



Strathclyde Business School

Principles for Responsible Management Education

PRME

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

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Message from the Dean

This is Strathclyde Business School's (SBS) third report since becoming a signatory to the UN Principles of Responsible Management Education (PRME). Strathclyde Business School continues to support and commit to the PRME principles.

Social responsibility and sustainability are issues of concern for business, industry, professional bodies and individuals. With increasing pressures and challenges around the world in areas such as energy, the environment, financial regulation, living conditions and inequality, universities have a duty to play their part in creating positive social impact.

All Strathclyde Business School programmes introduced in the last two years have been created with PRME in mind, while our existing portfolio, from undergraduate to postgraduate, is periodically reviewed to ensure we are addressing these important business issues.

We provide our students with the relevant knowledge and understanding of the decisions made in industry which could affect society at large. We work with public, private and third sector organisations to produce graduates with a responsible management education, and carry out research which leads to positive social impact.

Through producing socially-aware graduates and working with business and industry in a responsible way, we endeavour to make a positive impact beyond our campus and contribute to a better business world. To strengthen this, I am delighted to say that this year we have appointed Dr Andrea Coulson into the newly-created role of Strathclyde Business School Director, PRME, to underline our commitment to the PRME principles.

We intend to pursue specific objectives:

- to ensure the visibility of SBS's commitment to PRME and the impact this is having within SBS, the University and our broader stakeholder community, including the establishment of a dedicated University web page for this purpose;
- to ensure our accountability to PRME is discharged through the collection and reporting of data across SBS on PRME; and
- to liaise with UN PRME representatives and fellow signatories at a global and local level on behalf of SBS, specifically encouraging participation across the Faculty in the PRME Working Groups.

In line with the University of Strathclyde's foundation in 1796 as a 'place of useful learning', SBS has a long-established commitment to making our skills, knowledge and resources available for the common good both academically and in the form of wider community contributions.

We are committed to working internally and externally with integrity and in an open and respectful way and are delighted to further renew our commitment to the PRME principles. This progress report gathers together examples to highlight the importance we attach to corporate responsibility and our commitment to these principles in action.



Professor David Hillier
Associate Principal & Executive Dean,
Strathclyde Business School

Principle 1 | Purpose:

The University of Strathclyde 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.

As a place of useful learning, the University of Strathclyde is committed to ensuring that our students work closely with private, public and third sector organisations to develop a practical understanding as well as a theoretical framing of challenges and opportunities facing business and society. Throughout their time at Strathclyde, students will meet business and civil society representatives in the classroom, through site and field visits, during placements at home and overseas and develop relevant skills to help them identify opportunities and empower them to take on challenges.

Teaching that links theory and practice to cultivate a socially-aware mind-set:

- Accreditation and strategic exchanges on behalf of the Department of Accounting and Finance are enhanced by academic staff involvement with professional institutions such as the key position of chairing the ACCA Global Sustainability Forum and membership of: the ICAS Qualification Board; the Association of Corporate Treasures Education Board; United Nation's Natural Value Initiative (UNEPFI) Research Strategy Group; and Glasgow Economic Development Sub-Board.
- MCR Pathways, a partnership involving Strathclyde which provides mentoring to raise aspirations of school pupils from disadvantaged backgrounds, was commended in the Education category of the Inspiring City Awards.
- The Department of Accounting and Finance is working closely with professional bodies such as Institute for Chartered Accountants in Scotland (ICAS), Association of Chartered Certified Accountants (ACCA), Chartered Institute of Management Accountants, Chartered Institute of Bankers and Association of Corporate Treasurers on developing the professional curriculum and maintaining accreditation. As part of the accreditation processes Accounting and Finance regularly engage with these Professional Bodies on innovative socially responsible practices and are well positioned to respond to new accreditation and demand-driven course development at a local, national and international level as opportunities arise. For example, formalising this engagement Anton Colella, Chief Executive of ICAS holds a Visiting Professorship in the Department and hosts workshops each year with Accounting students on ethics and development in accounting.
- Dr Andrea Coulson, Deputy Head of the Department of Accounting and Finance is a member of the Association of Chartered Certified Accountants (ACCA) Global Forum on Sustainability (previous Chair of the Forum 2010-15). The Forum aims to articulate and communicate the relevance of sustainability issues for the business community and the accountancy profession. It monitors international trends and developments in sustainability and leads ACCA's contribution to policy development in this area. Andrea's membership of the Forum facilitates the integration of contemporary development in accounting practice into Strathclyde's teaching, research and knowledge exchange activities and allows Strathclyde Business School

Classes offered by the Department of Economics largely adopt a public policy perspective. They consider the performance of consumers, producers and other organisations in terms of the extent to which they deliver benefit to Society as a whole...

to have an input into the future direction of the accounting profession on social and environmental issues.

- In the core class for Strathclyde MBA Entrepreneurial Management and Leadership (EML) Global Challenges, including aspects of the Sustainable Development Goals, Dr Katerina Nicolopoulou outlines triggers and opportunities for the development of Corporate Venturing.
- MSc students within the marketing department are tasked in Dr Samantha Murdy's class with developing marketing plans for small communities throughout Scotland which lack funding, and students are taught to be aware strategically of how best to provide sustainable value for both residents and potential visitors and tourists.
- At both the Undergraduate and Postgraduate levels, the Department of Accounting and Finance has introduced ethics training supported by the Chartered Institute of Securities and Investment (CISI). This takes the form of interactive talks with feedback and mobile voting on moral issues in finance.
- In Professor Sarah Dodd's capstone fourth year class, Issues and Trends, students are engaged in the exploration of the wider social impact of entrepreneurship and how it interacts with pressing contemporary trends, such as resource poverty and the sharing economy. Students present lectures on global mega-trends, and their impact for entrepreneurship practice, policy and research.
- In Dr Niall MacKenzie's Honours level Family Business class, students are taught about the importance of stewardship in running businesses for the benefit of future generations and the communities in which they operate within the context of family business.
- In Dr Lucrezia Casulli's Business Clinic, Hunter Centre undergraduate students in their third year learn to support a number of organisations in the third sector as well as for-profit organisations that have a sustainability focus. Students are trained to understand the unique needs of these organisations through workshops as well as the hands-on work projects they carry out for the organisations.
- As leader of the Enterprise Vertically Integrated Projects (VIP) stream of the third year Management Development Programme (MDP), Professor Jonathan Levie of The Hunter Centre for Entrepreneurship embedded business school students in The Renewable Energy VIP which is developing local renewable energy sources for off-grid communities in Africa and the ROVER VIP group, which is developing autonomous inspection vehicles for the offshore wind energy industry. Another Enterprise VIP group is developing an app that will train people to be aware of the nearest defibrillator to their current location. A fourth VIP group is developing an information and signposting website for new Strathclyde entrepreneurs.

- Second year entrepreneurship undergraduate students compete to enter a global social value focused competition (Values and Ventures competition, Texas Christian University, Fort Worth). One team from the university is chosen to represent the university at this each year. In 2016, five second year students put forward their idea of Befriend, an app that aims to combat loneliness in older people by connecting them to social activities and events in their local area. The team won a top three placing in the Elevator Pitch challenge.
- In the second year of the undergraduate entrepreneurship programme, students spend a semester working on the development of a social purpose business as part of a class led by Dr Dominic Chalmers.
- First year students in the Hunter Centre for Entrepreneurship undertake the “value challenge” project in groups every year which entails carrying out a small business activity starting with a mere idea and developing this to actually generate sales. All monies raised are given to a children’s charity in Glasgow.
- In Dr Aliakbar Jafari’s Marketing classes, students are given a macro-marketing perspective, embedding markets and business practices within the macro political, economic, and sociocultural contexts in which they historically develop and evolve over time. Contemporary examples and cases are used to help students develop the necessary analytic skills to understand these interrelationships. Students find issues of economic downturn, unsustainable modes of production and consumption particularly insightful.

CASE STUDY

Management Development Programme's Social Responsibility Pathway raises social awareness

As part of the Strathclyde Business School's Management Development Programme, the Social Responsibility Pathway is designed to give third year students experience of working with external organisations in real life contexts while engaging in work with a positive social dimension. The pathway involves 100 hours working directly on behalf of charities, organisations and initiatives that are designed to counter various forms of disadvantage and contributes 20 academic credits towards the students' degree. It allows them to gain valuable real-world experience while giving something back to the local community and developing their subject-specific and more general employability skills.

In 2016/17, students spent approximately 6,000 hours working with 13 charities in a range of areas. These included Glasgow South-East Foodbank; Spirit Aid, a humanitarian children's charity; CrossReach; MCR Pathways, who support children in care; MacMillan Cancer Support and Glasgow Children's Hospital Charity. Students fulfil a range of roles for these charities, many of which allow the development of professional skills that relate directly to Strathclyde Business School subjects.

In addition, students are also involved in a range of 'widening access' initiatives, designed to raise the academic aspiration and attainment of young people from backgrounds that are traditionally under-represented in Higher Education and support their transition into University. These include extensive one-to-one mentoring and tutoring support for senior school pupils and designing and managing on campus events for pupils interested in studying Business. Students have also supported pupils from low-progression schools through Business Enterprise programmes, such as Wildhearts' Micro Tyco programme, and have worked as classroom assistants in some of the most disadvantaged areas of Glasgow. In 2016/17 students worked with 36 secondary schools and 5 primary schools worked within 8 local authorities.

As well as developing students' employability skills and offering them a rewarding and enjoyable experience, the programme is designed to raise students' awareness of various forms of disadvantage but to do so in a positive manner, allowing students to see how to proactively counter this disadvantage. Many students have been inspired to carry on working with their organisation or initiative after completing course requirements and it is hoped that students will bring this awareness and proactive attitude to social, educational and economic equality forward into their future working life.

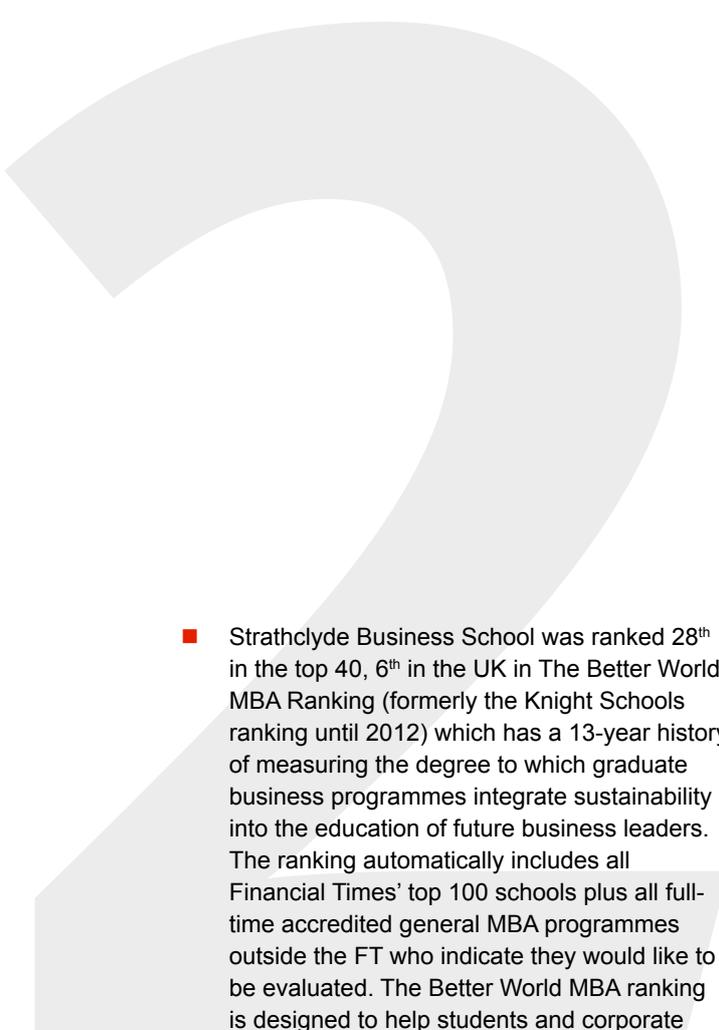
Principle 2 | Values:

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.

Our academics are engaged in research across the business school which has a sustainable and inclusive focus. They work with industry partners on issues relating to global social responsibility and what is learned from this is incorporated into our teaching programmes, ensuring value for the triangle of academic staff, students and business partners.

A Business School where students, staff and industry partners work together in a socially responsible way:

- Students are encouraged to be socially responsible in their outlook and learn to be responsible citizens of a global community by practicing ethics and this is incorporated into class discussions throughout the business school.
- As part of the University's consolidation activities in January 2017, Iain Mitchell from the University's Widening Access Team and Dr Kostas Tomazos from the Department of Strategy and Organisation, with the help of local charities, organised the Strathclyde Business School Crowdfunding Challenge. Thanks to the students' hard work and commitment £1300 was raised in less than 48 hours that the fundraising was live for. During the week, the students fundraised on behalf of a number of local charities.
- As part of SBS's recognition of the United Nation Global Compact's values of global social responsibility, a panel discussion led by Professor Michael Kelly was held on April 28 2016. The panel event – "An insight into SBS and UN thinking on Principles of Responsible Management Education" - began by strategically examining the background to SBS's signatory of the UN Global Compact: Principles of Responsible Management Education (PRME) on May 4 2011 and its progress to date. The panel was chaired by Dr Andrea Coulson, as Head of SBS PRME Working Group and included Laura Davidson PRME Assistant Faculty Manager. The guest speaker Professor Michael Kelly is a local UN Global Compact champion, then Chair of the Living Foundation UK and former Director of Corporate Social Responsibility at KPMG. He has worked with the United Nations since the early 1990s, heading the UNEP Finance Initiative out of Geneva from 1998 to 2000 and strategically engaging in a number of UN social and environmental management programmes to date. Mike talked through the development of UN interest in social and environmental sustainability over the last few decades and outlined the opportunities for Strathclyde he sees resulting from engagement with the UN Global Compact and network of signatories to PRME. Mike has become an internal champion for PRME within SBS and liaison with other PRME signatories at a PRME Chapter level and internationally.

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- Strathclyde Business School was ranked 28th in the top 40, 6th in the UK in The Better World MBA Ranking (formerly the Knight Schools ranking until 2012) which has a 13-year history of measuring the degree to which graduate business programmes integrate sustainability into the education of future business leaders. The ranking automatically includes all Financial Times' top 100 schools plus all full-time accredited general MBA programmes outside the FT who indicate they would like to be evaluated. The Better World MBA ranking is designed to help students and corporate leaders identify solid programmes that have the infrastructure to support sustainability skills and knowledge. The rules-based ranking also recognises those programmes which best prepare graduates to solve business problems that intersect with larger social problems, such as climate change and inequality.
 - Centre for Financial Regulation and Innovation – CEFRI is charged with providing a bridge between cutting edge academic research in accounting and finance and policy regulation in financial markets. Strathclyde Business School has been particularly focused on shaping the financial ecosystem post the credit crisis in order to develop a more societal orientated capital system.
 - Strathclyde graduate and Visiting Professor Sir Tom Hunter was recognised as one of the first 100 AACSB Influential Leaders at a prestigious ceremony in Chicago. AACSB International, the global accrediting body and membership association for business schools, made the announcement to acknowledge the contribution of graduates across the globe. Sir Tom's work exemplifies the innovative mind-set and meaningful contributions to society that University of Strathclyde graduates display – whether they operate within large corporations, small businesses, or the non-profit sector. Since graduating, Sir Tom has gone on to become one of Scotland's most successful businessmen and endowed the Hunter Centre for Entrepreneurship at Strathclyde. A businessman, serial entrepreneur, and philanthropist, Sir Tom's foundation to date has invested in excess of £50 million into social causes. He was knighted in 2005 for services in entrepreneurship and philanthropy and was awarded the prestigious Carnegie Medal of Philanthropy in 2013. The Hunter Centre for Entrepreneurship, an academic department within Strathclyde Business School, is one of the most important social investments made by The Hunter Foundation.
 - Professor Jonathan Levie organised the VIP Dragon's Den event at the annual Strathclyde VIP (Vertically Integrated Projects) research conference, in which students pitch for research funding for projects that target Sustainable Development Goals. Students are required to estimate the potential impact reach and significance of their research.
 - John Anderson, Head of SME Engagement at SBS, has joined the board of award-winning Homes for Good, established in 2013 to develop a portfolio of quality homes for people on low income and housing benefit who have limited choice in the housing market.

The Department of Marketing educates students using various marketing theoretical concepts and industry initiatives on influencing consumer behaviours for social good.

- For the academic year 2016/17, a number of the Marketing Works projects have a social and managerial responsibility angle to them alongside that of sustainability. One project is for a charitable organisation that is rooted in a small rural community, another two projects are tasked with rejuvenating an economically depressed rural area, a further project is for a social enterprise and the final one is for a firm that manufactures sustainable electrical fittings.
- A group of Strathclyde Business School Masters students took part in a project involving Scottish charity Friends of TS Queen Mary, developing a business plan which sets out how the ship will be commercially viable once re-activated. Friends of TS Queen Mary was formed in 2012 to safeguard the future of TS Queen Mary, the Clyde's last and Britain's finest turbine excursion steamer. As part of their Consulting in Practice (CiP) class, students worked collaboratively to develop a sustainable business plan for the ship to be used as an art and culture centre, welcoming schools and visitors interested in the Clyde's shipbuilding and engineering history, as well as acting as a corporate event venue on the River Clyde.
- Dr Juliette Wilson (Marketing) presented a guest lecture to the Environmental Entrepreneurship Masters class Client-based environmental entrepreneurship in practice on sustainable consumption showcasing some of the research she is currently undertaking with Dr Niki Hynes, Curtin University, Perth, Australia.
- In the Marketing Department, Andrea Tonner incorporated a session on ethical and sustainable consumption into the MSc Contemporary Consumers class; and Kathy Hamilton incorporated sessions on Consumer Vulnerability, Consumers and Sharing and Consumer Resistances into the Honours 'Advances in Consumer Behaviour' class.
- The Social Marketing honours elective recognises we live in a world where understanding society and solving societal problems is more urgent than ever. Social Marketers have made many attempts to address these and other societal problems in the form of large-scale sustained campaigns. The Department of Marketing educates students using various marketing theoretical concepts and industry initiatives on influencing consumer behaviours for social good. The class equips students with the skills to develop a sustainable marketing plan in complex, unpredictable and vulnerable environments. The class highlights the need for students to be more aware of the social issues they are surrounded in and how they can make a positive impact in their day-to-day life activities.
- Students across the first year of study at the Business School were given a task based on the Millennium Development Goals (MDG) during their induction week in October 2015. As part of the task students were presented with the MDGs, asked to choose one and develop a poster on the ways that a company/organisation of their choosing delivers impact on this goal. Groups were then asked to present their findings to a variety of organisations including Ernst & Young and Barclays.

CASE STUDY

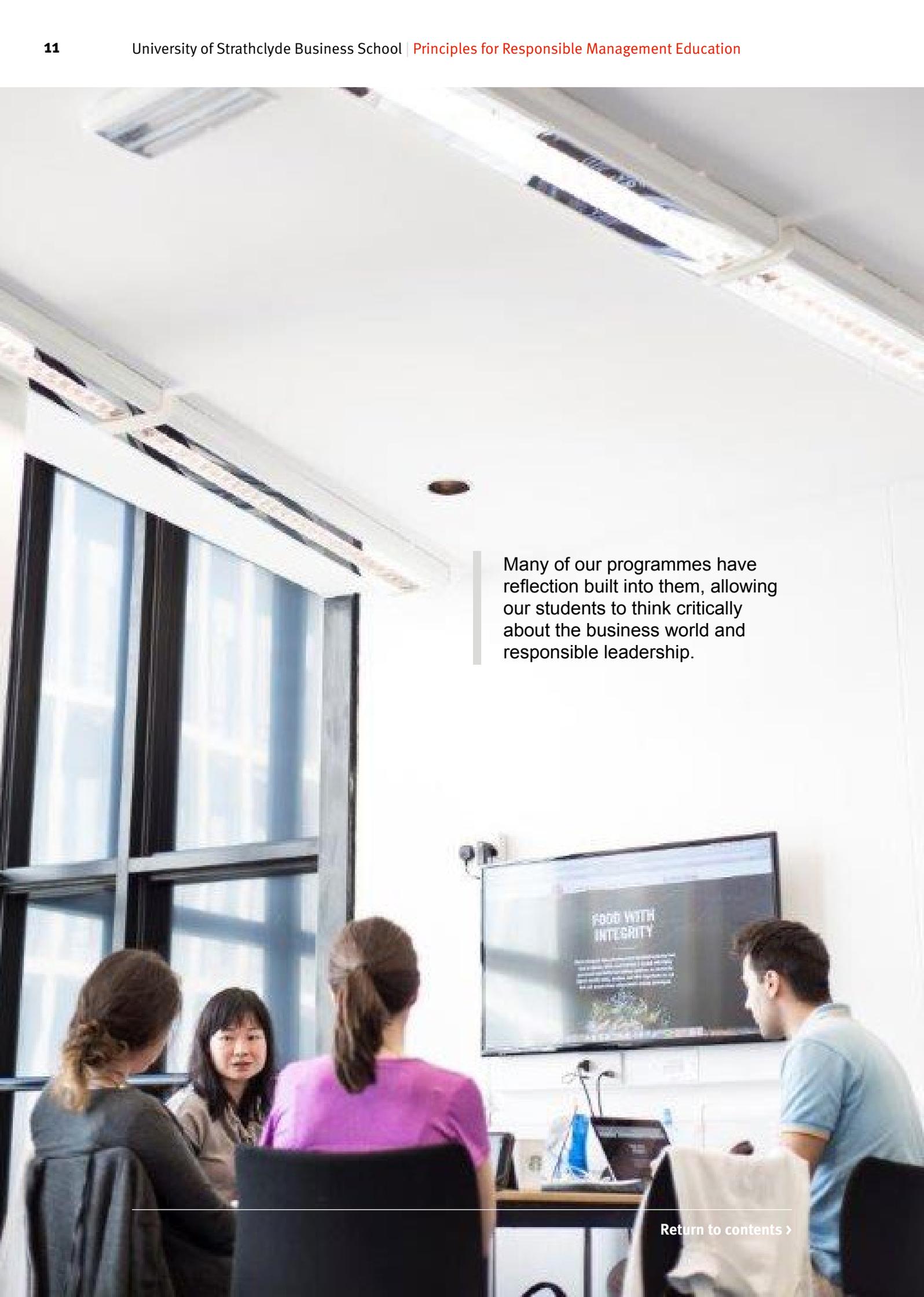
A Champion for PRME within SBS

- Dr Samuel Mwaura leads the Management Development Programme internship pathway where over 200 students learn about corporate social responsibility and are equipped with tools to evaluate social responsibility in the organisations in which they intern.
- The first year class 'Entrepreneurship Theory and Practice' incorporates a social and environmental entrepreneurship angle for students to better understand the social responsibility entrepreneurs have.
- Students put teaching into practice by arranging a number of charity events as part of a third year Events Management course, raising £6000 for local charities in the process. The Business School has challenged students in this way for the past four years and students last year were also required to present their event proposals to SECC/Hydro staff. In addition two groups worked with the University in planning and running the first Vertically Integrated Projects (VIP) Conference held in the University attended by the Principal Professor Sir Jim McDonald.

Professor Mike Kelly is the recently appointed Chairman of the Dame Kelly Holmes Trust as well as being Chairman of The Passage, the UK's largest resource centre for homeless people. He has been a visiting professor in the Department of Accounting and Finance at Strathclyde University since 2007.

He was previously head of environmental risk at the NatWest Group and during the early 1990s led the largest voluntary initiative on banking and the environment, the UNEP Financial Initiative, which was the model followed by many other UN agencies. It was during this time that Mike first worked with Andrea Coulson, Department of Accounting and Finance. Andrea is regarded as a leading academic for her understanding and research in the finance sector over the long term.

Since then they have collaborated on a number of areas of research which cover the nexus between financial institutions and civil society, in-work poverty and human rights, environmental reporting and accounting as well as whole enterprise risk.



Many of our programmes have reflection built into them, allowing our students to think critically about the business world and responsible leadership.

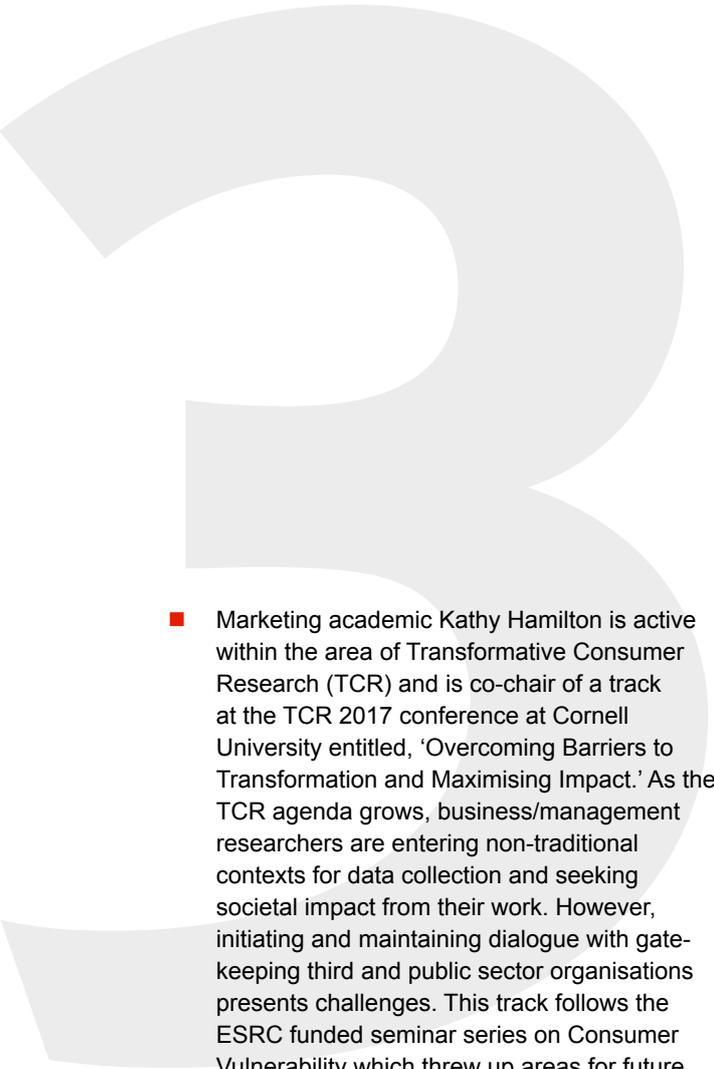
Principle 3 | Method:

The University of Strathclyde will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

A review of Strathclyde Business School's programmes is carried out annually to ensure we are teaching best practice in terms of business ethics, CSR and responsible management/ leadership. This is reflected in the content of both undergraduate and postgraduate programmes, with a particular emphasis on increasing the experiential elements. Many of our programmes have reflection built into them, allowing our students to think critically about the business world and responsible leadership.

Socially responsible teaching at all levels and programmes encourages critical thinking:

- As part of the Glasgow Powerhouse series of events, run jointly by Strathclyde Business School and PwC, a number of panel events with different themes have been organised at regular intervals. One, for example, looked at the influence of the financial sector in Glasgow and how Strathclyde Business School impacts on the financial sector. The aim of the Powerhouse series is to promote Glasgow as, for example, a financial centre in order to create sustainable jobs and develop the IFSD (International Financial Services District) in the city.
- Strathclyde Business School student Cameron Graham raised £160,000 to fund a social business tech start-up which enables families and carers to store memories and interact with loved ones in care. He has had support from the University, including the Enterprise Hub for his business, Storii.
- Within ancestral tourism research at the Business School, academics seek to understand and develop strategies for small museums and heritage centres around Scotland. Many of these small organisations lack funding to continue, and the research group's aim is to create sustainable futures through a better understanding of the economic value of their activities.
- Marketing academic Kathy Hamilton co-edited a book on Consumer Vulnerability which was published by Routledge in 2016 and co-edited a consumer vulnerability special issue of the Journal of Marketing Management.
- Knowledge Transfer Partnership project between Howden Group and the Department of Marketing, led by Dr Nusa Fain (Marketing) and Howden Technology Head David Mitchell, was awarded the highest grade by the Innovate UK evaluation panel. The project aimed at developing and implementing a sustainable new product development procedure optimised for Howden that will ensure timely and cost-effective delivery of commercially viable products to the market.
- Professor Jonathan Levie led the VIP Dragon's Den event at the annual Strathclyde VIP (Vertically Integrated Projects) research conference, in which students pitch for research funding for projects that target Sustainable Development Goals. Students are required to estimate the potential impact reach and significance) of their research.



Students undertake a family business simulation to learn about responsible leadership of family businesses where they act out a succession event in a family business setting.

- Marketing academic Kathy Hamilton is active within the area of Transformative Consumer Research (TCR) and is co-chair of a track at the TCR 2017 conference at Cornell University entitled, 'Overcoming Barriers to Transformation and Maximising Impact.' As the TCR agenda grows, business/management researchers are entering non-traditional contexts for data collection and seeking societal impact from their work. However, initiating and maintaining dialogue with gate-keeping third and public sector organisations presents challenges. This track follows the ESRC funded seminar series on Consumer Vulnerability which threw up areas for future research and illustrates the need for greater understanding of the practices and processes that allow marketing academics and third/public sector organisations to collaborate more effectively.
- Strathclyde Business School continues to support MSc Global Energy Management (GEM) students in organising an exchange workshop with the students of the Energy, Carbon and Finance Programme at Dauphine University, Paris. This initiative is student-led and exposes both exchange groups to different perspectives on the current challenges in the energy sector. Students who help organise this exchange gain in terms of their own personal development and leadership skills.
- In the Department of Strategy and Organisation Masters programmes, the 'portfolio management practice' class teaches students how to create a Socially Responsible Investment screened factor model. Typically, SRI is not taught in financial modules as it is generally done by way of negative screening (screening out those companies that are not social, environmental or ethical). Students are shown how the construction of factor models can positively screen the universe and create a mean variance optimal portfolio of those companies that are benefiting from their SRI implementation.
- Dr Katerina Nicolopoulou leads the 'Leadership Skills for Urban Change' class, a core class for the MSc in Global Sustainable Cities, which focuses on the skills required to navigate global challenges in the context of cities through the development of business and entrepreneurial-oriented solutions.
- MBA students across all intakes will now be provided with digital textbooks, an initiative which ties in with the University of Strathclyde's strategic aims as a leading international technological university. The MBA team supplied digital textbooks to Glasgow-based MBA students, on the full time, part time and flexible learning routes as a pilot scheme for the academic year 2016/17. Following the trial, the MBA unit is now rolling out nine core digital textbooks to all new intakes, including students at the Business Schools eight international centres.

CASE STUDY

Strathclyde recognised by AACSB for entrepreneurial best practice and positive social impact

- A case study was developed and delivered by Dr Andrea Coulson of the Department of Accounting and Finance and Christopher Bray, Head of Environmental Risk at Barclays Group, as a basis for a reflective essay on students' views on how to account for risks arising from mining of the Tar Sands in Alberta. The case was then debated in a workshop for the Accounting Honours class 'Accounting and Risk' led by Christopher Bray to explore students' views on how to account for social and environmental credit risks. A further class was developed on how to account for the social risks of in-work poverty led by visiting Professor Michael Kelly in April 2016, then Chair of the UK Living Wage Foundation. Both cases were linked to research underway in the Department of Accounting and Finance.
- Students in Dr Niall MacKenzie's Honours level 'Family Business' class students undertake a family business simulation to learn about responsible leadership of family businesses where they act out a succession event in a family business setting.
- Dr Dominic Chalmers teaches a second year undergraduate class on collaborative consumption and other sustainable business models. The class focuses on non-economic reciprocity networks that can increase levels of social capital in disadvantaged areas.

Strathclyde Business School has been recognised by AACSB (2017) for its commitment to creating and incubating cutting-edge business innovations and fostering entrepreneurship in the next generation of business leaders.

AACSB's Entrepreneurship Spotlight Challenge highlights schools that deliver innovative and creative best practices through a range of distinctive entrepreneurship programmes, or through a variety of impactful centre formats. Central to the challenge was uncovering schools' unique approaches to engaging the business community, expanding the reach of education beyond the classroom and positively impacting society.

Strathclyde Business School was recognised for our submission centred on the Hunter Centre for Entrepreneurship which, endowed by alumnus, entrepreneur and philanthropist Sir Tom Hunter, focuses on the study, research and encouragement of entrepreneurship and entrepreneurial mind-sets.



Principle 4 | Research:

The University of Strathclyde 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

Strathclyde Business School carries out research that is both theory-driven and relevant for policy and practice. This section highlights some of our research related to social responsibility and sustainability. The Research Excellence Framework 2014 rated us highly for Impact and how our research impacts on practise on business and we were also rated highly for Research Environment which looks at 'vitality and sustainability'.

Impactful research with global social responsibility at its heart:

- Research by Dr Andrea Coulson, Department of Accounting and Finance, on the Living Wage centred on the 'business case' for the adoption of a Living Wage by employers. The research was developed from broader research on accounting for social sustainability. Andrea is working closely with the UK Living Wage Foundation (LWF) and Scottish Living Wage Accreditation Initiative to encourage accreditation of employers paying a real living rate and developments in policy and practice in this area. Empirical research, KE and commentary has been designed and developed in consultation with the LWF and relevant stakeholders to examine and support the implementation of the Living Wage and transparent disclosure of its impacts on organisations and society. This includes international consultation in collaboration with the LWF and accounting profession on debate regarding the transferability of this concept and practice at an international level (engaging local groups overseas). Research began with a review of literature on the Living Wage and empirical evidence gathering from six UK business cases on implementation of the Living Wage (Coulson and Bonner, 2015). Following on from the inclusion of KPMG in the initial case study, a detailed longitudinal empirical case study is currently underway with KPMG to examine the degree of integration of Living Wage performance information within the accounting systems of the firm.
- Dr Lucrezia Casuli from the Hunter Centre of Entrepreneurship attended the UK Chapter PRME Research conference in Glasgow in 2015.
- Professor Jonathan Levie's research paper "Inconvenient Truth: Do UK Owner-Managers value social and environmental goals?" won best paper in the Social, Environmental and Ethical Enterprise track at the annual Institute for Small Business and Entrepreneurship Research Conference in Paris.
- A paper by Dr Matthew Hannon, Strathclyde Chancellor's Fellow of Technology and Innovation based in the Hunter Centre for Entrepreneurship, won second prize at the World Energy Congress. Major international figureheads such as the Presidents of Russia and Turkey, and heads of companies such as BP, Shell, E.on, General Electric attended. Non-governmental organisations such as the International Energy Agency and OPEC were also in attendance. The paper "An International Assessment of Ocean Energy Innovation Performance" was chosen from hundreds of submissions and was presented at a high-profile prize ceremony with a prize of €7,500.

- Much of the Hunter Centre for Entrepreneurship's research focuses on the significance of socio-economic resources – including social, economic and human capital as inputs and outputs of entrepreneurship. The Hunter Centre is especially interested in highly collaborative industries, which focus on sustainable value creation for the entire sector, including creative arts, social enterprise, and craft food and drink. Work in these fields informs wider policy and practice into collaborative sustainable socio-economic growth.
- Research by Drs Alexander, Bryce and Murdy in the Department of Marketing on ancestral tourism highlights the importance of local communities in the delivery of personalised forms of heritage tourism. As part of their project the research team visited local heritage providers across the whole of Scotland and their research revealed the critical role that local attractions play in delivering meaningful ancestral experiences to a growing market. However, despite this importance research revealed a number of challenges associated with the delivery of ancestral tourism in Scotland. Chief among these was funding with cuts to grants by local authorities affecting provider's abilities to pay for professional curatorial staff which, in turn can reduce the funding available to providers and reduce service available to visitors. The research team has presented these findings widely to organisations such as The Scottish Ancestral Tourism Group and VisitScotland.
- Dr Colin Lindsay (SCER/HRM) contributed to an Expert Roundtable on Young People and Poverty at the Scottish Government, hosted by Naomi Eisenstadt, Independent Advisor on Poverty and Inequality to the First Minister.
- Professor Patricia Findlay, Dr Colin Lindsay, Jo McQuarrie, Dr Rachelle Pascoe-Deslauriers (SCER/HRM) have continued to meet with Scottish Business Pledge employers and Food & Drink sector employers as part of the action research component of the Fair, Innovative and Transformative Work project.
- A new project funded by the Universities Low Carbon Power and Energy research theme is developing simulation and optimisation tools to minimise the time taken to install offshore wind farms. The project, led by Matthew Revie and Euan Barlow of Management Science, is worth £165k.
- Several of the research outputs of Dr Katerina Nicolopoulou focus on Sustainability and CSR and adopt frameworks for addressing aspects of global challenges, such as the concept of cosmopolitanism. Examples include research papers on Agri-Food, Sustainable Entrepreneurship, as well as the Anthropocene- a new geological epoch.
- In the recently launched Labour Market Strategy, Scottish Government announced continuing support for the second year of the Fair, Innovative and Transformative Work (FITwork) research project at SCER as part of their support for innovation in Scotland. As part of the new funding, the SCER team along with partners at the University of Glasgow, will work with businesses/employers, employees and unions to design and test innovative ways of working which are focused on improving

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productivity and performance while enhancing the quality of work. This year of FITwork will focus on two key sectors (food and drink and social care) and on working with Scottish Business Pledge companies using the FITwork diagnostic tool.

- A study into weight and employment, published in the journal PLOS ONE, was carried out by Professor Dennis Nickson of the Department of Human Resource Management in partnership with University of St Andrews academics Dr Andrew Timming and Professor David Perrett - of The Perception Lab - and the University of Toronto's Dr Daniel Re. In the study, participants were asked to rate people for their suitability for jobs in the service sector, based on their appearance. Researchers found even marginal increases in weight had a negative impact on female candidates' job prospects. The findings raised a number of practical implications, both ethically and from a business point of view. Ethically, the results of the study were unsettling from the viewpoint of gender inequality in the workplace and the researchers argued that employers should consciously work against such prejudice and bias by providing sensitivity training for those in recruitment. The research featured in publications as varied as The Times, BBC, Toronto Telegraph and Glamour magazine, and in countries such as Canada, India, Brazil, and the USA as well as extensively in the UK.
- Dr Mozammel Huq, an Honorary Staff Member in the Department of Economics, received the Judges' Award at the Inspiring City Awards in Glasgow in recognition of his work as chairman of Charity Education International, an organisation which aims to promote educational opportunities and medical help to poor and underprivileged people in northern Bangladesh. Originally from Bangladesh, Dr Huq has lived in Glasgow for more than 50 years and his research focuses on economic development and industrialisation. He founded Charity Education International to support communities in his native Kakina region of Bangladesh, where its current projects include work with Uttar Bangla College, Kakina Rural Health Centre and an adult literacy and poverty alleviation programme. The Environmental Award was presented to waste rejuvenation company Revive Eco, founded by Strathclyde Business School alumni Scott Kennedy, Fergus Moore and Rebecca Richardson. Revive Eco is an ecoprise company which collects and recycles coffee waste to create high value and natural oils, fertiliser and biomass pellets.
- A Research Associate at Scotland's leading economic research institute, the Business School's Fraser of Allander Institute, was appointed as an Adviser to the Scottish Parliament's Finance Committee in 2016. David Eiser was tasked to provide expert technical advice to the Committee, which scrutinises the Scottish Government's spending and tax plans. David is one of two Advisers to the Committee, working alongside the Committee clerks and the Parliament's Financial Scrutiny Unit.

CASE STUDY

The Centre for Financial Regulation and Innovation aims to foster better industry regulation

- A team of postgraduate students won the Researcher category of the Strathclyde Enterprise Pathway competition in 2016 for their business idea OutLoud. Mohammad Salman, a Human Resource Management PhD student, and Prasuk Jain, a Masters student in Banking & Finance, teamed up with two postgraduate students from the Faculty of Engineering - PhD student Jonathan Jamieson and MRes student Calum McKinnon – and together came up with an idea for a mobile app which helps people with hearing impairment, allowing those who use sign language to communicate by converting the sign language to audible speech, helping deaf people who may feel excluded from society due to communication difficulties.

The Centre for Financial Regulation and Innovation (CeFRI) was established in 2016 as a centre of academic excellence in Financial Regulation and Innovation. Its vision is to provide a strategic link between academia, policy-makers, regulators and other financial industry participants. The mission of the Centre and of its members is to foster policy relevant research to support the practical application of innovation in Finance.

The CeFRI aims to foster better regulation in the face of its academic and practitioner focused innovation in capital markets. It promotes insights in innovation, market efficiency, risk management, investment benchmarks and corporate governance to a wider audience.

Financial technology, or Fintech, is transforming banking. This has a disruptive nature - many banking jobs will be lost but new ones will be created. The Centre aims to ensure the right skill sets are being taught. Whilst the technology can disintermediate the banks, we see many good societal implications, for instance, in money remittances to third world countries. Using the technology being developed, there is the possibility that the USD 8bn in fees currently being charged for remittances to Africa alone could be removed. This money saved will go directly into the local economies and have a multiplier effect.

Principle 5 | Partnership:

The University of Strathclyde 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.

Strathclyde Business School is committed to working with industry partners to provide bespoke solutions to their business needs and challenges, such as the need to look at sustainability in the hospitality and tourism industry, and, via knowledge exchange, we work on projects with sustainability at their heart.

Working with business to engage together on the social responsibility agenda:

- SBS received the prestigious Small Business Charter Gold Award in 2016, joining an elite group of institutions at the forefront of entrepreneurship in the UK. Deputy First Minister John Swinney said, “The University of Strathclyde deserves credit for this achievement. The Hunter Centre for Entrepreneurship and the wider Business School have been exemplars of the Scotland CAN DO approach and this recognition further verifies the superb work they do to drive inclusive growth in Scotland.” Anne Kiem, Chief Executive of the Chartered Association of Business Schools, commented that Strathclyde Business School had shown ongoing commitment to finding ways of connecting with businesses in meaningful ways. The Growth Advantage Programme provided a boost to the leadership skills of participants which injected belief into their capacity to grow. The programme was also successful in attracting a high proportion of women participants, which she said should be commended.
- In 2016, the Global Living Wage Initiative Steering Group was developed, hosted by UK Living Wage Foundation and Chaired by Burberry, to support the promotion of the Living Wage internationally. Dr Andrea Coulson became an invited member of this Group and also joined the membership of the Scottish Business Living Wage Leadership Group hosted by the Scottish Living Wage Accreditation Initiative and chaired by SSE, in December 2016. These membership roles inform policy and practice by both groups.
- Engagement on the Living Wage research findings (Coulson and Bonner, 2015) with the global accounting body the Association of Chartered Certified Accountants (ACCA) has led to the development and implementation of a global membership study on the Living Wage. This was carried out in partnership with Andrea Coulson, then Chair of the ACCA Global Forum on Sustainability, and Michael Kelly, Chair of the UK Living Wage Foundation and Visiting Professor of Accounting and Finance at the University of Strathclyde.
- On behalf of the Centre for Financial Regulation and Innovation (CeFRI), Daniel Broby has been in discussion with the Social Stock Exchange with regard to creating a stock market index for their initiative. This is a start-up initiative to provide access to capital to small and mid-size social companies. For it to raise its awareness, it needs to demonstrate the performance of the companies that trade on it. As a result, the research work will have important benefit to the initiative.
- Professor Levie is Co-Investigator on a Horizon 2020 project called SteamBio, which is developing viable business models for a technology that extracts valuable biochemical from stranded and waste biomass resource.

CASE STUDY

Government engagement to help drive NHS improvement

- A recent project led by Professor Sarah Dodd has included the development and holding of interactive workshops around collaborative growth strategies for the craft beer sector, bringing together craft brewers and relevant academics from nine European countries, together with enterprise support professionals, to analyse and plan for collective, sustainable sector development. These projects include the articulation and enactment of non-economic goals, such as cultural and environmental aims.
- Dr Matthew Hannon (HCE) has been invited by the World Energy Council to join as a member of their Resources Group, to provide insight into cutting-edge development in emerging energy technology market
- A total of 25 Strathclyde Business School undergraduate students took part in Saltire internships both in the UK and internationally in the summer of 2016. The students can work in big business or not-for-profit organisations. All are expected to tangibly give back for the experience they have been given which could be through fundraising or community engagement during their internship.

Gillian Anderson and Robert van der Meer of the Management Science Department have run three two day Continuing Professional Development course on Discrete Event Simulation. This is part of continued engagement with the Quality and Efficiency Support team (QuEST) of the Scottish Government who see a clear need for the use of simulation within the NHS.

The course was used to investigate processes and drive improvements across NHS services nationwide. An online knowledge hub has also been created, supported by Strathclyde, to continue engagement with the delegates.



Principle 6 | Dialogue:

The University of Strathclyde will facilitate and support dialogue 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

A programme of seminars, guest speaker events and debates which facilitate dialogue between the business school and its stakeholders is active throughout the Business School. Our academics are called on to impart their knowledge to private, public and not-for-profit organisations, contributing to the debating of issues related to global social responsibility and sustainability.

A Business School that provokes and facilitates discussion on global social responsibility issues:

- Strathclyde Business School participated in the University-wide Engage week with an event on family business and its sense of social responsibility; another on benchmarking pay and conditions including Living Wage implementation, mental health, and the recruitment crisis in care. Another event was an educational presentation on financial markets with the aim of providing free insight into the stockmarket and trends in the financial industry to a wide audience; and another to help identify the innovation needs of and solutions for public sector organisations. The Benchmarking Pay and Conditions in the Scottish Voluntary Sector included a panel session on the relevance of a Business Case for the Living Wage in the care sector with 42 delegates from the care sector and local and national government. Aspects of the business case discussed included: covering the costs of the Living Wage, phasing in change, pursuing social welfare through employee impact, stakeholder engagement and creating value through the supply chain as a Living Wage employer. Debate was encouraged on the relevance of a 'Business Case', or aspects of it, to public sector and third sector organisations. In particular, emphasis was placed on the relative importance of financial considerations and social/ employee welfare considerations.
- Highlighting government recognition and campaign impact, Strathclyde were invited to host the Living Wage Expo Conference in October 2016 with financial costs of hospitality covered by SBS.
- A VIP Dragon's Den competition was held in front of an audience of educators, students, business, government and other stakeholders, raising awareness of what students can do when they have the freedom to design and implement long term multi-year research projects that aim to solve some of the world's most pressing problems in health, energy and education.
- Dr Andrea Coulson, Department of Accounting and Finance, represented SBS at a Parliamentary Reception on November 2 at the Scottish Parliament, Holyrood, sponsored by MSP Daniel Johnson to celebrate Living Wage Week 2016.
- Visiting Professor in Accounting and Finance Michael Kelly has been honoured with a Living Wage Leadership Award for his contribution to the Living Wage Campaign over the last decade.
- The Department of Accounting and Finance launched the Centre for Financial Regulation and Innovation. This is focused around ethical dialogue, as financial markets have proved incapable of self-regulation.

- Barbara Simpson, Strategy & Organisation, is working with the Glasgow School of Art and a team of international experts from New Zealand, New York and Quebec on collaborative public leadership workshops to help Scotland's public leaders to work together on complex social challenges and problems such as elderly care and educational attainment.
- The SCER/FITwork team, in conjunction with partners from the Institute of Design at Glasgow School of Art, delivered an academic symposium on Progressive and Creative Practice for Workplace Innovation to an audience of academics on June 13 2016. This was the second in a series of three events supported by the Scottish Universities Insight Institute. Chaired by Colin Lindsay and with the opening address given by Tricia Findlay, guest speakers included Professor Jacob Buur, (SDU Design Initiative, University of Southern Denmark), Dr Kristina Potocnik, (University of Edinburgh), Professor Helen Shipton, (Nottingham Trent University), Professor Arnold Bakker, (Erasmus University Rotterdam), Professor Ewart Keep, (SKOPE, Oxford University) and Ellie Crawford, (Office of the Chief Economic Advisor, Scottish Government).
- Professor Patricia Findlay (SCER/HRM) took part in an expert panel with Keith Brown, the Cabinet Secretary for the Economy, Jobs and Fair Work and hosted by Paul Wheelhouse, Minister for Business, Innovation and Energy, at an event to mark the first anniversary of the launch of the Scottish Business Pledge, attended by an audience of over 50 businesses and stakeholders.
- Dr Colin Lindsay, Dr Rachelle Pascoe-Deslauriers and Johanna Butler (SCER/HRM) held feedback sessions with care sector employers and employees, in order to support knowledge exchange on fair and innovative workplace practices in social care.
- Dr Kerem Akartunali (Management Science) was invited as a guest speaker to the Resource Efficiency Industry Advisory Group (IAG) meeting on "Food Waste" that took place at Ivan Wood and Sons on June 16. The Resource Efficiency IAG, a collaboration between Zero Waste Scotland, Interface Food & Drink and the Scottish Food and Drink Federation, acts as a forum to identify and prioritise the most pressing energy, water and waste efficiency issues in the food and drink sector. Dr Akartunali shared his experiences using operational research to minimise waste in the food and drink sector, engaging in an open discussion with environmental and operational managers as well as directors of various companies to identify opportunities of collaboration
- Human Resource Management's Professor Tom Baum met colleagues from Strathmore University, Moi University and Utalii College in Kenya in order to discuss a future research agenda and to plan a tripartite workshop on sustainable HRM in tourism.

The Fraser of Allander Institute has expanded its economic research capabilities, carrying out independent analysis into Government financial budgets and decisions.

- Brian Garvey, Human Resource Management, and Richard Lord, Civil and Environmental Engineering, met with members of the Scottish Parliament in Holyrood to discuss their current research into the renewable energy capacity of brownfield sites in Scotland and the potential for addressing inequalities in employment opportunity, fuel poverty and health through their utilisation. They were subsequently invited to launch a new assessment tool kit for community based renewable energy at the Scottish Parliament in May 2017.
- The Fraser of Allander Institute (FAI), Scotland's leading independent economic research institute, was enlarged during 2016 to mark its 40th anniversary. Investment by the University means the FAI has expanded its economic research capabilities, carrying out independent analysis into Government financial budgets and decisions which is then conveyed to the media and the public. Appointed as part of this expansion, one of the new members of the team, David Eiser, was appointed Expert Independent Adviser to the Scottish Parliament's powerful cross-party Finance and Constitution Committee. In September, the Institute published its first Scotland's Budget: 2016 report at an event in Edinburgh attended by leaders from across the business and public sector communities. The new report, now to be an annual event, was supported by the Scottish Funding Council and set out the outlook, challenges and opportunities for the Scottish Government when setting its Budget for the year ahead. The report attracted widespread media coverage and has become established within policymaking circles as the definitive guide to Scotland's public finances.
- Strathclyde Business School student Jennifer McGregor was awarded £10,000 by West Dunbartonshire Social Enterprise Challenge for her social business idea for a range of clothing aimed at those who need specialised clothing – to cover stomas or colostomy bags - to help keep them comfortable. Jennifer studied Marketing and Business Law and took an Entrepreneurial Opportunities and Ventures course at the Hunter Centre for Entrepreneurship. Jennifer had to submit her business plans as part of the Social Enterprise Challenge which was launched by the Council, together with business development agency Firstport, in 2012 to help create local not-for-profit businesses that offered new employment opportunities. Jennifer was later named West Dunbartonshire's Citizen of the Year at the annual Provost's Civic Awards on April 22 2016 for starting her own innovative social enterprise.
- In alignment with the UAE Year of Giving, SBS UAE is supporting Emirates Down Syndrome Association with its strategic road map as it prepares to host the World Down Syndrome Congress in 2020. Dr Katerina Nicolopoulou (HCE) and Strathclyde MBA students received high praise from the director of EDSA for their Strategic Consulting in Practice (SCIP) output during April 2017. In a second stage of the collaboration, SBS UAE alumni and students will be invited to take on voluntary pro-bono consultancy roles to further the organisation's Strategic Road Map and to create a plan for sustainability of its financial resources and fundraising.

A research project by the Hunter Centre for Entrepreneurship into entrepreneurship and self-employment for the disabled has worked with relevant social groups to address the socio-economic needs of this sector of society.

- Juliette Wilson is a leading member of the Dunbartonshire Young Enterprise board and is actively involved in mentoring and equipping final year school students with the skills to set up and profitably run their own businesses. This year she organised and facilitated the masterclasses run with schools and the grand finale. She has helped to mentor over 1,000 school pupils through the programme. Dunbartonshire Young Enterprise is part of Young Enterprise, the UK's leading enterprise educational charity. It creates a connected world of young people, business volunteers and educators, inspiring each other to succeed through enterprise. With the support of more than 3,500 businesses and over 5,000 schools, colleges and local communities Young Enterprise helps to inspire the UK's next generation of enterprising young people.
- Working with the Glasgow Donor Centre, as part of their Digital Marketing and Convergent Marketing Communications class, a group of students spent weeks promoting the importance of blood donation through a specially set up Facebook page and blog, generating a tremendous amount of publicity, support and appreciation. They networked with the national Blood Transfusion Service and brought along a number of students as a result of the donor centre in Glasgow's Nelson Mandela Place to give blood. The students continued to work with blood donor agencies to continue making citizens and particularly their fellow students aware of the rewards of donating blood.
- Sarah Dodd of the Hunter Centre won funding for, and commenced working on, a research project into entrepreneurship and self-employment for the disabled. From the outset, this project has been in dialogue with relevant civil society organisations and enterprise support agencies to stimulate and support both dialogue and practice in addressing the socio-economic needs of this marginalised and vulnerable group.
- Through the Hunter Centre's Lucrezia Casulli's Business Clinics, students, academia staff and local organisations have engaged in collaborative projects intended to support young people in disadvantaged areas of Glasgow (e.g. collaboration with The Princes Trust, CoderDojo Bridgeton) and in developing countries (collaboration with Power A Life).
- The Strathclyde Dialogues hosted by Dr Katerina Nicolopoulou at Strathclyde UAE (Dubai-Abu Dhabi) are currently in their sixth year; these business community engagement events focus on trending topics of contemporary global interest, including several sustainability and Sustainable Development Goals related aspects (eg: Health, Diversity etc). The Strathclyde Dialogues featured in the 2013 PRME case collection.



Working directly with our students allows Business Fellows to play a critical role in directly shaping the next generation of business leaders to ensure that they have the skills and experience to succeed in industry...

CASE STUDY

Major conference bolsters Strathclyde's commitment to the Living Wage

Strathclyde welcomed Scotland's launch of the new, real living wage rate at a major conference on campus in October 2016, the Living Wage Expo Conference. Strathclyde is among 67 public sector organisations accredited by the Scottish Living Wage Accreditation Initiative – a voluntary commitment to pay staff a rate that is independently calculated, and based at or above on what employees and their families need to live on.

Employers from across Scotland attended the conference at the University's Technology and Innovation Centre, as well as Jamie Hepburn, Minister for Employability and Training.

Professor Sir Jim McDonald, Principal of the University, said,

"At Strathclyde, we believe that our people are at the heart of everything we do. Our living wage accreditation is part of our wide-ranging People Strategy, which reflects our values as a socially progressive university."

"By ensuring that everyone is paid at least the real living wage there are benefits for staff, and clear business, societal and economic benefits too."

The event was hosted by **Dr Andrea Coulson, Senior Lecturer in the University's Department of Accounting and Finance**, who has researched the living wage extensively. She said,

"Our research has found that paying a living wage and treating employees fairly helps to ensure a healthy and productive workforce, and helps to raise people out of in-work poverty."

"It also helps employees to increase their standard of living and helps businesses to increase staff retention and productivity – resulting in long-term business benefits."

The University has paid the living wage or above to staff for a number of years, and formalised its commitment with formal accreditation in October 2015.

Sandra Heidinger, Director of Human Resources at the University, said,

"The University's People Strategy is driven by the knowledge that the engagement, development and motivation of our staff is critical to our ongoing success as a leading international technological university."

"In the last year, we have seen increasing levels of engagement among our operational staff, as clearly evidenced in the results of our recent staff values survey, and in a decrease in turnover of staff most impacted by the Living Wage. I believe that our accreditation as a Living Wage Employer has been key to this."

The University of Strathclyde is recognised as a socially-progressive employer, committed to equality, diversity and inclusion. It was awarded a Scottish Business Pledge by the Scottish Government, showing that it upholds best practice with its business and embraces fairness, equality, opportunity and innovation. The University holds a Gold Award for Healthy Working Lives, and is a Carer Positive employer.

PRME

For general information on the PRME programme or any of our other activities please contact us at:

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