



ETHICAL / RESPONSIBLE /
SUSTAINABLE / INNOVATIVE
CONNECT: PRINCIPLES OF
RESPONSIBLE MANAGEMENT
EDUCATION (PRME)

PRME Progress Report 2011

PRME

Principles for Responsible
Management Education

**UNIVERSITY OF
WOLLONGONG**
FACULTY OF COMMERCE





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Renewal of Commitment



Professor Paul Wellings **Vice-Chancellor, University of Wollongong**

I have been impressed with the University of Wollongong's high standards and commitment to responsible management education and research and thought leadership on the Principles. Through its many international awards, the University of Wollongong has been repeatedly recognised for the development of excellent and much sought-after graduates.

The Faculty of Commerce, with its focus on "socially innovative commerce", is an excellent example. The Faculty aims to educate students who aspire to working in the fields of business to recognise and make commitments to the society in which they live and in which business operates. It requires learning about the world that exists beyond the office door, about acting in the broadest and best interests of the organisation and society.

With that in mind, the Principles of Responsible Management Education dovetails perfectly with the Faculty of Commerce's approach. It is important for students to see that its University is leading by example, that it too places a high value on sustainability, social responsibility and unification and to other issues crucial for our shared future. I commend this report on the achievements of the Faculty and University towards implementation of the Principles of Responsible Management Education and renew the commitment of the University to engage in a continual process of improvement following the Principles.

A handwritten signature in black ink, which appears to read "Paul Wellings". The signature is written in a cursive style and is positioned above a horizontal line.

Professor Paul Wellings

Introduction



Professor Trevor Spedding Dean, Faculty of Commerce

I am pleased to present the University of Wollongong, Faculty of Commerce, 2011 Report on progress in implementation of the Principles of Responsible Management Education (PRME). The PRME aligns with the Faculty vision and provides a meaningful framework for the Faculty's strategic development. The Faculty of Commerce is committed to inspiring socially innovative commerce through research and teaching. We have a strong reputation for the quality of our research and teaching, both within Australia and overseas. Our reputation is reflected in the demand for the Faculty's courses in Australia (Wollongong; Sydney; South Coast and Southern Highland campuses) and off-shore (Dubai and South-East Asia institutions). The Faculty of Commerce offered undergraduate, postgraduate and higher degree research programs to over 3678 full-time students in 2011. The Faculty has significant local, national and international research linkages that contribute strongly to each School's robust research profile. We have sought to enact the Principles of Responsible Management Education through the Faculty's teaching, research, development and business processes.

A handwritten signature in black ink, which appears to read 'T. Spedding'. The signature is fluid and cursive, with a large, sweeping flourish at the end.

Professor Trevor Spedding

Overview

The Faculty of Commerce aims to be the best environment in Australia to research, teach and learn Commerce. The Faculty is committed to inspiring social innovation through its research and teaching programs, which are at the leading edge of our disciplines. Faculty of Commerce graduates will have a reputation for critical evaluation and the ability to integrate the diverse disciplines of Commerce at both undergraduate and postgraduate levels in order to benefit the wider community. The Faculty is committed to realising the spirit of creating better futures.

All degrees offered through the Faculty of Commerce are founded on our belief that students are a force for positive change, both socially and in business. We recognise that students of business are the future generators of sustained value for organisations and society. To this end, the Faculty makes a commitment to each student that as a result of their studies they will attain a set of graduate qualities aligned with the Principles. At a program level and through each subject the learning objectives and assessment tasks have been mapped and attainment of graduate qualities able to be recognised.

We are committed to fostering graduates who are:

Socially Responsible: Faculty of Commerce graduates will appreciate the social and ethical dimensions of business and be able to make informed choices for the benefit of society.

Informed: Faculty of Commerce graduates will have gained appropriate conceptual and applied knowledge that is research-based; develop skills for independent thinking and life-long learning and are able to acknowledge the work and ideas of others.

Innovative and Flexible: Faculty of Commerce graduates will be innovative in their thinking and work practices, be flexible in their approach and

PRME Principles

Principle 1 – Purpose

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

be able to apply creativity and logical analysis to solving business and social problems.

Connected: Faculty of Commerce graduates will be able to work and network effectively with others, and to appreciate the links between ideas and practice in domestic and international business, the public sector and community contexts.

Effective Communicators: Faculty of Commerce graduates will demonstrate an effective level of interpersonal, written and verbal communication skills and show an understanding of intercultural communication practices.

Major Achievements

The Faculty of Commerce has recently undertaken a major review of its undergraduate and specialised Master Degree programs. As a result both the new Bachelor of Commerce program with its focus on inspiring socially innovative commerce and a Bachelor of Economics and Finance degree are now offered to undergraduate students. Information showing all degree offerings is available here: www.uow.edu.au/commerce/index.html.

The graduate quality of social responsibility is embedded in learning outcomes and assessment tasks across the degree programs. In particular, all undergraduate students are required to undertake a mandatory subject in first year: 'COMM101 Principles of Responsible Commerce'. In the final year they are required to undertake a Capstone subject that integrates prior learning in majors and clearly ties into the principles of responsible commerce.

The attainment of the graduate attributes is managed through a Core Curriculum Subcommittee of the Faculty Education Committee, which reports to the Faculty Executive and University Academic Senate. This subcommittee oversees subject quality, teaching quality and assessment for the core subjects in the undergraduate degree.

In addition, the Faculty has developed a subject outline database to quality control all subject outlines. This tool provides the ability to map the graduate qualities across the entire degree program through assessment methodology. The Faculty Learning and Teaching Team gained national recognition for the development of this system, receiving an Award in 2011 for Outstanding Contribution to Learning and Teaching from the Australian Learning and Teaching Council (ALTC).

University of Wollongong Commerce graduates are sought after by employers, with over 85% of UOW Commerce students in business studies, accounting and finance majors graduating with a full-time job within their first year (ref. 2010 Australian Graduate Survey).

Globally Connected

iConnect

iConnect is an international program piloted by the Faculty of Commerce in 2011, to be launched campus-wide in 2012. iConnect helps and encourages students to engage in cross-cultural experiences, leading to the award of UOW's Global Citizenship Certificate. The program consists of activities and experiences either in Australia or in countries worldwide that increase

the participant's awareness and understanding of cultural diversity. Through the program, they gain 100 points towards an iConnect certificate. Points can be accumulated by participating in international study programs, volunteering overseas, being part of local clubs and societies, helping to organise events that promote a better understanding of different cultures and attending lectures and seminars to increase cross-cultural skills.

Going Green and Recycling

Recycling facilities in outside venues have been available on University of Wollongong campuses for some time. The Faculty of Commerce was one of the first to pilot and champion Indoor Recycling by staff and students as a way to reduce our ecological footprint and become leaders and innovators in sustainability. The result of the pilot resulted in improvements in the recycling model, which has since been endorsed and rolled out campus-wide.

The Faculty also supports and participates in recycling, which has been extended to e-waste, printer cartridges, mobile phones and eye glasses through central University collection and management. In addition, the Faculty has adopted a green procurement policy wherever practicable. This extends to selecting suppliers and eco-products that support responsible product packaging, recyclability of product, recycled content in product, energy efficiency of production and use, company environmental program, sustainability of manufacturing processes and waste disposal and transport requirements of product from manufacturing point to site.

To reinforce the Faculty's message about responsible business practices, all students attending the Faculty orientation hear stories about the importance of environmentally responsible business choices and are given a free environmentally friendly 'coffee keeper cup' to reduce waste from non-recycled coffee cups. Eco-friendly water bottles have also been offered to students to emphasise the need to limit the impact on the environment of disposable water bottles.

Overview

In the current turbulent global marketplace, understanding the relationships and interdependencies between business, the environment and society has become essential. Organisations employing business graduates increasingly demand them to “hit the ground running” in their understanding of these relationships and the contexts that govern them. Several current thinkers have argued that one of the weaknesses of business education is that it is focused on a disciplinary perspective rather than taking a holistic systems view of a business enterprise.

Commerce undergraduate degrees in the Faculty of Commerce reshape the attitudes and behaviour of future business leaders. Students can choose from seven undergraduate degrees, three of which are offered jointly with TAFE:

- Bachelor of Commerce
- Bachelor of Commerce (Dean's Scholar)
- Bachelor of Business
- Bachelor of Economics and Finance
- Joint TAFE programs: Bachelor of Commerce (Tourism), (Event Management) and (Hospitality).

In order to give students maximum flexibility and meet the Faculty commitment to social responsibility, all three degrees have a common set of core subjects in the first year with a capstone requirement in the final year. Students undertaking the Bachelor of Commerce Degree can choose from 14 majors: Accountancy, Business innovation, Business law, Economics, Finance, Financial Planning, Human Resource management, International Business, international Economics, management, Marketing, Public Relations, Quantitative Analysis in Economics and Supply Chain Management.

A systems approach to business education utilising our capstone subjects ensures that students' concerns about the world and

PRME Principles

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 National Global Compact.

concepts of relevance are not ignored. Students choose between one of four final year capstone subjects that integrate the disciplines of commerce by focusing on a multidisciplinary view of socially innovative business practice. They also consolidate and apply the ethical, socially responsible and environmental view of commerce that underpins the undergraduate Commerce degrees, consistent with the principles of socially responsible commerce learned in the first-year subject 'COMM101 Principles of Responsible Commerce'. The four subjects of the capstone are based on a series of lectures and action-based learning projects, in which students practise the principles of socially innovative commerce in a multidisciplinary business environment.

Major Achievements

Curriculum

The design of the Capstone and the simulation began 18 months ago with the aim of developing an online web-based simulation for use in the new capstone subject, “Simulation of a Socially Innovative Enterprise”, which enables

a holistic view of business education. This ensures that students think about the economic, environmental and social consequences of their decision-making. The simulation is called IDLE (Interactive Dynamic Learning Environment) and it won the University of Wollongong/UniQuest Trailblazer Award for 2011. Trailblazer is an annual competition developed to reward innovative ideas and early-stage research that has the potential to benefit the community, industry or business, as well as generate a financial return. The prize money from Trailblazer will be used to further develop IDLE for possible commercial outcomes. In a national ALTC-funded project that is looking at best practice in undergraduate capstones across Australia, the Commerce simulation is considered the standard integrative capstone learning experience.

The four subjects that comprise the Capstone, of which students must choose one, are described below:

Simulation of a Socially Innovative Enterprise

Simulation of a Socially Innovative Enterprise is an action-learning project where students form multidisciplinary teams and run a simulated business (which may include private, public and not-for-profit organisations) for a period of several weeks. Multidisciplinary teams of students compete across a performance matrix that includes profit, environmental impact, sustainability, social innovation, quality of service and ethical performance. Individual team members are responsible for different aspects of business. Students are required to make multidisciplinary interactive decisions based on sound ethical, socially responsible and sustainable practice.

Start up of a Socially Innovative Business

Start up of a Socially Innovative Business enables students to apply the principles of

ethical, socially responsible and sustainable commerce by involving students in the experience of starting and running a business. Students work as employees of the business, adopting specific roles and responsibilities associated with starting and running a socially innovative business.

Applied Business Research for Social Innovation

Applied Business Research for Social Innovation introduces students to higher level research skills. Students work in a multidisciplinary environment on a selected project about a contemporary commercial issue impacting on society. Students gain transferable skills with research application including presentation, research process and team working skills. Students are required to produce submissions to relevant authorities, professional bodies and the wider academic community through a formal presentation.

Intercultural Applications of Socially Innovative Business

Intercultural Applications of Socially Innovative Business enables students to apply the principles of responsible commerce in an intercultural business environment. Students investigate commercial problems which may include private, public and not-for-profit organisations for different communities. Students engage in communities to develop a framework for sustainability and social innovation in a multidisciplinary business environment.

Social Inclusion

In 2011, the Faculty was awarded University Social Inclusion Project Scheme (SIPS) funding. This funding was established to support initiatives to improve access to undergraduate courses, retention rates and completion rates for students from low socio-economic status (LSES) backgrounds.

The core project focused on developing, piloting and evaluating a framework to prepare the foundations for academic staff to more confidently design, deliver and assess curriculum that will engage and support students from LSES backgrounds. The social inclusion framework aims to build capacity in academic staff (First Year Subject Coordinators and Casual Academic Tutors) knowledge, skills and understanding so that they can confidently monitor students progress through the use of both formative and summative assessment practices. They can then modify their teaching practices accordingly through embedding scaffolded learning activities. These major aims will lead to early identification of students who may be at risk and the introduction of responsive scaffolded learning practices that will support and engage these students in future learning.

As part of our Indigenous Strategy, the Faculty has engaged in a number of projects to attract Aboriginal students and to ensure that the Faculty is a place that members of the Aboriginal community see as supportive and welcoming (see "Indigenous Strategy" under Principle 5: Partnerships and the AIME Mentoring Program). Indigenous students and members of the community are also given the opportunity to apply for part-time traineeships within the Faculty. These traineeships are for two-years and the student rotates through different divisions within the Faculty in order to experience a range of work environments and gain knowledge and confidence through interaction with long-term staff members.



COMM331 students working on the Simulation of a Socially Innovative Enterprise

Overview

The Faculty of Commerce has embedded processes in each of the core areas of teaching and learning, research, collaborations and partnerships, and business processes to enable effective learning for responsible leadership. The Faculty engages with students both formally and informally in the classroom, through clubs and societies, through seminars and events and by regularly reviewing key indicators to determine our effectiveness in fostering responsible leadership for students, staff and the communities in which we are based.

Major Achievements

Chinese Commerce Academic Development (CCAD) Group

The CCAD is a program where a group of high-achieving students (undergraduate, postgraduate and higher degree research students in commerce) provide leadership, mentoring and academic assistance to help peer Chinese students academically in accounting, finance, management and other relevant majors, with an aim of providing and sharing experiences of studying and living overseas. The group is academically focused, aiming to build community engagement. First-year Chinese international students are given high priority to help them overcome early-stage university difficulties, to reduce failure rates and increase retention. The Faculty supports the program through access to funding, facilities, promotion and collaboration.

PRME Principles

Principle 3: Method

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

LUCY

LUCY is an innovative leadership program that targets women from the Law, Commerce and Engineering disciplines who are inspired to take on leadership and senior positions in the private and public sectors. With a strong commitment to increasing the numbers of women employed in middle and senior management levels and on boards, the NSW Government, along with the Office for Women's Policy, NSW Department of Premier and Cabinet, joined forces and introduced 'Lucy' to the University of Wollongong. LUCY is a mentoring program where mentors and students work together on a small work-related project whereby mentors share their knowledge and experience to equip students to meet the challenges often experienced by women in their chosen industry.

Students4Students Leadership Program

The Students4Students National Leadership Conference is a student initiative focused on providing university students nationwide with an innovative leadership experience. The S4S conference aims to encourage an enduring commitment to the understanding and practice of leadership amongst university students in the

Australian community. The Faculty of Commerce annually sponsors a cohort of students to attend this conference.

Young Women's Leadership Forum

The Faculty of Commerce, in partnership with Moorefield Girls High School, held the inaugural Leadership Conference Day at Moorefield Girls High School in 2011. Gail Kelly, CEO of Westpac and the 8th most powerful woman in the world according to Forbes Magazine, spoke to over 300 students at the High School about leadership and maintaining a positive attitude.

AIME

AIME Indigenous Corporation provides a six-year Mentoring Program for Indigenous Australian students to access while undertaking their high school studies from Year 7 through to Year 12. AIME partners university student volunteers in a one-on-one mentoring relationship with a

high school Indigenous student, for an hour a week over the course of a 17-week program. AIME's goals are to improve Year 10 completion rates, Year 12 completion rates and university admission rates for all participating students. In 2011 record numbers of Commerce students volunteered to be a mentor through AIME.

PROPEL

PROPEL is a collaborative University project, initially funded by an ALTC grant and led by the Faculties of Commerce and Education, to implement a one-year intensive leadership program for pre-leadership academics that will immediately start to train future academic leaders, locally and nationally, and will result in a model transferable to other institutions. PROPEL is hosted by the Faculty and only fifteen participants from universities across Australia were invited into the program. Dr Venkat Yanamandram from Commerce has undertaken the year-long training.



Overview

Over the last 18 months the Faculty research agenda has increasingly aligned with the Faculty vision of inspiring socially innovative commerce. The Faculty received National recognition for its research performance through the Excellence in Research for Australia (ERA) Initiative, receiving the highest possible ERA rating of "5" for research quality (well above world standard) in the area of tourism.

The Institute for Innovation in Business and Social Research (IIBSoR)

The Institute for Innovation in Business and Social Research (IIBSoR) has been recognised as a research strength of the University. The objective of IIBSoR is to develop and test innovative and reliable qualitative and quantitative measures for business and the social sciences.

IIBSoR members were involved in 28 funded research projects in 2011 within areas ranging from foster care to market segmentation methodology, in addition to securing funding for an additional 10 new projects throughout the year. These were:

Technological Innovation and Change in Supply Chain Integration

Prof Trevor Spedding, Dr Michael Clements, Prof Amrik Sohal, Dr Lisa Daniel, Prof Patrick Dawson
\$161,676 (ARC Linkage Project)

Modelling IT Alignment in Multibusiness Service Organisations

Prof Tim Coltman, Dr Byron Keating
\$256,000 (ARC Discovery Project)

Market Segmentation Methodology: Attacking the 'Too Hard' Basket

Prof Sara Dolnicar, Prof Friedrich Leisch, Dr Bettina Grün
\$1,460,000 (ARC Discovery Project / QEII Fellowship)

PRME Principles

Principle 4: Research

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

Rocky Mountain Sustainability and Science Network: Enhancing Student Understanding of Biology and Science Through Experiential Learning on Public Lands

Dr Gillian Bowser, Dr Mark Brown, A/Prof Ulrike Gretzel
US\$500,000 (National Science Foundation, US)

The Long Term Causal Effects of Vietnam War Era Conscription on Economic and Social Outcomes For Australian Conscripts

Dr Peter Siminski, Prof Simon Ville
\$57,000 (ARC Linkage Project);
\$50,453 (Department of Veterans Affairs)

Technology and Innovation Management in High Risk Situations

Prof Tim Coltman, Prof Tim Devinney, Dr Rajeev Sharma, Prof Siegfried Gudergan, Dr Benjamin Brooks, Dr Nidhida Lin
\$652,367.00 (ARC Linkage grant)

Reducing the Australian Tourism Industry's Vulnerability to External Shocks - Identifying and Understanding Disaster-Resilient Tourists

Prof Sara Dolnicar, A/Prof Ulrike Gretzel
\$200,000 (ARC Discovery Grant)

Does Retail Petrol Price Respond Asymmetrically to Changes in its Cost? A Modelling Framework

A/ Prof Abbas Valadkhani

\$99,204 (ARC Discovery Grant)

The Global Research Network on Women and Sustainability: Mentoring Underrepresented Women and Women from Developing Countries in Research on Environmental Sustainability and Climate Change

Gillian Bowser, Elizabeth Davis, John Hayes, Alice Madden, Robin Reid, Mark Brown, Maria Cseh, Susan Cameron Devitt, Katie Sieving, Lyn Branch, Jesse Njoka, Margaret Hutchinson, Ulrike Gretzel, Deedra McClearn, Veronica Vasquez-Garcia, Rita Vermont Ricalde, Tracy Mann

US\$750,000 (National Science Foundation, US)

- The Centre for Research in Socially Responsible Marketing
- The Centre for Small Business and Regional Research
- Chinese Commerce Research Centre
- Marketing Research Innovation Centre
- People and Organisation Research Centre
- Social Accounting and Accountability Research Centre

Social Innovation Network (SInet)

The Faculty established and now hosts the Social Innovation Network (SInet), a UOW research network that brings together researchers from many disciplines across the University to investigate the development of new concepts, strategies and tools to empower individuals, communities, profit and non-profit organisations and the government to improve quality of life. In this context, quality of life means material standard of living as well as personal well-being in terms of health and environment and social harmony.

Research Centres

In addition the Faculty has several active and productive research centres:

- Activity Theory Usability Laboratory (ATUL)
- The Centre for Applied Research Systems
- The Centre for Human and Social Capital Research
- The Centre for Knowledge Management

Major Achievements

Our research efforts are strongly linked to our Faculty focus on 'socially innovative commerce'. The Institute for Innovation in Business and Social Research and our other research centres undertake a wide range of research projects that help to advance understanding of how corporations can have a vital role in driving better social, environmental and economic outcomes. Some of our research is highlighted below under key thematic areas:

Theme 1: Socially Responsible Commerce

- "Communicating about skin cancer to people of mild intellectual disability."
- "Centrelink Prosecutions at the Employment/Benefit Nexus."

Theme 2: Sustainable Living

- "Analysing Energy Efficiency in Multi-use Environments"
- "IT and the Climate Change Adaptation Initiatives of NSW State Government"
- "The use of Web 2.0 for lowering the Carbon Footprint of Globally-distributed Activity"
- "Active transport in the Illawarra region"

Theme 3: Using Technology to Improve Society

- "Use of Social Media for Community Engagement".
- "Developing a Cross-institutional Sustainability Network and the NBN"

- “Digital Stories in Business Project”.
- “Technology and Innovation management in high risk situations”.

Theme 4: Ageing Well

- “Exploring the determinants of service quality of residential communities for the aging”
- “Information Systems support for the Illawarra Dementia Support Network”.
- “Benefits within an aging community of developing an Aquaponics Garden”.

Theme 5: Tourism and Regional Development

- “Rethinking the Future of Visitor Services”
- “Improving measurement of the economic value of tourism to regional areas”
- “Structural Adjustment Funding In Regional Economies: Which sectors should be supported?”
- “Investigating the Economic and Social Consequences of Job Losses in Traditional Industries”
- “Investigating Chinese domestic labour market conditions and international student migration to Australia.”

Early Career Researchers

We challenge our Early Career Researchers in particular to tackle complex problems across social, environmental or economic issues. Our intentional focus on issues of strong applied relevance has brought significant success to our young researchers. In particular, two of our up and coming researchers, Dr Peter Siminski, from the School of Economics, and Dr Melanie Randle from the School of Management and Marketing, were amongst a select group of only a few hundred early career researcher academics nationally to receive prestigious Discovery Early Career Researcher Awards (DECRA) from the Australian Research Council.

Dr Randle was awarded \$375,000 to investigate how to improve the ability of foster care organisations to attract the particular types of carers best suited to children needing homes.

Dr Siminski was awarded \$375,000 to investigate the human costs of conflict, the social determinants of life outcomes, and consequences of induced employment disincentives for older men.

Both these projects demonstrate the Faculty's focus on advancing understanding of how organisations can add social and economic value and make a difference on important social, environmental or economic issues.

Sample Key Publications in Area

Andrew, J. and Cortese, C. (2011), ‘Accounting for climate change and the self-regulation of carbon disclosures’, *Accounting Forum*, vol. 35, no. 3, pp. 130–138.

Boksberger, P., Dolnicar, S., Laesser, C., Randle, M. (2011), ‘Self-congruity theory: to what extent does it hold in tourism?’, *Journal of Travel Research*, vol. 50, no. 4, pp. 454–456.

Coltman, T, Devinney, T.M, and Midgley, D.F. (2011), ‘Customer relationship management and firm performance’, *Journal of Information Technology*, vol. 26, no. 3, pp. 205–219.

Craig, L. and Siminski, P. (2011), ‘If men do more housework, do their wives have more babies?’, *Social Indicators Research: An International and Interdisciplinary Journal for Quality-of-Life*, no. 101, pp. 255–258.

Daniel, L.J. and Dawson, P. (2011), ‘The sociology of innovation and new biotechnologies’, *New Technology, Work and Employment*, vol. 26, no. 1, pp. 1–16.

Dawson, P. and Zanko, M. (2011), ‘Social innovation at work: sustainable OHS in HRM’, in M. Clarke (eds), *Readings in HRM and Sustainability*, Tilde University Press, Prahran, Victoria. pp. 82ff.

Dolnicar, S., Hurlimann, A., and Grun, B. (2011), ‘What affects public acceptance of recycled and desalinated water?’ *Water Research*, vol. 45, no. 2, pp. 933–943.

Dolnicar, S., Grabler, K., Grun, B., and Kulnig, A. (2011), ‘Key drivers of airline loyalty’, *Tourism Management*, vol. 32, no. 5, pp. 1020–1026.

Dwyer, C. and Hasan, H.M. (2011), ‘Emergent Solutions for Global Climate Change: Lessons from

Green IS Research', *International Journal of Social and Organizational Dynamics in IT*, forthcoming.

Fernando, M. (2011), 'A Social Innovation Based Transformative Learning Approach to Teaching Business Ethics', *Journal of Business Ethics Education*, vol. 8, pp. 1–20.

Fernando, M. (2011), 'Dilmah Tea's blend of paternalistic leadership: Approach builds commitment, good communications and teamwork', *Human Resource Management International Digest*, vol. 19, no. 4, pp. 13–15.

Fernando, M. and Sim, A. (2011), 'Strategic ambiguity and leaders' responsibility beyond maximizing profits', *European Management Journal*, vol. 29, iss. 6, pp. 504–513.

Francis, J.E. (2011), 'The functions and norms that drive university student volunteering', *International Journal of Nonprofit and Voluntary Sector Marketing*, vol. 16, no. 1, pp. 1–12.

Gilbertson, M., Hurlimann, A. and Dolnicar, S. (2011), 'Does water context influence behaviour and attitudes to water conservation?', *Australasian Journal of Environmental Management*, vol. 18, no. 1, pp. 47–60.

Gretzel, U. (2011), 'Intelligent systems in tourism: a social science perspective', *Annals of Tourism Research*, vol. 38, no. 3, pp. 757–779.

Hurlimann, A. and Dolnicar, S. (2011), 'Voluntary relocation – an exploration of Australian attitudes in the context of drought, recycled and desalinated water', *Global Environmental Change*, vol. 21, no. 3, pp. 1084ff.

Levy, A., Chowdhury, K. and Livermore, J. Levy (2011), 'International emission inequality and per capita abatement schemes', *Journal of Natural Resources Policy Research*, vol. 3, no. 1, pp. 77–90.

Li, Z., Powell, S.M. and Pomeroy, A.A. (2011), 'A comparison of corporate social responsibility (CSR) practiced with employees in Chinese and Multinational private Financial Intermediation and Accounting companies in China', in A. Patterson and S. Oakes (eds), *Proceedings of the Academy of Marketing Conference 2011: Marketing Field Forever*, *Academy of Management*, Liverpool, UK, pp. 1–7.

Moeller, T., Dolnicar, S. and Leisch, F. (2011), 'The sustainability–profitability trade-off in tourism: can it be overcome?', *Journal of Sustainable Tourism*, vol. 19, no. 2, pp. 155–169.

Moerman, L.C. and van der Laan, S. (2011), 'Accounting for long-tail asbestos liabilities: Metaphor and meaning', *Accounting Forum*, vol. 35, no. 1, pp. 11–18.

Park, Y. and Gretzel, U. (2011), 'Travel coupon proneness', *Annals of Tourism Research*, vol. 38, no. 4, pp. 1653–1657.

Powell, S.M. (2011), 'The nexus between ethical corporate marketing, ethical corporate identity and corporate social responsibility: An internal organisational perspective', , vol. 45, no. 9/10, pp. 1365–1379.

Randle, M. and Dolnicar, S. (2011), 'Self-congruity and volunteering: A multi-organisation comparison', *European Journal of Marketing*, vol. 45, no. 5, pp. 739–758.

Rossiter, J.R. (2011), *Measurement for the Social Sciences The C-OAR-SE Method and Why It Must Replace Psychometrics*, Springer: New York.

Siminski, P. and Ville, S. (2011). Long-run mortality effects of Vietnam-era army service: evidence from Australia's conscription lotteries. *The American Economic Review*, vol. 101, no. 3, pp. 345–349.

Zainuddin, N., Previte, J. and Russell-Bennett, R. (2011), 'A Social Marketing Approach to Value Creation in a Well-Women's Health Service', *Journal of Marketing Management*, vol. 27, no. 3–4.

Overview

The Faculty of Commerce actively engages with partners through a broad range of mechanisms, including curriculum review mechanisms, events, joint programs with TAFE, visiting programs for international and nationally renowned academics, the Faculty of Commerce Internship subject, prizes and awards to students, sponsorships, alumni activities and research and commercial consultancy.

Major Achievements

Students in Free Enterprise

SIFE (Students in Free Enterprise) is a worldwide organisation that provides university students with the opportunity to dream, develop and make a difference via free enterprise education. Students are required to work together as a team to create an innovative portfolio of projects to assist their local, national and global community. Projects are designed to meet a problem or concern within the community they choose to target, and the collaboration encourages the students to work outside the structured nature of their education. In 2011 the Faculty of Commerce committed to supporting SIFE.

Indigenous Strategy

Over the last 18 months the Faculty has developed an Indigenous strategy in partnership with Indigenous elders and Indigenous community organisations. This year the Faculty hosted for its third year a Koori Kids Fun Day, aiming to provide a fun and culturally relevant experience to Koori kids while breaking down stereotypes of University and inspiring them through contact with high profile Indigenous

PRME Principles

Principle 5: Partnerships

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

athletes. The Koori Kids Fun Day receives sponsorship from local businesses, which enables the event to be offered free to Koori kids and their parents.

Through UOW Community Engagement Grant funding, the Faculty created a short digital story with the Indigenous community to be used by non-Indigenous staff and students from the University to respectfully and meaningfully acknowledge Dharawal Country.

The Lands Council and Aboriginal Cultural Centre have both sponsored Commerce Indigenous student prizes and committed to this sponsorship for the next four years.

Prizes

The Faculty engages over 35 high schools across the region and Sydney to participate in a prize sponsorship program that recognises the highest achieving business or economics high school students.

The Faculty also offers prizes to approximately 115 current Commerce students to recognise academic achievement. These prizes are sponsored by business partners of the Faculty. There are over 27 businesses, both local and national organisations that provide a financial bonus to accompany the awards for outstanding effort.

Scholarships

Scholarships provide students with financial assistance and UOW offers a wide range of scholarships to assist with the cost of their study.

Work-Integrated Scholarships are offered through the Faculty of Commerce to two general staff members every year for non academic staff members to study a Bachelor of Commerce.

The Faculty also provides Honours Scholarships for six students every year to the value of \$3000. Also on offer are Faculty of Commerce summer scholarships. These \$2000 scholarships are intended to encourage final year Commerce students to complete a research project over the summer break in collaboration with an academic supervisor.

Internship

The Commerce Internship subject (COMM390) provides an opportunity for students to integrate and apply their university knowledge in an industry context. It has been designed with a primary focus on work experiential learning and requires the student to work for 16 days in a pre-selected organisation. These working days are spread over eight weeks with two days per week during session.

As part of our ongoing commitment to maintain our business relationships, we provide a Business Partners Breakfast for all our Business Partners, including research partners, Internship partners and the student Awards, scholarships and prizes sponsors. The event highlights the advantages of our partnership program and provides networking opportunities for our students to connect with our business partners.

Local Government Consortium

A new consortium representing an innovative model for research collaboration and engagement between local government authorities and UOW commenced in 2011.

Five local councils are committed and actively involved in the consortium for at least a three-year initial period: Wollongong City, Shoalhaven City, Hurstville City, Rockdale City and Camden councils. The consortium creates a supported opportunity for nominated council staff to engage in a Masters by Research or a PhD through UOW on projects of strategic importance to a council or to the local government sector more broadly. The other focal point of the consortium will involve UOW in acting as the hub for networking, research guidance and knowledge exchanges between the five councils, their researchers and the University.

Alumni

The Commerce Business Alumni Network represents alumni and current students in the Faculty of Commerce and the Sydney Business School. The Commerce Business Alumni Network objectives are to:

- Promote the Faculty of Commerce of the University of Wollongong
- Provide a conduit for interaction between Alumni and industry, commerce and professional associations
- Inform alumni about developments at the University
- Facilitate professional networking
- Promote the Network to students of the Faculty of Commerce at the University of Wollongong.

The alumni network hosts events locally, nationally and internationally.

Commerce Faculty Advisory Board (CFAB)

The Commerce Faculty receives valuable support and guidance from its Advisory Board, which includes representatives from industry, TAFE and the school education sector. This interaction allows the Faculty to forge relationships with key people active in the business world and to gain their insight into

needs that our courses and research should seek to address. The Advisory Board members are:

Mr Warwick Shanks (Chair)

Partner, KPMG Wollongong

Dr Steve Andersen

Deputy Chancellor, UOW

Mr Frank Di Giorgio

Senior Executive, Australian Treasury,

Mr David Farmer

General Manager, Wollongong City Council

Mr Dom Figliomeni

CEO, Port Kembla Port Corporation

Mr Greg Fisher

Business Opportunities Manager, WEA
Illawarra

Kathleen McCormack AM

Director, CatholicCare

Ms Rae Mitchell

Principal, Smith's Hill High School,
Wollongong

Ms Dianne Murray

Director, TAFE Illawarra

Mr Robert Ryan

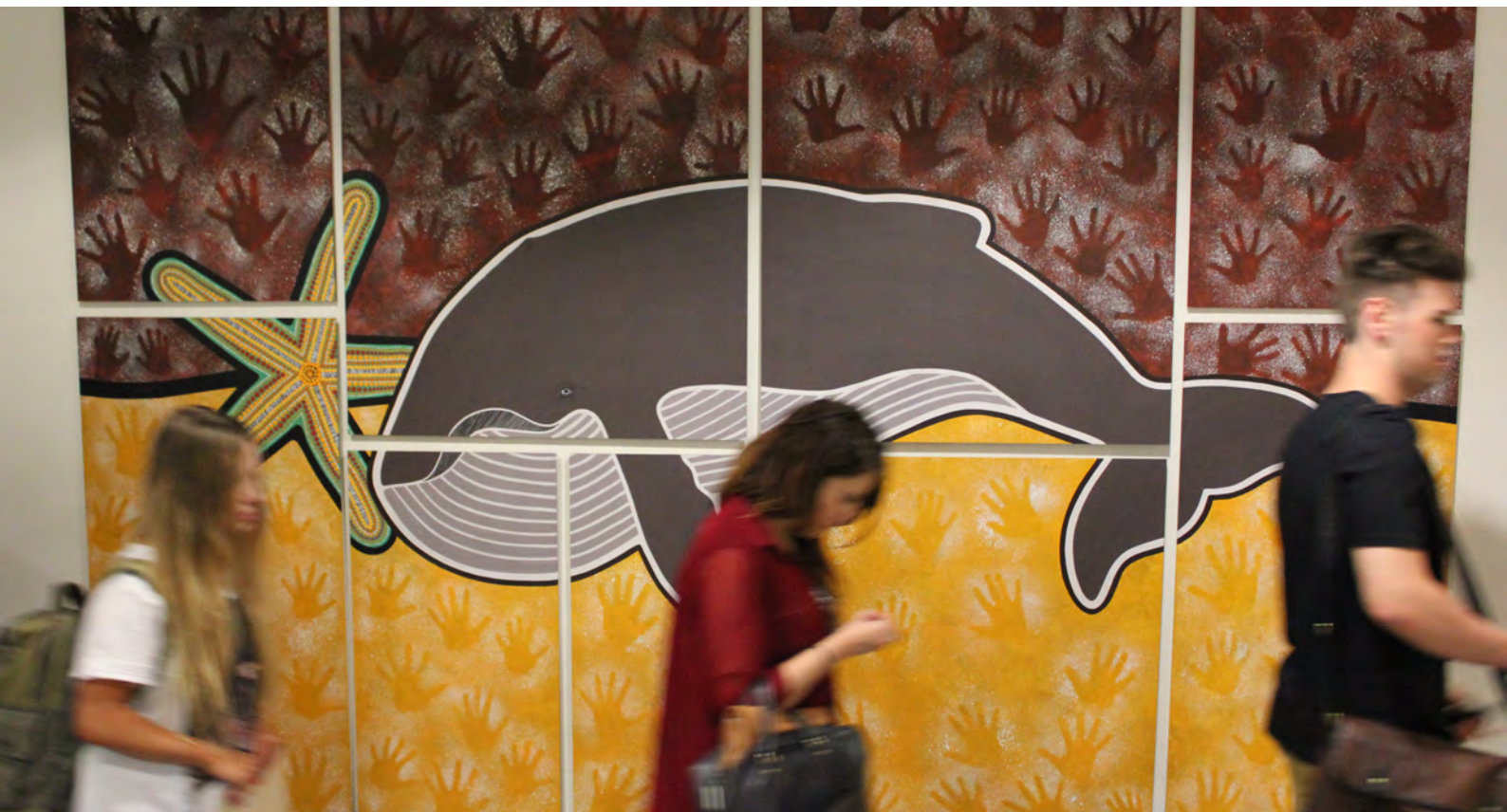
Chief Executive of IMB Ltd

Roger Summerill OAM

Deputy Chair of Regional Development
Australia

Mr Terry Wylie

Former Principal, Caringbah High School



"Gan-man-gang" artwork painted as part of the 2010 Koori Kids Fun Day, on display in the Commerce Building foyer. Artists: Craig Cruse and Joanne Davis

Overview

Dialogue and debate on issues relating to global social responsibility and sustainability begins for the Faculty within its key teaching strategies. Given the core qualities of our curriculum the issues surrounding social responsibility in commerce will inevitably be seeded into policy discussion within businesses by future graduates as they enter the workforce. However, opening that debate outward into academic spheres beyond our own gates and into the community generally is recognised as one of our major responsibilities. A number of strategies are in place to encourage wide-ranging debate on the major issues involved.

Major Achievements

Conferences

Conferences remain a major forum for engaging in debate within the worldwide academic community. The Faculty of Commerce encourages academics not only to attend conferences but also to present papers for dissemination and discussion by their peers. This encouragement comes through allocated funding for conference attendance and paper presentation. In 2011 alone, UOW researchers attended over 50 major conferences, many focusing on issues of social responsibility and related topics. UOW researchers were key speakers at some of these.

Researchers within the Faculty have organised widely publicised, international conferences and symposiums that deal with issues relating to responsibility in business, such as:

- Centre for Social and Environmental Accounting Research Conference 2012.
- Forensic Accounting Teaching and Learning Symposium 2012.

PRME Principles

Principle 6: Dialogue

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

- SMEs in a Global Economy Conference 2013.

Visitors / Public Lectures and Seminars

Each year sees visiting experts, from both academic and business spheres, invited to come to the University to present public lectures or engage in symposiums and doctoral consortiums, and many of these events have dealt with issues relating to responsible management. The Schools of Accounting and Finance, Management and Marketing and Economics have conducted year-long seminar series with event seminars, lectures and discussions from distinguished guests from a multitude of Universities, with national and international representation, as well as representatives from business and government. These have included:

- **Professor Joshua Angrist**, from Massachusetts Institute of Technology, conducted a public lecture on "Accountability and flexibility in public schools".

- **Professor Andrew Pettigrew** OBE, FBA, Professor of Strategy and Organisation, Saïd Business School, University of Oxford, conducted a public lecture on “Scholarship with Impact” as a guest of the Faculty and its research strength – the Institute for Innovation in Business and Social Research.
- **Professor Peter Berck**, from the University of California, Berkeley, delivered a public lecture on “Greenhouse Policies”.
- **Michael Scharper**, Deputy Commissioner of the Australian Consumer and Consumer Commission, conducted a public lecture on the topic “Are Free Markets Also Fair Markets?: Open Competition and the Small Business Sector”.

Also in 2011, a Guest Lecture was given by **Bill Delves**, Senior Partner, Ernst & Young, on “How to become an Exceptional Enterprise, and the

School of Accounting and Finance held its 23rd Annual Doctoral Consortium, on the theme “The Social Impact of Accounting and Finance”, where **Associate Professor Helen Irvine** from the Queensland University of Technology (QUT) and **Professor Ken McPhail** from La Trobe University were keynote speakers.

Participation on Boards and Committees

Faculty members are encouraged to seek positions on a variety of boards and committees, both internal and external, in order to represent the Faculty's social responsibility concerns. In 2011, for example, Theresa Hoynes, Faculty Executive Manager became a Board Member of UniCentre, the University's social and extracurricular organising body, and an Advisory Member of CatholicCare, Illawarra.



Bill Delves, Senior Partner of Ernst & Young, delivered a guest lecture on developing an “Exceptional Enterprise”

Looking forward



The Faculty aims to continue to promote and embed the Principles of Responsible Management education in both its curriculum and organisational processes. The progress achieved to date is significant. Our key objectives for the next 12-18 months will be to focus on our postgraduate programs to ensure alignment with the Principles. Ongoing evaluation of our undergraduate programs to monitor, review and refine the attainment of our graduate qualities is also a priority.

The Faculty has achieved significant success in accessing nationally competitive research income and continues to foster strong interdisciplinary, cross-institutional and industry research links both nationally and internationally. There is a focused strategy on maintaining the Tourism discipline at well above world standard (ERA rating 5) and the Marketing discipline at world standard (ERA rating 3), and the Faculty is in the process of recruiting high-performing researchers to improve the standing of other key disciplines. Key areas identified for improvement include: (a) increasing our focus on publication in high quality peer-reviewed journals, (b) targeting high quality HDR candidates in areas of international research strength (e.g. tourism), (c) increasing the rate of timely HDR completions, (d) cultivating strategic industry links in research priority areas and (e) harvesting quality outputs from international inter-university research collaborations.

Faculty has renewed its focus on partnerships and this will carry over into 2012/13 with opportunities to leverage outcomes and relationships generated through research activity. The Faculty has commenced work on revitalising the Students in Free Enterprise (SIFE) group to assist in developing and assisting business to meet community needs.

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FACULTY OF COMMERCE

