of events for and by the local business community, fostering a business angel activity in Europe, and hosting international academic research conferences.

The E-network initiative, where E stands for Enterprise, aims to encourage students, academics and the local business community to gather on a monthly basis to discuss topics of mutual benefit as well as socialise to promote networking. The network welcomes students from the University of Winchester and Winchester School of Arts who want to start their enterprises and interact with local business community. Likewise local businesses can benefit from the engagement with the academic community and entrepreneurial spirit of students. The E-network aims to ensure the engagement across sectors including the creative and cultural industries.

In July 2010, the Winchester University Press launched the Responsible Management Education Working Paper Series (online and hard copy) that are aimed at sharing research and teaching experiences from Winchester.

Winchester Business School seeks to foster links with the business community for the benefit of both academic staff and businesses. It hosts at least four breakfast meetings each year for the Federation of Small Businesses to inform their members of new developments in business thinking, including PRME.

Engaging with business leaders is an important focus of School’s partnerships. Within the Responsible Leadership Programme in collaboration with PricewaterhouseCoopers, Dr Karen Blakeley from the Business School studies how engagement with the not-for-profit sector impacts on the business leaders and their culture. Karen organised a series of talks “Leading in Tough Times” looking at how leaders should lead their people through difficult times in a responsible manner, and a workshop entitled “Courageous Conversations for Change” which explores how we can use principles from Marshall Rosenberg’s nonviolent communication in organisations when going through difficult changes such as downsizing and redundancies.

In February 2010, Winchester Business School hosted an event designed to explain the benefits of becoming a ‘business angel’. Business angel investing is the most significant source of equity for early-stage businesses in the UK, with between £800-1000m being invested in SMEs each year. The Business Angel Awareness Raising event at Winchester was part of a regional campaign managed by Finance South East.

The School regularly hosts international academic conferences including the European Conference on Enterprise Innovation in 2008, the Church Leadership conference in July 2010 and British Accounting Association Special Interest Group conference in May 2011.
Case study: Logica

The School developed a two year part-time Foundation Degree in Business Management and Information Technology with a software solution company, Logica, utilising collaborative software from Blackboard Collaborate (Wimba classroom). The programme allows students to work and study with tutors from both the university and the company contributing to their learning process.

The course is aimed at school leavers and first-time university applicants and is intended to develop young people with the mix of skills and knowledge required by the Company by designing a degree course tailored to meet the Company’s specific needs, offering a mixture of academic study and extensive work experience. Work-based learning is a key component of the Logica-sponsored course.

E-network enhances the School’s engagement with the regional business community. Its formation has facilitated the dialogue and dissemination and fosters links with students, faculty and businesses. This has resulted in consulting opportunities for students to engage in action learning projects with private, public and not-for-profit organisations. E-network opens doors for full-year optional internships for students, which they may take between the second and third years of undergraduate studies.
Business in the city

Dialogue

The historic city of Winchester is the ancient capital of England. It was chosen by King Alfred as the seat of power for the Kingdom of Wessex and the location of mints providing early coinage. William the Conqueror commissioned Winchester monks to write the Domesday Book, a census of lands and possessions for the purposes of tax collection in England. Today, Winchester has a thriving local economy and has retained a mix of commercial trade, public governance and connection to the rural economy.

Winchester Business School is an active partner of private and public organisations in the City. The School assisted the local National Health Service Hospital Trust and collaborated for development of training and development programme for Hampshire County Council.

Winchester Business School is an active member of Business in the Community. The School is a part of the regional leadership group driving forward the challenge to improve business performance and impact on society in the areas of community, environment, workplace and marketplace.

Winchester Business School is a founding member of the Hampshire and Isle of White Sustainable Business Partnership. The Sustainable Business Partnership supports a network of organisations active in the emerging sustainable economy. Moreover, with aims to engage the entrepreneurs in achieving business excellence, the University of Winchester sponsors the ‘Entrepreneur of the Year’ award.

The official opening of the Winchester Business School in April 2011 was attended by many prominent local businessmen, managers and entrepreneurs, who value the links with the School.

Students from our School have undertaken consultancy projects and internships with a wide range of local business organisations, including Motorola, Barclays, ROCC, but also many small and medium-sized businesses in the sectors of engineering, marketing, creative arts and recruitment.

The School also collaborates with non-for-profit organisations in improving their practices. This is reflected by an increasing number of consultancy projects for this sector, including for organisations such as Winchester YMCA and the English Project. Apart from consultancy projects, the School encourages local organisations to undertake collaborative research projects under the Knowledge Transfer Partnerships to promote applied research.
Our Mission: To educate, to advance knowledge and to serve the public good
Sustainability strategy
The Winchester Business School follows the university-wide sustainable development policy and environmental strategy. In 2011, the School embarked on improving its environmental record as a department and participated in the Green Impact exercise gaining a Bronze Award. Green Impact is an environmental accreditation scheme designed for university departments (www.eauc.org.uk/green_impact).

This report details major environmental impacts generated within the West Downs Centre, a building that houses the Winchester Business School. The School follows University’s Sustainable Development Policy, Environmental Strategy, Waste Management Policy, Carbon Management Plan, Space Heating and Cooling Policy, and Energy Management Policy.

Energy
The School is part of the University’s commitment to reduce carbon dioxide emissions per square meter by 30% below the 2006 levels by 2015. In 2011, the University set a target for carbon reduction of 43% by 2012. In 2010, carbon emissions per staff and student FTE (full-time equivalent) have dropped by 9.76% since 2006.

Water
The strategy is to reduce water consumption by 30% below the 2006 levels by 2015.

Waste
The University set a target is to reduce waste per FTE staff and student going to landfill by 70% below 2006/7 levels by 2015. Currently, the University recycling rate is 58%. At least 80% of food waste is removed from site for composting. Within the West Downs Campus, which includes the West Downs Centre housing the Winchester Business School and student accommodation, the recycling rate has improved from 52% in 2009 to 58% in 2010.
The University Sustainable Development Policy commits to:

- Increase awareness of environmentally sustainable development within the University and externally, including through collaboration with the local and regional communities.
- Create and maintain an institutional culture of sustainability.
- Practice institutional environmental sustainability, operating in ways that maximise social and economic benefit while minimising adverse impacts on the local and wider communities.
- Develop curriculum content for all students which develops environmentally sound, socially just and economically viable concepts of sustainable development.
- Support and encourage interdisciplinary research on sustainability.
- Invest in staff development, value stakeholder involvement and promote social inclusion and equity.
- Work with schools to help them practice, teach and promote sustainable development.
- Work in co-operation with local, regional, national and international organisations to help promote a sustainable future.

Sustainability at the University of Winchester:

Winchester is a Fairtrade University. The University is committed to animal welfare and uses free range eggs, chicken and pork in all of its dishes.

The University only uses 70% recycled paper.

The University promotes green transport for staff and students; it offers interest free loans for staff for train travel and bicycles.

The University was shortlisted for Outstanding Contribution to Sustainable Development in the prestigious Times Higher Education Awards 2010.

The University is 22nd in People and Planet Green League for 2011 out of 138 higher education institutions in the UK (peopleandplanet.org).

The University is a signatory to the Talloires Declaration of the International Association of University Leaders for a Sustainable Future.
Selected publications 2010-2011


Selected conference presentations 2010-2011


Teoh, L. and Marriott, P. 2011. Screencast feedback to large cohorts of students – a qualitative study, BAFA Accounting Education SIG Annual Conference, University of Winchester, 24-26 May.


Staff seminar series 2010-2011

Dr Roz Sunley & Lisa Harding, Winchester Business School
Blended Learning

Dr Rodrigo Lozano, University of Leeds
Sustainable Development in Business Schools

Louisa Dubery, Department of Law, University of Winchester
Of Cabbages and Kings: “Sharing Best Practice Across the Faculty”

Professor Gary Akehurst, Winchester Business School
Marketing

Professor Mike Adams, Swansea University & Joy Jia, Warwick University
Does Managerial Entrenchment Motivate the Insurance Decision?

Dr Paul Sheeran, Winchester Business School
The Economies of Social Innovation: Reflections and Lessons on Owen’s New Lanark and Shelley’s Tremadoc

Dr Karen Blakeley, Winchester Business School
An Introduction to the Centre for Responsible Management - How You Can Contribute and Benefit

Sabine Bohnacker-Bruce & Elwyn Cox, Winchester Business School
Group Work and Assessment

Dr Stephen Turner, Department of Law, University of Winchester

“Should There Be a Universal Human Right to a Good, Clean and Healthy Environment?” Conflict and Debates

Dr Jonathan Smith, Ashcroft International Business School
Spiritual Dimensions of Leadership

Sue Howard, Faculty of Business, Law and Sports
The Winchester PhD experience So Far

Kevin Farrar, IBM
Serious Games

Dr Natalia Yakovleva, Winchester Business School
Multi-stakeholder Governance Initiatives: Addressing the Challenges of Artisanal Small-scale Mining Sector in Ghana

Katrina Easterling, Winchester Business School
Review of the Human Resource Issues for the Managers of Knowledge Workers

Dr Chris Grover, Winchester Business School
Using Survey Monkey