



International  
Business School  
Suzhou at XJTU  
西浦国际商学院

**PRME** Principles for Responsible  
Management Education

 Xi'an Jiaotong-Liverpool University  
西交利物浦大学

# SHARING INFORMATION ON PROGRESS 2013-2015

International Business School Suzhou  
Xi'an Jiaotong-Liverpool University

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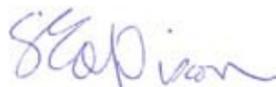
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# Statement of Commitment to Principles for Responsible Management Education

As a higher education institution involved in the development of current and future managers, International Business School Suzhou at Xi'an Jiaotong-Liverpool University is committed to the implementation of the Principles for Responsible Management Education.

We are growing in size and influence in pursuit of our vision to be a renowned international business school. We are based on strong principles of internationalism, innovation, inspiration and integrity, which together ensure that we have a positive impact on society through our teaching, research and business engagement. It is vitally important that we educate future managers to think of the implications of their actions for society, the environment and sustainable development. Our university ethos is to develop global citizens as a force for good.

Professor Sarah Dixon  
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## Introduction



International Business School Suzhou (IBSS) at Xi'an Jiaotong-Liverpool University (XJTLU) has inherited and built on the strengths of our two founding partners, the University of Liverpool, UK and Xi'an Jiaotong University, China.

With leading international faculty and a superb location in the heart of Suzhou Industrial Park, close to other major commercial centres such as Shanghai and Wuxi, we enjoy ideal conditions for beneficial mutual exchange between business and academia. This underpins a learning and teaching environment that ensures that our students will graduate with the knowledge and skills needed to succeed in an ever-changing world.

In June 2013, IBSS joined the global initiative of Principles for Responsible Management Education (PRME), and articulated its commitment to practicing sustainable development.

## Our Mission

To make a contribution to society  
 through our education, research and business engagement

Our mission reinforces the School's responsibility to promote societal sustainable development by strengthening our innovative learning and teaching model, our leading-edge research and our deep engagement with businesses and organisations.

Underpinning our mission are five guiding principles:

We value integrity as core to business practice. We imbue our teaching with a deep understanding of ethics, corporate social responsibility and sustainable development.

We represent internationalism, by providing cross-cultural education, researching across boundaries and engaging in the global arena.

We encourage critical thinking, open-mindedness and creativity to provide the inspiration for new ideas, new business models and new frontiers in research.

We support innovation by ensuring that ideas are put into practice, plans are implemented, research is applied and enterprise is encouraged.

We make a positive and long-lasting impact on business, the economy and society by developing profitable, responsible, and sustainable business practices.

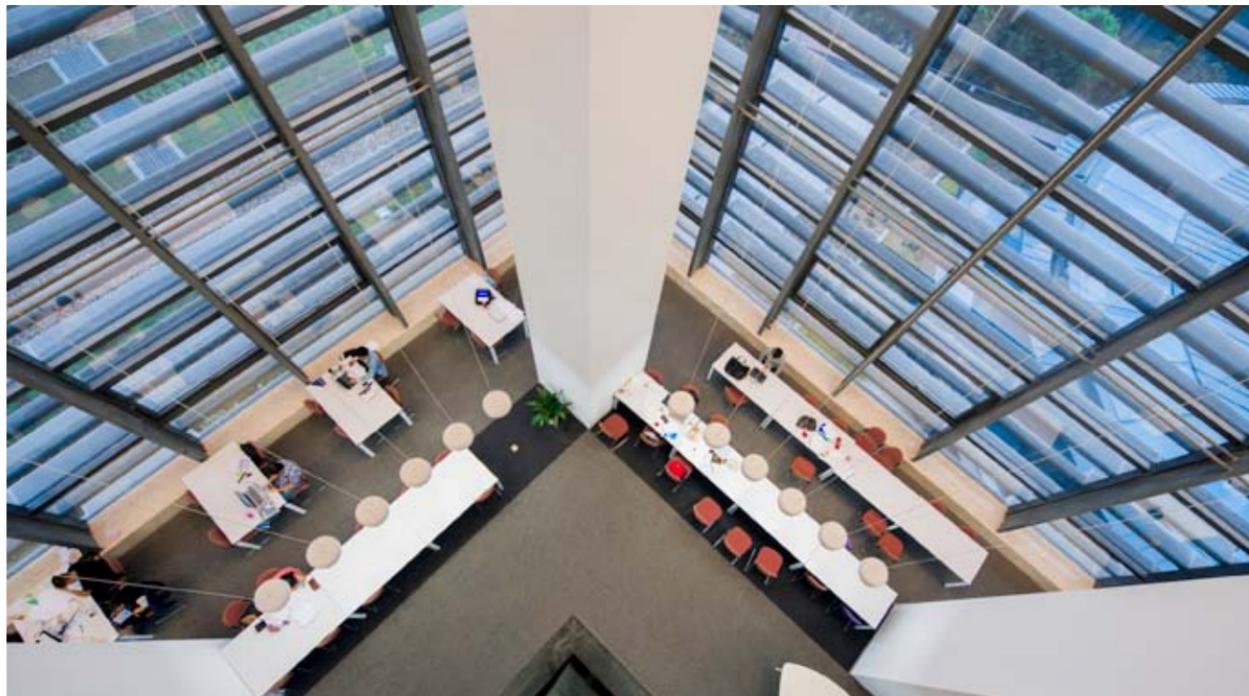


## Principle 1 Purpose

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.

A major milestone for guiding our purpose was our strategy away day held in February 2013. At this event, we developed our motto, mission, vision, guiding principles and values, which were then refined in subsequent discussions with other stakeholders. We followed this with a competition amongst faculty and students to develop a motto for our School. This resulted in our motto of Combining East and West, Creating a Better World, thus placing PRME at the very heart of what we stand for. Our mission is to make a contribution to society through our education, research and business engagement. Our five guiding principles are integrity, internationalism, inspiration, innovation, and impact, where the first four work together to achieve an impact. Our values, which were developed in consultation with our students, are collaborative, competitive, creative, critical, caring and committed.

In short, our aim is to have a positive impact on society, helping to create a better world through our teaching, research and business and community engagement. We emphasise a strong ethical foundation in what we teach. We are committed to the development and application of knowledge that supports the triple bottom line in serving the economy, society and the environment. The strategy away day was also an opportunity to introduce the aims of PRME to the entire School to gain their commitment. On becoming a signatory to PRME in June 2013, IBSS established a PRME working group to promote the implementation of the six PRME principles. The group started by conducting a staff survey to establish a baseline for further improvement and action.



## 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.



One of the core missions of our education is to nurture and cultivate students to become responsible global citizens who understand and value their social responsibilities. We therefore endeavour to integrate these values into our teaching and research. With this in mind, our PRME working group regularly organises students' activities so as to raise the awareness of PRME principles amongst staff and students. We carry out regular exchanges with students and staff to identify their concerns on campus. We pushed for the green campus initiative through motivating and collaborating with other departments. We also explored the provision of new cross-departmental modules to satisfy the growing demand amongst

students for interdisciplinary knowledge and skills in areas such as the environment and business. IBSS offers a wide range of modules that integrate PRME elements into our Management, Economics, Accounting and Finance programmes at both undergraduate and postgraduate levels. For example, on our undergraduate programmes, the following management modules have ethics and/or social responsibility-related issues clearly expressed as one or more of the learning outcomes: MAN001 Business Essentials, MAN103 Introduction to Leadership, MAN110 Introduction to Human Resources Management, MAN201 Corporate Social Responsibility, MAN225 Career Skills and

Current Issues in Business, MAN308 Diversity in Organisations, MAN203 E-Business Systems, and MAN218 Market Research. In other modules, such as Managing the Employment Relationship, International Management, Organisational Behaviour, Fundamentals of Marketing, Consumer Behaviour, Integrated Marketing Communications and Relationship Marketing, important aspects of business ethics and social responsibility are integrated in various ways, such as within syllabi,

the development of new programmes in IBSS. For example, one of the programme-level learning outcomes for the Full-Time MBA that we will launch in September 2015 is for students to demonstrate the ability to “critically reflect on and address ethical dilemmas and CSR issues, applying ethical and organisational values to situations and choices in a way that resonates with a professional business person” and a total of thirteen modules on this programme enable this learning outcome to be



case studies and other teaching materials. Moreover, given its importance, the School has established MAN201 Corporate Social Responsibility as a compulsory module for students on all Bachelor’s Management programmes. Also, on many management modules, guest speakers are invited from industry and the nonprofit sector to share experiences and insight related to corporate social responsibility (CSR) and sustainability with students. The importance of PRME principles also informs

achieved, including one dedicated module MAN455 Global Sustainability and Social Responsibility. Similarly, the new MSc Business Analytics degree contains a specific module on MAN441 Contemporary Issues in the Ethics of Business Analytics, whilst the programmes, MSc Investment Management and MSc Project Management (to be launched in February 2016) also contain opportunities for students to gain knowledge and understanding of ethics-related issues in their respective fields as formal Additional

Learning Activity.

In our Accounting and Finance programmes, there are modules on Business Strategy and Auditing that introduce professional ethical awareness and the role that this plays in the accounting context. For example, the learning outcomes of ACF 101 Skills for the Professional Accountant were revised to reflect the principles of PRME, highlighting the role of stakeholders in business and ethical issues in accounting and business, corporate governance and strategy. Moreover, modules such as ACF203 Financial Reporting I, ACF206 Audit and Assurance and ACF208 Tax Compliance expressly cover accounting professional ethics and the social responsibility of providing “true and fair” financial information to the public, while ACF422 Tax Planning provides coverage of ethical issues for tax practitioners and related accounting professionals. In each case, this is articulated explicitly in the learning outcomes of the module.

In order to further embed the understanding of good practices in accounting and finance in our teaching, a stakeholder-interest optimisation model was developed in-house and incorporated in the teaching of a number of finance-related modules. The model demonstrates how to maximise an organisation’s triple sustainability bottom line (financial profitability, social resiliency, and ecological renewability), whilst minimising agency cost arising from conflicts of interest.

In the Economics programmes, modules on Quantitative Methods and International Economic Relations cover topics related to globalisation and introduce topics and materials on social responsibility and happiness that have received good feedback from students. PRME principles were integrated into the teaching in ECO104 Economic Principles for Business and Markets. When teaching about GDP, students are made aware how GDP measures do not value “the quality of the environment”, “an equitable distribution of income” and “the suffering of our earthlings”. Subjects such as the difference

between Pareto Efficiency and Fairness and Income Distribution in China are also discussed in modules on Chinese Economy and Financial Economics.

In addition to this, students are introduced to specific analysis and case studies in the context of China. In particular, there have been a good number of final year projects where students have chosen to focus on CSR-related subjects, such as “Chinese students moral sense” and “Fair trade in China”. A detailed list of these projects is provided under Principle 4. We are committed to continuously improving our teaching with respect to CSR and to embedding opportunities for students to develop their capabilities by organising joint case studies with students from other overseas institutions, such as Texas Christian University from the United States.

Some of our good teaching practices, with respect to PRME, have now been compiled into IBSS’s AACSB application documents and this further demonstrates our continual effort and commitment in educating the next generation of ethical leaders with a solid foundation in business ethics and sustainability. Last but not least, with the increase in the number of students and faculty and the emphasis on research-led teaching, the University has paid great attention to ethical issues in teaching and research. A University Research Ethics Committee was set up in 2012, and this committee issued the first guidelines concerning ethics in research, which has now become an important code of ethics that must be followed in all research activities.



## Principle 3 Methods

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

Through engagement with the University's Academic Enhancement Centre (AEC) and as part of the process of working towards AACSB accreditation, we have been working to build a strong foundation for responsible leadership on which to develop our educational frameworks, materials, processes and environment.

### Cross Departmental Collaborations:

A working group on Eco-Pedagogy was set up to promote the green campus development, and

a proposal was submitted to University Campus Management Office to drive the initiative of energy saving and the green campus concept. A cross-departmental module entitled Communication, Business and the Environment has been proposed for implementation. We aim to provide students with up-to-date knowledge and skills to understand and analyse important issues from the combined perspectives of the environment, business, and society.

### Spreading PRME through Teaching & Learning Colloquium

During the 2014 University Learning and Teaching Colloquium, Dr Xuanwei Cao shared his experiences of teaching a CSR module, which was an excellent opportunity to disseminate the principles of PRME across the broader university community. As a result, colleagues from the engineering and environmental science departments were also motivated to get involved in the exchanges of ideas on the issue of engineering ethics.

### Sino-US Joint Case Study on Ethics and CSR

We established a collaboration with a US university in teaching CSR courses. Over the past five years, through this joint case study exchange, our students have benefitted considerably from participating in dialogues and communications with US students. Together, we initiated an online joint case study programme aimed at promoting students' cross-cultural communication and collaboration by working on solving a difficult issue based on a case from a third-world country, conducted in a neutral context. In this way, students had the opportunity to improve their cross-cultural communication and understanding of different values and perspectives on business ethics. Through this joint case study, US and Chinese students with different cultural backgrounds and values were able to understand the impact of different values on ethical decision-making.



### Business Visits and Guest Lectures:

To create opportunities for students to visit businesses and to narrow the gap between the classroom and business practices, we have been

encouraging business visits within and outside classrooms. Live case study is a very important part of our CSR education.

### Integrating Live Cases into CSR Learning

As part of a live case study on CSR and sustainability, 30 undergraduate students from IBSS under the leadership of Dr Juelin Yin, CSR module leader, visited the Fuji Xerox Suzhou factory in Suzhou Industrial Park in November 2014. The group was met by Mr Naoto Yamanaka, President of Fuji Xerox Eco, and he gave the visitors a brief introduction of the company and particularly its integrated Recycling System. Students were impressed with how the complete procedure of recycling and reusing component parts operated in such a large company. At the end of the tour, managers from Fuji Xerox communicated further with students about the initiative for motivating customers to get more involved in Reduce, Reuse and Recycle, the marketing challenges for used machines, and the company's operations across different markets. Dr Yin also discussed with Mr Yamanaka how to maintain long-term cooperation with the company, thus creating further opportunities for company visits, guest speaker sharing, student internships, and training.

We actively encourage our staff to invite business managers to give guest lectures on various topics in the area of CSR so that our students are exposed to diverse views and develop a real understanding of how ambiguous and paradoxical issues in the field of CSR arise and how companies deal with them. Some invited speakers include Filippo Garini, an expert on green sales and marketing from Efeso Consulting, Peter Hefele from Adenauer Stiftung Foundation, talking on sustainability, and Russell R. Miller, a former insurance and investment fund executive, speaking on social entrepreneurship.

**Case Teaching and Case Competition:**

Based on our teaching practices on CSR, our submitted case “Exploring CSR Teaching Practices

through Collaboration: The Case of CSR Teaching in XJTLU” was selected in the 2013 PRME Summit. To encourage more staff to apply case-based teaching at IBSS and to develop closer collaborations with businesses, the School has established a Case Centre aimed at developing more indigenous case studies with a focus on exploring solutions to social, economic and environmental challenges confronting China.

In teaching, we encourage our students and staff to participate in case competitions hosted by many well-renowned institutes and schools. It is intended that dynamic interactions of activities between the Case Centre and case competitions will promote strongly our caring for, and collaboration with, our stakeholders in society.

**IBSS student teams won second prize in the Tsinghua CSR & Social Innovation Competition**

Two student teams from IBSS won second prize in the finals of the Second Tsinghua Corporation Social Responsibility & Social Innovation Competition held in Beijing on December 20th, 2013. This competition was sponsored and organised by the School of Economics and Management and the MBA Club of Net Impact of Tsinghua University along with the Wal-Mart Foundation, the Bethel Foundation and the Lonch Group.



**Student Activities and Engagement:**

**•A survey on the traffic condition of Ren'ai Road, April 2015**

Ren'ai road is a major road that separates a number of XJTLU campuses from many students' residences and the main retail shopping area. The traffic condition on this road is terribly chaotic and potentially dangerous. A survey was carried out with the aims of investigating public opinion concerning the safety of the road and possible actions to remedy this situation. The activity was organised by IBSS PRME working group and XJTLU's National Defense Club. So far, more than 250 people have responded to the survey and we hope to gather more than 400 responses in order to prepare a final report that will be used to convince local government to take actions

to solve the problem.



**Arbor Day Charity Sell**

Co-organised by XJTLU Sign Language Club and IBSS PRME working group, the Arbor Day Charity Sell in March 2015 collected donations for the Million Forest project by selling potted plants that were made by Sign Language Club members. They were warmly welcomed by teachers and students alike. XJTLU Executive President Professor Youmin Xi also praised this activity as a reflection of the social responsibility of students and faculty in XJTLU. All of the members that participated in the event donated their income to assist the China Green Foundation to plant 406 sea buckthorn trees in Western China.

**• The Colour Run, 20th May 2015**

Co-organised by PRME working group and Public Welfare club, the Colour Run promoted a healthy and active living style among our students and staff, raising awareness for environmental protection and promoting a vegan and eco-friendly diet. All participants wore a T-shirt with the PRME logo printed on it during a three-kilometre run by Dushu Lake, Suzhou.

**• Monday vegan campaign, May 2015 – May 2016**

According to United Nation's Food and Agriculture Organisation reports, raising animals as livestock is one of the greatest contributors to climate change,

and reducing the impact of animal agriculture should rank as one of the top foci for environmental policy. Statistics show that 20% of all global warming-causing emissions come from animal agriculture; more than all the cars, trucks, boats, airplanes and trains in the world combined. Co-organised by PRME working group and four students of ECO104, this activity aims to promote the practice of a vegan diet, as well as a healthy and low carbon lifestyle. We intend to raise our students' awareness of their responsibility for environmental protection. We will also cultivate our students' care for the welfare of animals, our co-residents on this planet.

## 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 values.

International Business School Suzhou is developing its reputation as a leader in CSR research by organising a series of activities. Faculty members at IBSS have actively pursued the PRME agenda by undertaking research on a diverse range of topics involving the social, environmental and economic fabric of society in China and beyond. We aim to



continue to develop our capacities in producing world-class research to help alleviate some of the pressing environmental and social problems faced by businesses and communities in China and further afield. IBSS draws upon the XJTLU vision 'To become a research-led international university

in China and a Chinese university recognised internationally for its unique features in learning & teaching, research, social service, and education management' to take a number of steps towards institutionalising a strong CSR culture within its research. These efforts are reflected in the achievement of a number of outcomes as follows. The School is developing a research focus and international reputation in CSR. Faculty members are publishing on a host of CSR-related issues, including green product development, institutional drivers of CSR in emerging economies, the role of social media in CSR, stakeholders' perspectives on CSR, and strategies for energy saving and emission reductions, to list but a few.

IBSS faculty have published scientific research papers on these topics in reputable international journals such as *Business & Society*, *Journal of International Business Ethics*, *Journal of Business Ethics*, *Journal of Marketing Management*, *Contemporary Issues in Green and Ethical Marketing*, and *Technological Forecasting and Social Change*.



### Journal Publications:

A selected list of journal publications is given below.

1. Yin, J (2015), Institutional Drives for Corporate Social Responsibility (CSR) in the Emerging Economy: A Survey Study of Chinese Business Leaders, forthcoming in *Business & Society*.
2. Chan, J, Iankova, K, Zhang, Y, McDonald, T and Qi, X (2015), Tourism Entrepreneurship and Cultural Change in Chinese Indigenous Communities Hosting the "Hani Rice Terraces" UNESCO World Heritage Site, forthcoming in *Journal of Sustainable Tourism*.
3. Yin, J, Feng, J and Wang, Y (2015), Social Media and Multinational Corporations' Corporate Social Responsibility in China: The Case of ConocoPhillips Oil Spill Incident. *IEEE Transactions on Professional Communication* 58(2), 135-153.
4. Kohlbacher, F and Rabe, B (2015), Leading the way into the future: The development of a (lead) market for care robotics in Japan. *International Journal of Technology Management & Sustainable Development* 15 (1), 21-44.
5. Prieler, M, Kohlbacher, F, Hagiwara, S and Arima, A (2015), The representation of older people in television advertisements and social change: the case of Japan. *Ageing & Society* 35(4), 865-887.
6. Kohlbacher, F, Herstatt, C and Levsen, N (2014), Golden Opportunities for Silver Innovation: How Demographic Changes Give Rise to Entrepreneurial Opportunities for Meeting the Needs of Older People. *Technovation* 39, 73-82.
7. Sudbury Riley, L, Kohlbacher, F and Hofmeister, A (2014), A Cross-Cultural Analysis of Pro-Environmental Consumer Behaviour Among Seniors. In: *Contemporary Issues in Green and Ethical Marketing*. McEachern, Morven G. and Marylyn Carrigan (Eds.). Routledge, 100-121. (Originally published in *Journal of Marketing Management* 28(3-4), 290-312.)
8. Soltani, E, Syed, J, Liao, YY and Iqbal, A (2014), Managerial mindsets toward Corporate Social Responsibility. *Journal of Business Ethics*, 10.1007/s10551-014-2137-4.
9. Fang, ES and Foucart, R (2014), Western Financial Agents and Islamic Ethics. *Journal of Business Ethics* 123(3), 475-491
10. Yin, J, Rothlin, S, Li, X and Caccamo, M (2013), Stakeholder Perspectives on Corporate Social Responsibility (CSR) of Multinational Companies in China. *Journal of International Business Ethics* 6(1-2), 56-71.
11. Yin, J and Zhang, Y (2012), Institutional Dynamics and Corporate Social Responsibility (CSR) in an Emerging Country Context: Evidence from China. *Journal of Business Ethics* 111(2), 301-316.

### Dr Qian's Research on Sustainable Consumption and Sustainability

Dr Lixian Qian from IBSS is an active researcher in the area of sustainable consumption. His research on the green car market in China has been published in internationally recognised journals such as *Technological Forecasting & Social Change* and *Transportation Research Part D: Transport and Environment*. He is also collaborating with other researchers on the topic of collaborative consumption, such as a public bicycle sharing scheme (PBSS) and car sharing business models. He holds a visiting scholar position in the Institute of Sustainable Innovation & Growth at Fudan University and is jointly editing a book named *Fair Development in China*, which will provide a collection of views and opinions on *Fair Development in China* from a diverse group of Chinese and overseas researchers.

### Book Chapters and Conferences:

In addition to journal publications, IBSS staff members have contributed to the sustainability agenda by publishing their research work as book chapters and conference proceedings. Some of the key contributions are listed below.

1. Xuanwei C, (2015), Sustainable Entrepreneurship on Opportunity Formation and Exploitation in Strategic New Industry. In: Katerina Nicolopoulou (Ed.) Sustainable Entrepreneurship and Social innovation. Routledge, 2015
2. Chan, J, Zhang, Y, McDonald, T and Qi, X (2015), Entrepreneurship in Indigenous Community: Sustainable Tourism and Economic Development in A Newly-Inscribed UNESCO World Heritage Site, Indigenous People and Economic Development: An International Perspective. (Publisher: Ashgate/Gower)
3. Yin, J and Qian, L (2015), Shared Sustainability: How Values and Ethics Matter in Consumers' Adoption of PBSS. Academy of Management.

4. Yin, J (2015), How MNCs and NPOs Collaborate on Sustainability: Assessing Social Alliance from the Emerging Markets. Academy of Management.
5. Davidson, K and Yin, J (2014), Corporate Social Responsibility (CSR) in China – A Contextual Exploration. International Association for Business and Society.
6. Cao, X and Dengyang, X (2014), Influence of Chinese Harmonious Culture on CSR. International Association for Business and Society.
7. Yin, J and Jamali, D (2014), Strategic Corporate Social Responsibility (CSR) of Multinational Companies (MNCs) Subsidiaries in Emerging Markets: Evidences from China. Academy of Management.
8. Yong, S, Friesen, L and McDonald, S (2014), The Impact of Time Consistent Emissions Taxes on Clean Technology R&D: An Experiment, The 4th Congress of the East Asian Association of Environmental and Resource Economics.

### IBSS Professor Published a New Book on Migration Integration

Dr Dieu Hack-Polay has published a cutting-edge book on the issue of migration integration. The very nature of leaving ones' homeland and trying to settle in a faraway country have been posing problems not only to the migrants concerned, but also to the communities into which they arrive. A new book, *Reframing Migrant Integration*, written by Dr Hack-Polay, from IBSS, tackles the issues of migration head on and, as he states in the book's opening lines, "this is far from being a new phenomenon". This book, which was released at the end of February 2014, seeks to address the age-old imbalance between local society and the migrants they are hosting.

### Students Research Projects:

IBSS is actively engaging students in the dialogue on the importance of sustainability. This has resulted in significant research projects where students have explored the social, economic and environmental impacts of CSR. A selected list of projects is given below:

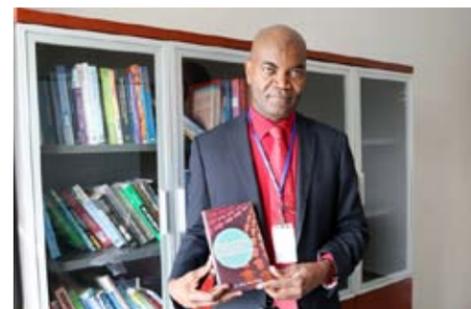


Table 1. Students' Final Year Project Related to the Main Themes of PRME

Student Final Year Project Topic	Year
An empirical study on volunteers' participation and motivations in Suzhou public library (By: Qiyan Wang; Supervised by Dr Juelin Yin)	2015
How Non-profit Organisations Engage with the Public through Weibo: A Case Study of Teach for China (Supervised by Dr Juelin Yin)	2015
Air Pollution in China (By: Pingwei Sun; Supervised by Dr Jose Grisolia)	2015
The Income Inequity Between Urban And Rural Areas In China (By: Mingchen Zhou; Supervised by Dr Juann Hung)	2015
Could Corporate Social Responsibility Improve Customers' Satisfaction? The Study of Overseas-Study Consultancy (By: Jie Zhang; Supervised by Dr Xuanwei Cao)	2015
Carbon Price In Three Pilot Chinese Emission Markets: A Structural Time Series Forecasting (By: Mengdi Zhao; Supervised by Dr Soo Keong Yong)	2015
Opportunity and Challenges of Fair Trade Supply Chain Management in China: A Case Study of a Fair Trade Craft Company (Unconstrained Art) (By: Kaifeng Zhang; Supervised by Dr Zheng Liu)	2015
The Impact of CSR on Organisational Identification and Employee Motivation: A Case of the Fast Food Industry in China (By: Ying Jin; Supervised by Dr Xuanwei Cao)	2014
An Empirical Examination of the relationship between Firm Financial Performance and Strategic CSR: Observing the Top Listed Companies in China (By: Xiaomeng Zhang; Supervised by Dr Xuanwei Cao)	2014
BYD China: Green Pioneer of the Car Industry (By: Yang Shen; Supervised by Dr Guohua Wu)	2014
How Stakeholder Alliances Affect Corporate Social Responsibility In Family Firms (Supervised by Dr Brian Wright)	2014
Does Environmental Disclosure Have An Impact On Firm Value? A Study On Chinese Listed Companies (By: Tianyu Du; Supervised by Dr Donglin Pei)	2014
The Relationship Between Corporate Social Responsibility (CSR) And Corporate Social Profitability (CSP). An Investigation In Cases Of CSR Crisis And Abnormal Return Chances With Changes Of CSR Strategy (Supervised by Dr Yun Dai)	2013
Chinese Listed Companies Use Account Receivable To Lie (By: Ouguo Tu; Supervised by Dr Lingyan Zuo)	2013
The Influence of Chinese Harmonious Culture on CSR Practices on Employees (By: Yangxiaoxiao Deng; Supervised by Dr Xuanwei Cao)	2013
A Study on the Relationship between Corporate Environmental Strategy and Corporate Performance in China (By: Wei Zhao; Supervised by Dr Xuanwei Cao)	2013
Factors affecting environmental strategies: A context-based approach analysing the listed companies in China (By: Minjie Deng; Supervised by Dr Xuanwei Cao)	2013

### Research Grants:

The CSR research expertise at IBSS has resulted in a number of successful funding applications. Over the past three years, IBSS faculty members have received a number of competitive external and internal grants. These grant projects are aimed at developing knowledge and contributing to CSR debate that is relevant and useful to both industry and academia. IBSS encourages faculty to engage in both basic and

applied research. Faculty members are encouraged to seek funding opportunities at various levels, including from local government departments, businesses, and other social organisations, to serve and contribute to sustainable development in the process of the rapid urbanisation of China. Related research outputs include journal papers, conference proceedings' articles and NSFC grant proposals. Some of the key projects undertaken by our faculty members are listed below.

**Table 2. IBSS Research Projects Aligned with PRME**

Year	Project Title	Principal Investigator	Funding Source
2013~2015	A Study of Corporation-Nonprofit Social Alliance Strategy in the Context of CSR	Juelin Yin	National Science Foundation of China
2012~2014	The Antecedent and Competitive Advantages of Corporate Social Responsibility Strategy: Evidence from China	Juelin Yin	Ministry of Education of China
2014	Research on the Formation and Implementation of Corporate Environmental Strategy: A Content-Analysis of Public Listed Companies in China	Xuanwei Cao	Research Development Fund of XJTLU
2014	Entrepreneurial Orientation, Corporate Environmental Strategy and Sustainability Performance: A Comparison of SOEs, FIEs, and POEs in China	Xuanwei Cao	Postgraduate Research Scholarship of XJTLU
2014	CSR Development Investigation in SIP	Xuanwei Cao, Juelin Yin	Suzhou Industrial Park Administration Committee
2014	Consumer Adoption Preferences to Eco-Innovations: the Case of Alternative Fuel Cars in China	Lixian Qian	Research Development Fund of XJTLU
2013~2014	Rational Use of Water in Suzhou - a Discrete Choice Modelling Approach	Eddy Fang, Jose Grisolia	Suzhou Association for Science and Technology
2013~2014	Risk Perception, Trust and Food Safety Information in Suzhou (China). A Consumer Behaviour Perspective	Eddy Fang, Benoit Desmarchelier	Research Development Fund of XJTLU

### Seminars and Workshops:

IBSS is actively pursuing the cross-fertilisation of ideas and knowledge on CSR by engaging with scholars and experts in the field. IBSS has organised a number of workshops and seminars, and has invited speakers to share their ideas and vision of CSR and its global impacts. Some of the key note speakers who have visited IBSS include Professor Zabihollah Rezaee, Chair Professor of Accountancy of University of Memphis (USA), Douglas Zhihua



Zeng (Senior Economist, World Bank), Chris Marquis (Harvard Business School), and Professor Nam S. Lee, Chung Ang University, Seoul, Korea. The topics of these seminars cover issues, such as the strategy for Chinese enterprise transformation and

challenges, supplier responses to sustainability requirements in global supply chains, and corporate governance, business sustainability and professional ethics in teaching and research.

**Table 3. IBSS Research Seminars Related to PRME**

Topic	Speaker	Date
Corporate governance, business sustainability and professional ethics teaching and research	Professor Zabihollah Rezaee, Chair Professor of Accountancy of University of Memphis (USA)	May 2014
The Special Economic Zones and Regional Development in China	Douglas Zhihua Zeng (Senior Economist, World Bank)	November 2014
Supplier responses to sustainability requirements in Global Supply Chains	Taco van der Vaart (University of Groningen)	November 2014
Speaking of Corporate Social Responsibility	Professor Chris Marquis (Harvard Business School)	November 2014
Strategy for Chinese Enterprise Transformation and Challenges for Chinese Students	Professor I-Hung Li (Nanjing University)	December 2014
What Enables the Effective Cooperation in an IJV? The Case of New Product Development at Renault, Nissan and Renault-Samsung Motors	Professor Nam S. Lee, Chung Ang University, Seoul, Korea	April 2015

The visits of these scholars have paid huge dividends in furthering dialogue and CSR scholarship and building a strong foundation for future collaborative projects. These visits have also helped in capacity building and connecting distinct areas of expertise across the three main streams of management, economics, and finance at the School.

### Symposium on Ageing and Business

IBSS has hosted a Symposium on Ageing and Business. Demographic change has emerged as a powerful trend affecting a large number of countries around the world. Indeed, the current demographic shift reflects a global trend affecting not only most of the industrialised nations, but also several of the emerging markets, most prominently China. According to the event organiser, IBSS Associate Professor of Marketing, Florian Kohlbacher, the ageing, and in some cases shrinking of the population has vast overall individual, social, economic and organisational consequences. One essential implication of this demographic shift is the emergence and constant growth of the so-called "greying market" or "silver market": the market segment more or less broadly defined as those people aged 50 and older.

## Principle 5 Partnerships

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

Our network of partners has been of critical importance to our progress in implementing PRME as well as IBSS strategy. Partnership networks include our advisory board, business practitioners, government, and the community. We have benefitted from mutual learning opportunities that capture synergistic relationships and interactions among business, society and the academic community. Partnerships we have developed during the past two years include the following:

• **International Advisory Board.** The International Advisory Board of IBSS was established in 2013 to provide support and challenge to the Dean and faculty, to deliver a professional perspective, to facilitate engagement with public, private and third-sector organisations and to provide a vigorous stimulus to educational strategies, professional training, student engagement, employment placements and all other activities of the School.

### International Advisory Board to Guide IBSS's Strategic Development

"The Advisory Board includes senior international business leaders from multinational companies, subject matter experts from across the globe and functional heads who continually support IBSS by providing insight into business, industry and marketplace trends as well as facilitating collaboration and alliances with companies and other institutions across the world. This also creates opportunities to link students with their organisations."

Aleem Sheikh, Executive Director and Member of the Board of Qatar Solar Energy, Chair of IBSS International Advisory Board



• **Strategic Partnership with Suzhou SIP CS Alliance.** The School is the designated Strategic Collaboration Partner for Suzhou Industrial Park (SIP) CSR Alliance since 2014. Within this Alliance the School advises and consults for local governments and member organisations including government

agencies, businesses and social organisations. This partnership not only highlights IBSS's commitment to developing integrity in business but also ensures that the Business School provides a positive impact and meaningful contribution to society through its education, research and business engagement.

### CSR Report for Suzhou Industrial Park

In 2014, IBSS published the first CSR Investigation Report of SIP. Dr Xuanwei Cao and Dr Juelin Yin from IBSS were in charge of the research project. They conducted CSR research among enterprises in SIP after IBSS signed a Partnership Alliance with SIP-CSRA on May 27th, 2014. Through focus groups, field visits, in-depth interviews and a large scale survey from June to September, the research team summarised the achievements of the CSR Alliance and highlighted some of the challenges in CSR planning and implementation, which confront all types of business in SIP, including state-owned enterprises, foreign-invested enterprises and private companies. Via this research into CSR, IBSS seeks to strengthen collaboration with the CSR Alliance in terms of support for government initiatives in CSR, the provision of training for companies in SIP and integration of CSR issues into student education. This project received praise from SIP administration committee.

• **International Innovation Hub at XJTLU.** This is a new initiative to provide a collaborative ecosystem of innovative programmes and partnerships that will drive economic and entrepreneurial development in China. The hub has already commenced activities, such as organising conferences, networking events and competitions, and in future will coordinate research and, consulting, provide funding mentoring and advice, and support learning and teaching.

development and reducing waste. The teams were supported by IBSS staff and presented the company with an impartial report and a presentation of their findings. The presentations were well received by the participating companies who showed interest in taking this further with more in-depth projects.

• **MSc Operation and Supply Chain Management Auditing Company Operations.**

As part of the assessment on the Theory and Practice of Lean Thinking module, students on the MSc Operations and Supply Chain Programme were sent in small teams to carry out an audit of how local manufacturing companies apply lean principles, notably in managing operations, employee



### Collaborating to Improve the Quality of Life of Migrant Workers

A team at IBSS has been working with a local organisation, Microbenefits, in developing a basic financial literacy course for migrant workers in Suzhou. The project, led by Dr Dieu Hack-Polay, aims to provide some challenging learning opportunities for those unskilled workers.

#### • Suzhou Executive Academy (SEA).

The SEA is a think tank organised by IBSS for companies operating in the Yangtze River Delta that has created a community of business people interested in establishing a common agenda for the future. Events are conducted on a monthly basis in the form of seminars. There are two speakers for each SEA seminar, one from the business world, one from the School, so that there are both business and academic perspectives addressing the same topic.

#### • Participation in Non-Governmental Networks

o Dr Juelin Yin was invited as a keynote speaker for the 10th anniversary forum of a nonprofit development centre in Shanghai to introduce her research. She was also invited to join the organising committee to provide consultation for an international event; the United Way Shanghai Summit in November 2014. She was a member of the advisory committee for the Key Indicator of CSR Reporting for Chinese Companies.

o Dr Xiaoguang Qi, Associate Professor from IBSS actively participated in non-government and public sector work, such as serving as an advisor for Project Vision, which was commissioned by the President of Togo and managed by Sir Paul Judge in order to develop the country's 2020 Vision. Dr Qi provided leadership and advisory inputs.

o Dr Xiaoguang Qi was also appointed as an Advisor of Chinese Students & Scholars Association in Cambridge (CSSA Cambridge) in 2015. He hosted a talent programme, 'Jiangsu Explore', at the University of Cambridge, accompanied by Professor Zhang (the programme head) from Jiangsu after the appointment.

o Mr Barkley Xu, Professor of Practice from IBSS, is working as vice chair of Suzhou Red Cap Volunteer Association. He is leading this organisation with more than 10,000 active members, being the largest NGO in Suzhou.

o Professor Roberto Dona is a founding and active member of the Rotary Club in Suzhou, with the main goal of this organisation being to carry out charitable work.

## Principle 6 Dialogue

**We 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.**

Over the last two years we have sought to enhance the value of our network by facilitating dialogue and discussions on social responsibility and sustainability between the academic community and other stakeholder groups. The ongoing dialogue comes from the IBSS Dean's keynote speeches in various

conferences and events on the topic of sustainability, through to faculty's engagement with different stakeholders. Our staff have also successfully conducted open dialogues with multiple stakeholders, including scholars, media, industries and NGOs.



### Symposium of Environmental Governance

In 2013, atmospheric haze had become a serious public environmental problem in China. In this context, Dr Xuanwei Cao, with his research interest and expertise on sustainability and corporate environmental strategy, organised a symposium to promote dialogue on the issue of environmental governance. More than 30 guests from universities, media, businesses and NGOs were invited to participate in the open dialogue. This event laid a foundation for further communication and collaborations with those multiple actors to push the institutional development of environmental governance in China. The result of this event was later utilised to submit a policy proposal to local government.



- We conducted intensive and regular dialogues and communications with SIP CSR managers, government departments, media and student representatives. We organised dialogue activities with local businesses, including foreign-invested companies, state-owned companies and private-owned companies in Suzhou to investigate and analyse different perceptions towards and practices of CSR.

### CSR Innovation Week

As part of the CSR Innovation Week at Suzhou Industrial Park, the CSR Learning Day took place at XJTLU on April 10th, 2015 to help further companies' CSR initiatives and to bridge the gap between companies, NGOs and social enterprises. The one-day workshop was hosted by Business Ecology Magazine, and was co-organised by IBSS, Suzhou Industrial Park (SIP)-CSRA, and Konrad-Adenauer-Stiftung. Experts from Mainland China, Hong Kong and Taiwan and practitioners who work in the field of CSR and social entrepreneurship attended the workshop. This event also attracted over 90 delegates from government, foundations, enterprises, NGO, media and many members of the public.

- The opening ceremony of "The Wisdom of CSR" Exhibition, lasting from April 10th to 24th 2015, was held in the Central Building of XJTLU between sessions. Professor Sarah Dixon, Dean of IBSS,

made a speech during the ceremony, stating that "the mission of IBSS is to promote the development of the society through education, research and collaboration between the university and industry".

### Dean Speaks on the Business School's Role in Environmental Responsibility

Professor Sarah Dixon of IBSS was invited to participate in a panel discussion with other Deans and Business Executives at a sub-forum of the Eco-Forum Global Annual Conference Guiyang 2014. The forum was organised by the Centre for Environmental Education & Communications, Ministry of Environmental Protection, the International Union for the Conservation of Nature, Commission on Education and Communication, and the Environmental Protection Department of Guizhou, together with SynTao-Sustainability Solutions. The discussion focused on what represents responsible leadership, whether it can be taught and subsequently be applied in organisations.

- **Ted Talk on Social Entrepreneurship** Dr Juelin Yin was invited to give a Ted Talk on "social entrepreneurship" in Ted Suzhou Salon in July 2014. The session featured "How to Change the World: Using Business to Solve Social Problems Better". Other speakers included Leo Li, executive of Shanghai Charity Explorer, Vivian Chang, HR director of MicroBenefits, and Li Ding, Vice Director of Nonprofit Incubator in Shanghai.



### IBSS Shares Thought Leadership at Toastmasters Event

Professor Sarah Dixon was invited to give a presentation to a gathering of Club Officers of the regional Toastmasters International organisation held in XJTLU. Professor Dixon's talk, entitled 'Education and the Future of the Planet', spoke of the role of education, and business schools in particular, as a means for understanding and tackling some of the world's biggest problems, such as pollution, unethical banking and an ageing population. Some of the solutions put forward by Professor Dixon were the imperative of doing good and making money; implementation of the triple bottom line focusing on people, planet and profit; an understanding of Ellen MacArthur's theory of a circular economy; and the integration of the teaching of ethics, sustainable development and corporate social responsibility into all educational programmes.

- **IBSS Training Programme to Wujiang** IBSS developed and delivered a tailor-made training programme to the cadre of the Wujiang Taihu Lake New City administrative institutes including

HR Bureau, Investment Promotion Bureau and Construction Bureau in accordance with the cities' construction and development needs. This was part of the XJTLU Memorandum of Understanding with

the Wujiang Taihu Lake New City Administrative Committee signed in 2014 with the commitment to supporting the Wujiang Taihu Lake New District to develop into a leading region for business, recreation, research and education in China.



## Looking to the Future

- **Develop a School strategy for innovation a sustainability:** Members of Senior Management Team (BSMT) of IBSS will organise a series of meetings to discuss how to further integrate PRME into our School's innovation-related activities for long-term development and improvement. We will invite our partners and advisory board members from industries both locally and internationally to work with faculty to devise ways of embracing CSR and sustainability in our innovative practices. We believe that innovation is a key element for sustainability, and we must encourage our staff from very diverse and international backgrounds to take innovative approaches to teaching, research and social service to produce more impactful outcomes.
- **PRME roundtable forum of Chinese PR signatories:** To better position our PRME strategy and implementation, IBSS will seek support from the PRME Secretary to organise a roundtable Forum of Chinese PRME Signatories to promote idea exchange with other business schools, and to promote collaboration within and across business schools in China.
- **Faculty development seminar** We will collaborate with the Academic Enhancement Centre (AEC), the University's pedagogy training department, to organise a series of faculty development seminars on integrating sustainability and business ethics education further into programmes and modules across campus. We will also organise open

- dialogue and roundtable discussions on responsible management education for all staff from different groups in IBSS. We expect the result of improving staff awareness in this area will be to facilitate the implementation of our PRME strategy.
- **Feasibility analysis for new degree program on sustainability:** To cope with the many challenges Chinese society is facing, such as an ageing population, rapid urbanisation, environmental pollution, social inequality and so forth, IBSS will evaluate the feasibility of new interdisciplinary programmes on sustainability, collaborating with external partners and across departments in XJTLU.
- **Launch of certificate-training programme CSR and sustainability management:** We will fully utilise our partnership with the local CSR Alliance to explore and promote wider collaboration with industry and other organisations to satisfy their increasing demand for training on CSR and sustainability management. By developing this kind of university-industry collaboration, our faculty's expertise could be widely exploited to serve society with the aim of generating a positive impact, in line with the mission of IBSS.
- **CSR case competition** We will fully support the further development of the Case Centre in IBSS. To better promote case teaching in our programmes, we will encourage and support students' participation in case competitions focused on PRME-related themes. As a result, students and staff would benefit

- from their contact and dialogue with business managers in field study work. We expect that our students and staff will be able to help solve some real social issues with the added advantage of developing our students' talents and core values of adopting innovative ways to pursue sustainability.
- **Green Campus Day:** We will collaborate with related departments and students' clubs in the University to set up a Green Campus Day during which a series of activities will be organised to further spread the mission of PRME. We want to ignite the passion of caring for sustainability among all staff and students on our campus.
- **CSR-driven innovation demonstration region of Suzhou Industrial Park (SIP):** We will solidify further our strategic cooperation and partnership with the SIP CSR Alliance in Suzhou. Over the next three years, we will collaborate with local government to push the innovative development of CSR practices in local communities. One of the aims of our collaboration is to pave the way for SIP to be recognised as a leading region in the

- innovation and application of CSR in China. With this ambitious goal in mind, more staff would be able to take this opportunity to engage actively with different stakeholders in SIP and to conduct research and social service with a greater impact on society.
- **Enhance the communication about PRME activities:** We will set up a website page to better communicate the PRME-related activities within IBSS. This website page will keep updating events, engagement, partnerships and student activities within the theme of PRME.
- **Continue to engage students and student associations in the PRME initiative:** We will continue to involve students in the PRME initiative through learning and teaching activities, as well as extracurricular activities. For example, we will continue to promote two campaigns: the Monday Vegan and Weekday Vegan. Weekday Vegan is the second step of Monday Vegan, which encourages participants to be vegan during weekdays.



We welcome feedback on the report.

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