



**UNIVERSITY
OF TURKU**

Turku School of
Economics



PRME Sharing Information on Progress (SIP) Report 2022

PRME Principles for Responsible
Management Education

an initiative of the



Foreword

We are pleased to present the 2022 report on the implementation of the Principles for Responsible Management Education (PRME) from Turku School of Economics (TSE). As it is our mission to educate responsible future leaders, we are committed to advancing the Six Principles of Responsible Management Education.

During the reporting period, we have taken important steps towards a more systematic approach on enhancing responsibility. For example, the University is committed to being carbon neutral by the end of 2025 and our Equality Plan defines the targets for e.g. how non-discrimination and equality are realised in teaching and learning. Also, all our Bachelor and Master level programs and specializations include now courses that discuss responsibility. The results are very promising showing that majority of our graduates understand the importance of responsibility in business or economic practice. In research activities, we have formed an actively connected network of scholars engaged in the study of responsibility and sustainability.

We will continue working on all fronts to integrate this theme into our mindset, research, curricula, relations, administration and culture. We want to show the path to our students, alumni, staff and the community at large.

Markus Granlund
Dean, Turku School of Economics

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Turku School of Economics (TSE)

Turku School of Economics is an accredited member of the AACSB International, which is a guarantee of continuous development of excellence in education and research.

The story of TSE begins in 1950 when it was founded as a stand-alone business school on the initiative of the local business community. Today, TSE is an internationally networked community of over 3,000 students and about 250 faculty and staff members, annually hosting hundreds of foreign students and other visitors. TSE enjoys a well-established status and reputation and is the most desired places to study business and economics in Finland. In 2010, TSE merged with the multidisciplinary University of Turku (UTU), which has 20,000 students and 3,500 faculty and staff members and is one of the oldest and largest universities in Finland, regularly acknowledged in the global university rankings (e.g., THE World University Rankings, ARWU) to be among the best 300-400 universities in the world.

TSE's main campus is located close to the city center of Turku, in the University of Turku campus area. TSE represents a lively and active society, and our familiar, approachable atmosphere is valued and regularly praised by our students, staff, corporate partners, and other visitors. In addition to the main campus in Turku, TSE has a unit in the city of Pori. The Pori Unit was established in 1984 to offer business studies in the Satakunta region and to strengthen TSE's regional presence and impact. Today, the Pori Unit comprises a well-knit and attractive study place with over 500 students and about 40 faculty and staff members.



In the course of the past two decades, TSE has expanded its traditionally strong regional and national presence to international arenas. During this time, TSE's publishing activities have been strongly directed towards international journals, and international Master's programs have been established. At the same time, TSE has broadened its disciplinary base and maintained its long-standing position as a full-service business school in Finland, with a broad disciplinary base in business and economics.

In addition, one of the distinctive features of TSE is the Finland Futures Research Center (FFRC), which specializes in futures studies. Stretching beyond the traditional business studies, FFRC focuses on exploring societal change processes from an interdisciplinary perspective and on developing methodological tools to examine possible, alternative futures.

Since 2019, TSE is an accredited member of the AACSB International.

Our Mission, Our Vision, Our Values

- ❖ We produce high-quality intellectual contributions, drawing on discipline-based and interdisciplinary scholarship, and educate responsible leaders for national and international businesses and for the Finnish public sector.
- ❖ Our vision is to be recognized for impactful research, inspiring learning experiences, a foresight mind-set, and successful collaborations with external organizations.
- ❖ We value an ethical scientific approach, which supports creativity and openness. We want our staff and students to have a future-oriented mindset and to be enthusiastic about their work.

TSE is a great place to think ahead!



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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.

At the Turku School of Economics, our mission is to educate responsible leaders for national and international businesses and for the Finnish public sector.

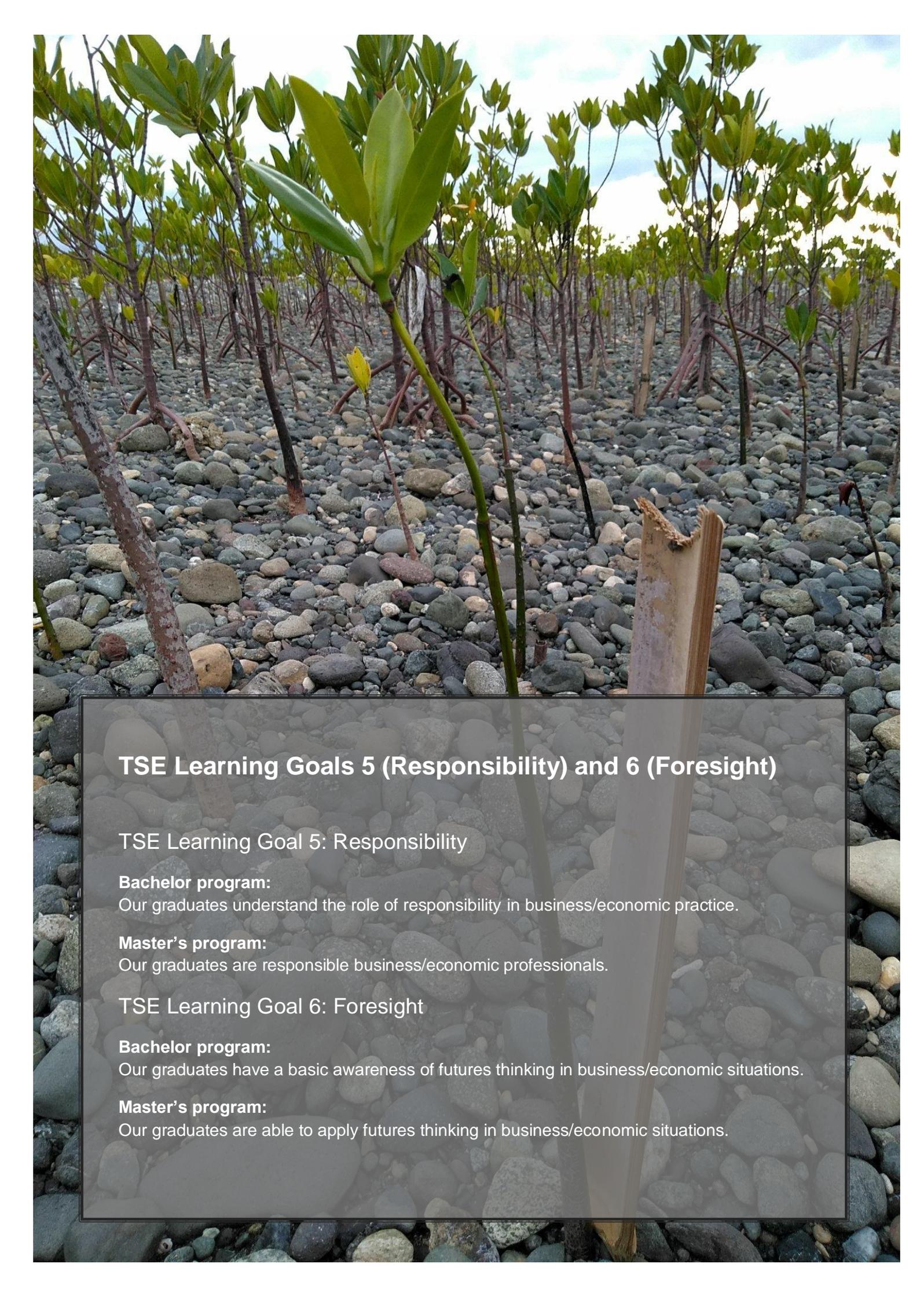
Based on the co-creative work on setting and formulating our mission and vision with our faculty and staff, students, and external organizations, we identify two interrelated, strategic objectives that are reflected in our action plans related to research, education, and engagement with business practice:

- To integrate responsibility into our curriculum to educate responsible leaders.
- To make foresight an integral part of our activities to be able to embed it into the mindsets of our students.

As an interdisciplinary school of business and economics, we offer study programs that build on our broad knowledge-base in business, economics, and futures studies. For us, educating responsible leaders means educating business and economics professionals that are future-oriented, critical thinkers with an ability to analyze both short and long-term consequences of their actions on other people, business, and society. We understand responsibility in broad terms, encompassing economic, social, and environmental responsibility. In support of responsibility and long-term well-being of our society, we seek to embed foresight into the mindsets of our students.

Our goal is that bachelor students understand the role of responsibility in business and economic practice. As the students continue to the Master level, we want them to grow into responsible business and economic professionals.

During the recent years, we have implemented both responsibility and foresight systematically into the curricula of our degree programs. On a practical level, this has meant setting learning goals that focus on advancing both responsibility and foresight aspects of our students' learning experiences, and making the needed curricular changes to implement these learning goals.



TSE Learning Goals 5 (Responsibility) and 6 (Foresight)

TSE Learning Goal 5: Responsibility

Bachelor program:

Our graduates understand the role of responsibility in business/economic practice.

Master's program:

Our graduates are responsible business/economic professionals.

TSE Learning Goal 6: Foresight

Bachelor program:

Our graduates have a basic awareness of futures thinking in business/economic situations.

Master's program:

Our graduates are able to apply futures thinking in business/economic situations.

Principle 2: Values

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

At Turku School of Economics, we value an ethical scientific approach, which supports creativity and openness. We want our staff and students to have a future-oriented mindset and to be enthusiastic about their work. “TSE is a Great Place to Think Ahead.”

The accomplishment of our mission is based on our research and research-based education with high quality that we follow and encourage through our faculty performance evaluation system and through a number of feedback channels. We constantly develop our educational programs in terms of content and pedagogy. Teaching is based on up-to-date and relevant knowledge, both theoretical and applied. Our graduates are equipped with knowledge that enables them to work in different operating environments in Finland and abroad. We aim to educate professionals who are able to use and develop their business knowledge in a future world of continuous change, and who acknowledge the meaning and importance of responsible management for sustainable business and society.

Our vision entails that we are increasingly known and valued for our research output, especially in our selected focus areas. Supported by the AACSB accreditation, we will strengthen our role as a valued and reliable academic partner in business development projects and executive education.

As part of our values and culture, we strongly believe that an open and positive work climate is the key to having well motivated, strongly committed and creative students, faculty and staff. Our friendly and caring atmosphere as well as equality has been praised amongst our international and national visitors as well as in nation-wide student and staff surveys. Students coming from other universities find it easy to communicate and co-operate with our faculty and students, and international students find the study atmosphere of TSE relaxed, yet inspiring and academically challenging.



Photo: Hanna Oksanen

Reformulated slogan of 'TSE for Sustainable Futures'

TSE has reformulated its slogan to 'TSE for Sustainable Futures', which refers to an overarching development work in sustainability. Sustainability has a central role in the strategy of the University of Turku, and TSE takes an active part in building a sustainable tomorrow.

The rebranding process is operationalized through memberships in various interest groups and networks, through ambitious and high quality research, and through a wide range of education in sustainability:

- Along with PRME, we collaborate with the Finnish and international impact investment networks such as FIBS, ABIS, GRLI, NBS, and Oxygen 2050.
- Our areas of expertise in the research on sustainable future are Futures Studies, Biodiversity and Economics, Disruptions, Future Ethics, Responsible digital economy, and Responsible Business Network.
- When it comes to education activities, sustainability is prevalent in the curriculums of all of our undergraduate and Master's degree studies. In addition, TSE offers a module of 25 credits in responsible business (corresponds a minor subject).



TSE for sustainable futures.

Principle 3: Method

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

In line with our mission to educate responsible leaders, we have developed our programs and curricula to embed responsibility and foresight as a part of our students' learning experiences. We have also taken some important steps towards a more systematic approach on teaching and learning about responsibility. On a practical level, this means that all our Bachelor and Master level programs and specializations include a course that discusses responsibility.

Meeting this important learning goal is also being measured and followed up systematically. We have adopted an evaluation scheme and rubric for responsibility. This action item was taken on the agenda based on the analysis of the TSE's extant Bachelor's and Master's program curriculum, and the notion that although responsibility theme appeared to be embedded in the curricula, it should be further enhanced and made more explicit.

In the pursuit of stronger alignment with our mission, these themes were decided to be further emphasized and made more explicit in the program level Learning Goals and Objectives, for which direct measures of student learning will be developed and established.



Photo: Hanna Oksanen

TSE Courses on Responsibility and Foresight

Bachelor level courses on Responsibility:

- Responsible Management 6 ECTS
- Globalisation and Corporate Responsibility 5 ECTS
- Corporate Responsibility Reporting 2 ECTS
- Ethical Issues in Finance and Responsible Investing 3 ECTS
- Sustainable.now 3-5 ECTS
- Vastuullisen liiketoiminnan eettiset kysymykset (in Finnish) 5 ECTS
- Accounting Trends and Corporate Social Responsibility 2 ECTS
- Responsible Business 5 ECTS
- Corporate Governance and Sustainability 5 ECTS
- Vastuullinen sijoittaminen (in Finnish) 5 ECTS
- Social Entrepreneurship 5 ECTS
- Environmental Economics and Natural Resources 5 ECTS

Master's level courses on Responsibility:

- Global Business Ethics 6 ECTS
- Making a Difference 6 ECTS
- New Challenges of Global Business 3 ECTS
- Climate Change and Trade in the Global South 5 ECTS
- Vastuullinen HRM paikallisessa ja kansainvälisessä liiketoiminnassa (in Finnish) 6 ECTS
- Firms in Sustainability Transitions 6 ECTS
- Ammatillinen vastuullisuus (in Finnish) 2 ECTS
- Verotus ja yritysvastuu (in Finnish) 3 ECTS
- The Strategic Role of Responsibility in Business 3 ECTS
- Information Technology and Ethics 6 ECTS

Bachelor level courses on Foresight:

- Tulevaisuusajattelu, henkilökohtaiset valmiudet ja projektityö (in Finnish) 5 ECTS
- Business Intelligence and the Global Business Environment 6 ECTS
- Systems and Complexity Thinking 4 ECTS
- Tulevaisuusajattelu ja skenaariot (in Finnish) 5 ECTS

Master's level courses on Foresight:

- Tulevaisuudentutkimus ja yritysennakointi (in Finnish) 4 ECTS
- Strategic Corporate Foresight 5 ECTS
- Technology Foresight 5 ECTS
- Participatory Scenario Planning 4 ECTS

Management Curriculum for the Digital Era initiative

Management Curriculum for the Digital Era (MaCuDE.org) is an international project aimed at ensuring that business education continues to hold value to their students and whole society. A collaborative effort among faculty and deans at more than 100 business schools, the project is sponsored by AACSB International and PWC, and led by Stevens Institute of Technology. The project was launched in 2020 and will present its curricula development suggestions in late 2023.

MaCuDE consists of seven disciplinary (accounting, analytics, finance, management, marketing, information systems, strategy/innovation) and two interdisciplinary task forces (cybersecurity, future of work and learning). Turku School of Economics was the leader of the Future of Work and Learning task force. Led by Dr Milla Unkila, the task force pooled together the knowhow of researchers from 28 universities and delivered its report in the fall 2021.



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.

At Turku School of Economics, our mission is to produce high-quality intellectual contributions, drawing on discipline-based and interdisciplinary scholarship. We consider responsible management as a core building block of sustainable future businesses and society, which is why responsibility is interlinked with the forward-looking mindset we aim to advance through our education, research and engagement activities.

Responsibility and sustainability related research is conducted across the various disciplines and departments within TSE. The bulk of this research is undertaken by the Finland Futures Research Centre (FFRC), where the research focus is on energy futures and sustainability transitions particularly in the energy context. Researchers in information systems sciences study ethics. Finance scholars focus on responsible investment practices. Entrepreneurship scholars focus on forms of eco-preneurship. Management scholars bear an interest on agency in sustainability transitions.



Photo: Mostphoto

Interdisciplinary Research Platforms

Through the interdisciplinary research platforms, TSE demonstrates its innovative approach to research and research development. One reason for interdisciplinarity is based on ever more common global wicked problems, which in our view benefit from cooperation between disciplines when addressed. We have several strong platforms, which have existed for a while, namely [Turku Centre for Labour Studies](#), [Turku Institute of Advanced Studies](#) and [Laboratory of Business Disruption Research](#) along with [Finland Futures Research Center](#), which was founded back in the 90's. Moreover, we are to bind new collaborations and to form new platforms, of which [Artificial Intelligence Academy](#), [Responsible Business Network](#), [Entrepreneurial University](#), [Decision Making Laboratory](#) and [Flavoria living lab: Food experience centre](#) are the most recent examples.

Engagement with interdisciplinary research and close collaboration with other UTU faculties stems also from UTU's strategic profiles. In the Future technologies and digital society, TSE collaborates closely with [Faculty of Technology](#), [Turku Bioscience Centre](#), and [Institute of Biomedicine](#). In the Sea and maritime studies, TSE collaborates with [Faculty of Science](#), [Faculty of Law](#), and [Faculty of Humanities](#). In the Biodiversity and sustainability, TSE collaborates with [Biodiversity unit of UTU](#). In the platform of [Centre for Education and Research on Social and Health Services](#), all faculties of University of Turku are represented. In turn, in [Flavoria living lab](#), TSE collaborates with [Faculty of Medicine](#), [Faculty of Social Sciences](#), [Faculty of Technology](#) and [Faculty of Education](#)

Our interest in interdisciplinary research is contrary to a strategy where all research efforts and choices of topics are targeted to produce publications merely in a rather narrow set of top-tier, highly respected discipline-based journals. Therefore, while defining our view on high quality research, TSE is not grounding only on quantitative metrics, e.g. journal rankings and impact factors, which is in line with [Dora](#) and [Leiden](#) declarations of guidelines for ethical research evaluation. One exemplary sign of quality in interdisciplinary research is TSE's interdisciplinary infrastructures, through which we collaborate with other faculties of University of Turku, such as research Flagships of the Academy of Finland, [INVEST](#) (which provides a new model for the welfare state) and [INFLAMES](#) (Innovation Ecosystem based on the Immune System).



Developing a Foresight Mindset with Futures Studies

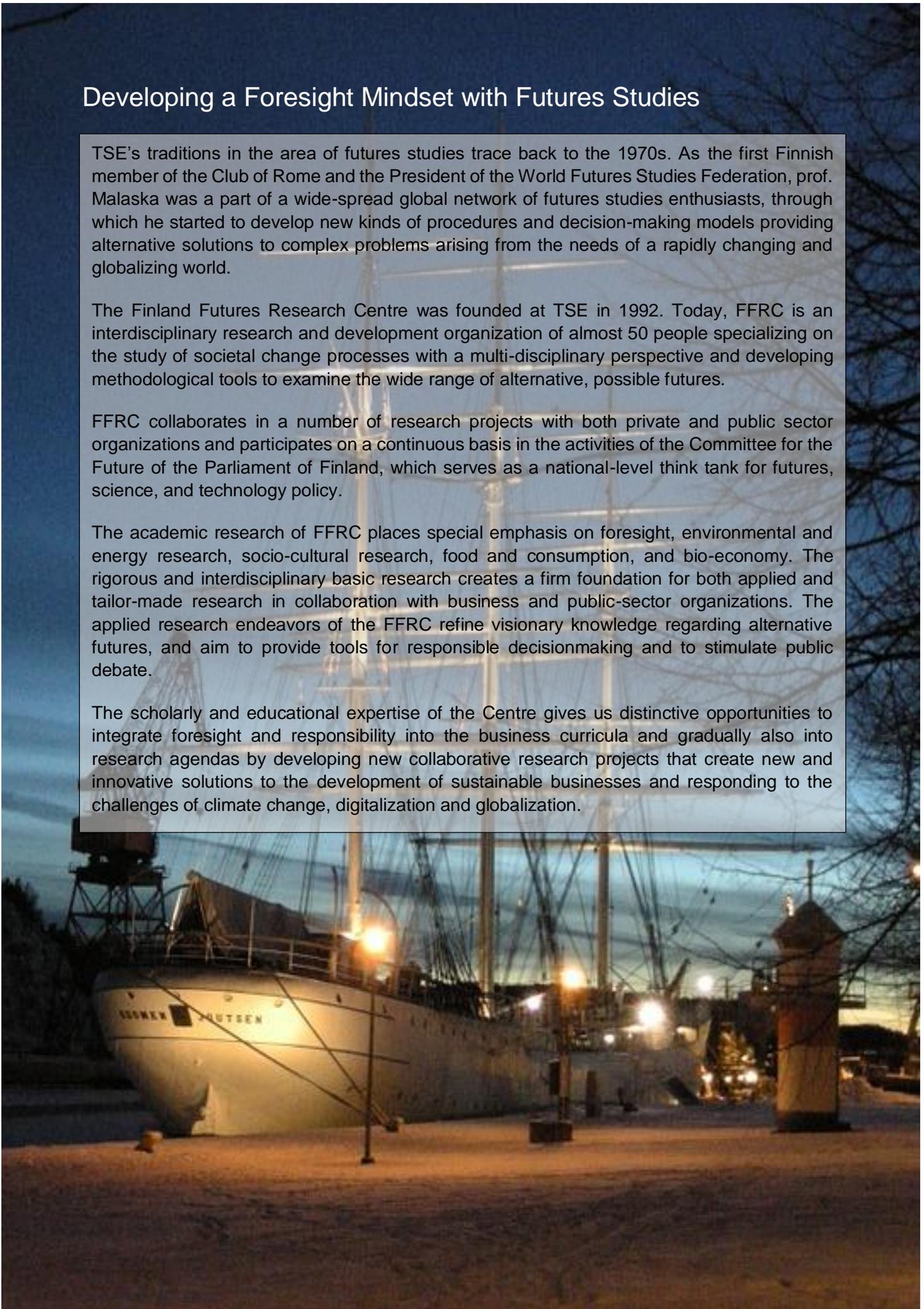
TSE's traditions in the area of futures studies trace back to the 1970s. As the first Finnish member of the Club of Rome and the President of the World Futures Studies Federation, prof. Malaska was a part of a wide-spread global network of futures studies enthusiasts, through which he started to develop new kinds of procedures and decision-making models providing alternative solutions to complex problems arising from the needs of a rapidly changing and globalizing world.

The Finland Futures Research Centre was founded at TSE in 1992. Today, FFRC is an interdisciplinary research and development organization of almost 50 people specializing on the study of societal change processes with a multi-disciplinary perspective and developing methodological tools to examine the wide range of alternative, possible futures.

FFRC collaborates in a number of research projects with both private and public sector organizations and participates on a continuous basis in the activities of the Committee for the Future of the Parliament of Finland, which serves as a national-level think tank for futures, science, and technology policy.

The academic research of FFRC places special emphasis on foresight, environmental and energy research, socio-cultural research, food and consumption, and bio-economy. The rigorous and interdisciplinary basic research creates a firm foundation for both applied and tailor-made research in collaboration with business and public-sector organizations. The applied research endeavors of the FFRC refine visionary knowledge regarding alternative futures, and aim to provide tools for responsible decisionmaking and to stimulate public debate.

The scholarly and educational expertise of the Centre gives us distinctive opportunities to integrate foresight and responsibility into the business curricula and gradually also into research agendas by developing new collaborative research projects that create new and innovative solutions to the development of sustainable businesses and responding to the challenges of climate change, digitalization and globalization.



TSE Publications on Responsibility 2020-21

Räikkönen Juulia, Grénman Miia, Rouhiainen Henna, Honkanen Antti, Sääksjärvi Ilari E (2021) Conceptualizing nature-based science tourism: a case study of Seili Island, Finland, *Journal of Sustainable Tourism*.

Solakivi Tomi, Kiiski Tuomas, Kuusinen Tuulia, Ojala Lauri (2021) The European Ship Recycling Regulation and its market implications: Ship-recycling capacity and market potential, *Journal of Cleaner Production*.

Sandberg Birgitta, Hurmerinta Leila, Leino Henna M, Menzfeld Mira (2021) Autonomy or Security? Core Value Trade-Offs and Spillovers in Servicescapes for Vulnerable Customers, *Journal of Service Research*.

Hirvensalo Antero, Teerikangas Satu, Reynolds Noelia-Sarah, Kalliomäki Helka, Mäntysalo Raine, Mattila Hanna, Granqvist Kaisa (2021) Agency in Circular City Ecosystems-A Rationalities Perspective, *Sustainability*.

Korkeakoski Mika, Mentula Minna, Vähäkari Noora, Luukkanen Jyrki, Kaivo-oja Jari, Alexeeva Anna, Chea Eliyan, Va Dany, Kallio Maarit, Hogarth Nicholas (2021) Situation analysis of energy use and consumption in Cambodia: household access to energy, *Environment, Development and Sustainability*.

Luukkanen Jyrki, Vehmas Jarmo, Kaivo-oja Jari (2021) Quantification of Doughnut Economy with the Sustainability Window method: Analysis of development in Thailand, *Sustainability*.

Apostol Oana, Mäkelä Marileena, Heikkilä Katariina, Höyssä Maria, Kalliomäki Helka, Jokinen Leena, Saarni Jouni (2021) Triggering sustainability communication in a B2B context: combining action research and sensemaking, *Accounting, Auditing and Accountability Journal*.

Talwar Shalini, Jabeen Fauzia, Tandon Anushree, Sakashita Mototaka, Dhir Amandeep (2021) What drives willingness to purchase and stated buying behavior toward organic food? A Stimulus–Organism–Behavior–Consequence (SOBC) perspective, *Journal of Cleaner Production*.

Dimitrovski Darko, Lemmetyinen Arja, Nieminen Lenita, Pohjola Tuomas (2021) Understanding coastal and marine tourism sustainability - A multi-stakeholder analysis, *Journal of Destination Marketing and Management*.

Kunnas Jan, Myllyntaus Timo (2021) "Lessons from the Past? A Survey of Finnish Forest Utilization from the Mid-18th Century to the Present, *Environment and History*.

Saunders Anaely, Luukkanen Jyrki (2021) Sustainable development in Cuba assessed with sustainability window and doughnut economy approaches, *International Journal of Sustainable Development and World Ecology*.

Ahen Frederick (2021) International mega-corruption Inc.: the structural violence against sustainable development, *Critical perspectives on international business*.

Korkeakoski Mika (2021) Towards 100% renewables by 2030: Transition alternatives for a sustainable electricity sector in isla de la juventud, Cuba, *Energies*.

Knudsen Mikkel Stein, Birmoser Ferreira-Aulu Marianna, Kaivo-oja Jari, Luukkanen Jyrki (2021) Energy Research Infrastructures in Europe and Beyond: Mapping an Unmapped Landscape, *European Integration Studies*.

Rintala Oskari, Laari Sini, Solakivi Tomi, Töyli Juuso (2021) Fulfilling expectations or overachieving: The role of market values in the linkage between environmental and financial performance, *Business Strategy and the Environment*.

Rikkinen Pasi, Lauttamäki Ville, Parkkinen Marjukka, Varho Vilja, Tapio Petri (2021) Five transition pathways to renewable energy futures—scenarios from a Delphi study on key drivers and policy options, *European Journal of Futures Research*.

Vermanen Mikko, Rantanen Minna M, Harkke Ville (2021) Ethical framework for IoT deployment in SMEs: individual perspective, *Internet Research*.

Lauttamäki Ville (2021) Futures of the Finnish heating regime: actors' views on the coexistence of district heating and ground-source heat pumps, *Technology Analysis and Strategic Management*.

Jokinen Leena, Mäkelä Marileena, Heikkilä Katariina, Apostol Oona, Kalliomäki Helka, Saarni Jouni (2021) Creating futures images for sustainable cruise ships: insights on collaborative foresight for sustainability enhancement, *Futures*.

Laari Sini, Solakivi Tomi, Bask Anu, Töyli Juuso, Ojala Lauri (2021) Unravelling Mickey Mouse: The Effect of Supply Chain Position and Organisational Slack on the Uneven Balance of Sustainability Dimensions, *Sustainability*.

Koistinen Katariina, Teerikangas Satu (2021) The Debate If Agents Matter vs. the System Matters in Sustainability Transitions—A Review of the Literature, *Sustainability*.

Jouzi Fatemeh, Koistinen Katariina, Linnanen Lassi (2021) Time as a Subject in Sustainable Consumption, *Sustainability*.

Lyytimäki Jari, Assmuth Timo, Paloniemi Riikka, Pyysiäinen Jarkko, Rantala Salla, Rikkinen Pasi, Tapio Petri, Vainio Annukka, Winqvist Erika (2021) Two sides of biogas: Review of ten dichotomous argumentation lines of sustainable energy systems, *Renewable and Sustainable Energy Reviews*.

Khanra Sayantan, Dhir Amandeep, Kaur Puneet, Mäntymäki Matti (2021) Bibliometric analysis and literature review of ecotourism: Toward sustainable development, *Tourism Management Perspectives*.

Ahen Frederick, Amankwah-Amoah Joseph (2021) Sustainable Waste Management Innovations in Africa: New Perspectives and Research Agenda for Improving Global Health, *Sustainability*.

O'Mahony T (2021) Cost-benefit analysis in a climate of change: setting social discount rates in the case of Ireland, Green finance.

Myllyntaus Timo (2020) Finland: Environmental History in National Languages, Environment and History.

O'Mahony T (2020) State of the art in carbon taxes: a review of the global conclusions, Green finance.

Isa K. Rovanto, Anu Bask (2020) Systemic circular business model application at the company, supply chain and society levels-A view into circular economy native and adopter companies, Business Strategy and the Environment.

Anna Rohunen, Jouni Markkula, Marikka Heikkilä, Markku Oivo (2020) Explaining Diversity and Conflicts in Privacy Behavior Models, Journal of Computer Information Systems.

Koistinen Katariina, Teerikangas Satu, Mikkilä Mirja, Linnanen Lassi (2020) Active sustainability actors: A life course approach, Sustainable Development.

Ogbeibu Samuel, Emelifeonwu Jude, Senadjki Abdelhak, Gaskin James, Kaivo-oja Jari (2020) Technological Turbulence and Greening of Team Creativity, Product Innovation, and Human Resource Management: Implications for Sustainability, Journal of Cleaner Production.

Nicolas A. Balcom Raleigh, Anna Kirveenummi, Sari Puustinen (2020) Care moves people: complex systems and futures signals supporting production and reflection of individual mobile utopias, Mobilities.

Vainio A., Pulkka A., Paloniemi R., Varho V., Tapio P. (2020) Citizens' sustainable, future-oriented energy behaviours in energy transition, Journal of Cleaner Production.

Ahvenharju S. (2020) Potential for a radical policy-shift? The acceptability of strong sustainable consumption governance among elites, Environmental Politics.

Ayu Pratiwi, Outi Linnossuo, Heli Marjanen (2020) Comparative social work practices with young refugee and asylum seeker: the European experiences, European Journal of Social Work.

Valtteri Kaartemo, Maria Alejandra Gonzalez Perez (2020) Renewable energy in international business, Critical Perspectives on International Business.

Kaisa Könnölä, Karri Kangas, Kaapo Seppälä, Marileena Mäkelä, Teijo Lehtonen (2020) Considering sustainability in cruise vessel design and construction based on existing sustainability certification systems, Journal of Cleaner Production.

Yogesh Bhatt, Karminder Ghuman, Amandeep Dhir (2020) Sustainable manufacturing. Bibliometrics and content analysis, Journal of Cleaner Production.

Katriina Siivonen (2020) Metsäsuhde kulttuurisesti kestävästä tulevaisuusperintönä, Vuosilusto.

Marileena Mäkelä, Marjukka Parkkinen, Jari Lyytimäki, Nina A. Nygrén (2020) Futures images of woodchips as an energy source in Finland, Futures.

Bask A, Halme M, Kallio M, Kuula M (2020) Business students' value priorities and attitudes towards sustainable development, *Journal of Cleaner Production*.

Noora Vähäkari, Ville Lauttamäki, Petri Tapio, Marko Ahvenainen, Timo Assmuth, Jari Lyytimäki, Jarmo Vehmas (2020) The future in sustainability transitions - Interlinkages between the multi-level perspective and futures studies, *Futures*.

Minna Santaoja, Mikko Jauho (2020) Institutional Ambiguity and Ontological Politics in Integrating Sustainability into Finnish Dietary Guidelines, *Sustainability*.

Usama Awan, Amira Khattak, Sajeela Rabbani, Amandeep Dhir (2020) Buyer-Driven Knowledge Transfer Activities to Enhance Organizational Sustainability of Suppliers, *Sustainability*.

Marketta Vuola, Mika Korkeakoski, Noora Vähäkari, Michael B. Dwyer, Nicholas J. Hogarth, Jari Kaivo-oja, Jyrki Luukkanen, Eliyan Chea, Try Thuon, Keophousone Phonhalath (2020) What is a Green Economy? Review of National-Level Green Economy Policies in Cambodia and Lao PDR, *Sustainability*.

Ana Maria Jones, Markku Wilenius (2020) In greensight: healthier futures for urban cores in transition, *Cities & Health*.

Jokinen L., Palonen T., Kalliomäki H., Apostol O., Heikkilä K. (2020) Forward-Looking Sustainability Agency for Developing Future Cruise Ships, *Sustainability*.

Anushree Tandon, Amandeep Dhir, Puneet Kaur, Shiksha Kushwah, Jari Salo (2020) Why do people buy organic food? The moderating role of environmental concerns and trust, *Journal of Retailing and Consumer Services*.

Anna Härri, Jarkko Levänen, Katariina Koistinen (2020) Marginalised Small-Scale Farmers as Actors in Just Circular-Economy Transitions: Exploring Opportunities to Circulate Crop Residue as Raw Material in India, *Sustainability*.

OBS! Above, the list of TSE publications on responsibility 2020-21 contains only refereed journal articles and review articles. TSE scholars have several other responsibility classified publications in the categories of scientific books, chapters in research books, and conference proceedings.

Principle 5: Partnerships

We 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.

Since the foundation of the school, TSE has had close connections to the business community.

We co-create knowledge and innovate in various forms with business partners and thereby create an impact. Within the University of Turku, TSE is recognized as playing an important role in building and fostering co-operation with businesses and society, which creates opportunities for interdisciplinary research and education.

As an implication of this, the TSE faculty participates in several large interdisciplinary research projects funded for instance by the Finnish government, Business Finland, and the Academy of Finland. Such projects include university-level initiatives (e.g. Biodiversity and sustainability; Future technologies and digital society; Cultural memory and social change; Health, diagnostics and drug development; Sea and maritime studies) connected with solving the globally identified 'wicked problems' that touch upon responsibility and sustainability.

Research projects are underway in all areas of sustainable development. Researchers at the University of Turku also serve as experts and members in several sustainable development working groups and networks, both nationally and internationally.

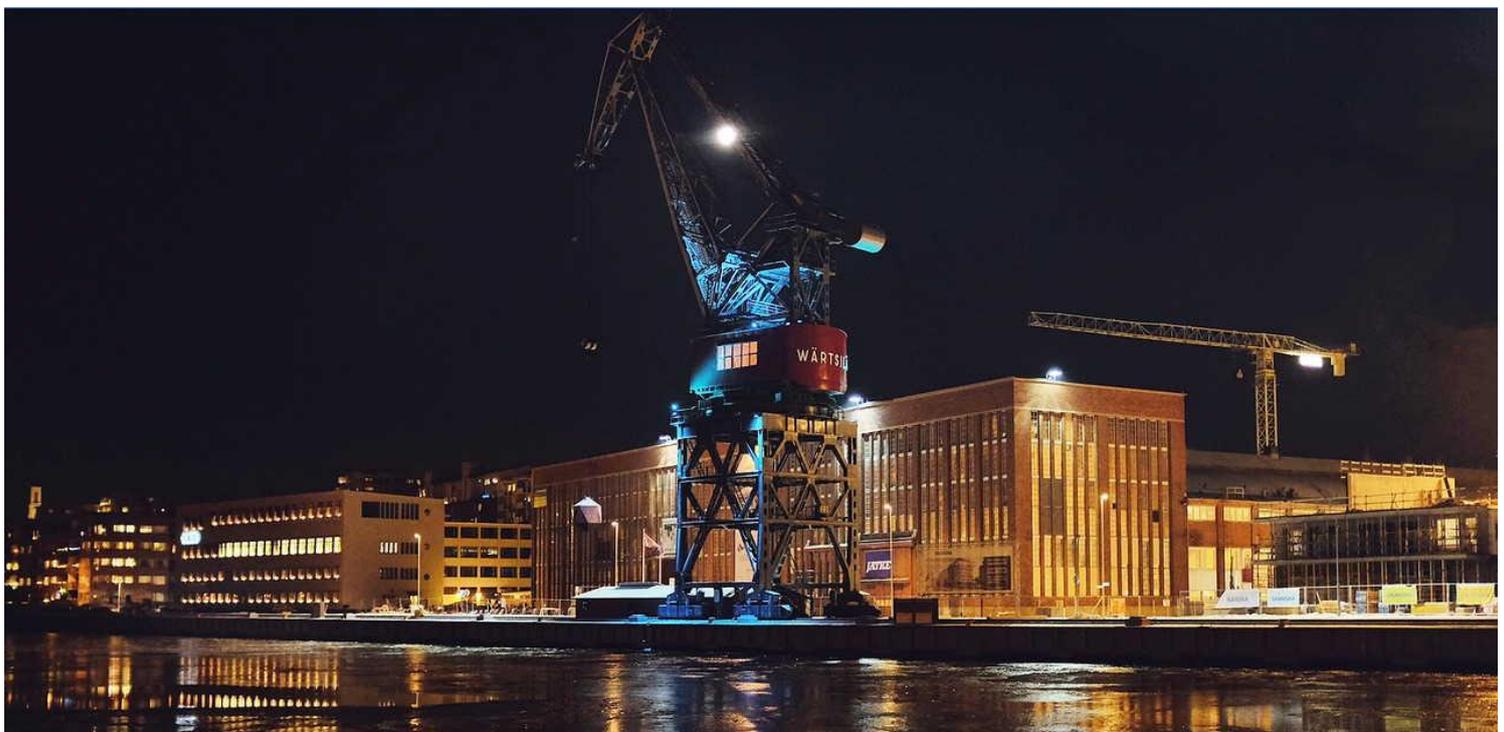


Externally funded research projects at TSE

When the externally funded research projects play a pivotal role in TSE impact on corporate world and the society by large, we have recently widened our analysis on them. Our thematic analysis concerning externally funded research projects 2020 shows our multidisciplinary nature with real impact, addressing also the so called global wicked problems. The analysis revealed that one third of our over hundred externally funded research projects in 2020 studied responsibility issues, and one fourth of the studies delved deeper into the theme of foresight.

The trend of having responsibility-driven research projects has continued 2020 onwards. Below, you may find recent examples of TSE's high-profile research projects funded by the Academy of Finland:

- **BIODIFUL: Biodiversity Respectful Leadership** (2021-2024)
- **CLIMATE-NUDGE: Individuals behaviour guidance** (2020-2023)
- **Real Estate and Sustainable Crisis management in Urban Environments** (2020-2023)
- **Smart land use policy for sustainable urbanization** (2019-2022)
- **Towards deliberative climate and energy foresight** (2019-2023)
- **Cuban energy transformation. Integration of renewable intermittent sources in the power system** (2019-2022)
- **Lifestyles of Health and Sustainability to Boost Sustainable Growth** (2018-2022)
- **Circular Economy Catalysts: From Innovation to Business Ecosystems** (2018-2022)
- **Manufacturing 4.0 - strategies for technological, economical, educational and social policy adoption** (2018-2023)
- **Creative adaptation to wicked socio-environmental disruptions** (2018-2023)
- **Bioeconomy and Justice** (2017-2021)
- **Academic entrepreneurship as a social process: Change, diversity and sustainability** (2016-2020)



Principle 6: Dialogue

We facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Our connections with external organizations range from research projects to consultative assignments and executive education. Our engagement with external organizations varies in depth from society building and networking activities to practitioner input in our teaching, and again to more intensive forms of engagement through research and development projects. Different types of alumni activities, workshops, seminars and webinars are a good way to engage both our new and more longstanding company stakeholders, which often paves the way for deeper and more continuous forms of engagement, and even to research and innovation partnerships.

In support of further embeddedness of responsibility in our activities, we are a member of several international bodies and associations committed to advancing responsibility and sustainability of business schools and management education. TSE is a member of the AACSB international and the EFMD. Besides PRME, we are also a member of the Globally Responsible Leadership Initiative (GRLI).

Furthermore, TSE is a member of the Academy of Business in Society (ABIS), which is a global network of over 130 companies and academic institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society. TSE is also a member of the Corporate Responsibility Network FIBS that is a leading non-profit corporate responsibility network in Finland. Founded in the year 2000, FIBS has over 230 members, most of them large companies. Their mission is to promote financially, socially and ecologically sustainable business in Finland by supporting our members' corporate responsibility strategy and initiatives.



TSE IAB Member as the 2020 Class of Influential Leaders

AACSB International recognizes annually alumni from AACSB-accredited business schools who have created lasting impact in the world. The Mayor of the City of Turku, TSE alumni and TSE International Advisory Board member Minna Arve was honored by AACSB as the 2020 Class of Influential Leaders. She is a role model as a leader, who actively wants to influence society by, for example, doing and promoting ambitious climate work. Her career is also an example of the versatile abilities university-level business education provides for working in diverse roles both in business life and wider society.

[LINK](#)



New professor of practice (Global Business Ethics)



TSE recruited in 2020 a new Professor of Practice, philosopher Maija-Riitta Ollila, whose main interest of Global Business Ethics supports our responsibility strivings strategically. During the pandemic period, Ollila has hosted Global Goodness Webinars online, which urges TSE stakeholders to rethink the good life, the future we want to create and the practical solutions to multifaceted problems we currently face globally.

[LINK](#)

TSE Alumni Webinars

Along with Global Goodness Webinars hosted by Maija-Riitta Ollila, TSE Alumni Webinars have been very popular during the times of COVID-19 challenges. The webinars have reached TSE's partners and stakeholders even better than offline events in earlier years. Through these online webinars, TSE has had an opportunity to engage its partners more effectively to responsibility issues. The Webinar Series started in spring term 2020 with the topic 'Crisis Management' and continued in autumn with the theme 'New Beginnings'. During the year 2021, the series have had a new sequel with the theme 'Sustainable Futures'. Below, you may find some exemplary topics of our TSE Alumni Webinar sessions:

Dec 9, 2021	The Art of Change – Europe as a Driver of Carbon-neutral and Sustainable Futures
June 16, 2021	The Role of Economic Actors in Transition Towards Sustainability
May 19, 2021	Sustainable Circular Economy
April 28, 2021	Sustainable Leadership
Nov 25, 2020	Pandemic Shock And Its Effects on Economy
Oct 28, 2020	Responsible Artificial Intelligence – an emerging business?
Oct 14, 2020	Ways and Paths to the New Abnormal
June 10, 2020	Customer Engagement During Crisis
May 13, 2020	Managing Finance Function during COVID-19
April 29, 2020	Supply Chain Management during Crisis



Photo: Roman Vukolov

Co-operation with the Planet Company

A recent TSE initiative regards communicating our impact of responsibility. Namely, in November 2020, TSE registered to The Planet Company, a social platform, which shares sustainable acts executed by organizations, whose impact and relevance have been validated by experts.

In 2020, TSE's sustainable act was 'Educating responsible leaders'. TSE curriculum 2020-22 has 33 courses altogether, in and through which students familiarize themselves with responsibility in business and educate themselves to be responsible leaders. All our Bachelor and Master level programs and specializations include a course that discusses responsibility.



With help of The Planet Company, TSE is able to raise the awareness of responsibility educating among other business schools and in society in general.

In 2021, our sustainable act in The Planet Company platform refers to initiatives of how TSE has supported its students in their challenges during the COVID-19 pandemic. TSE has initiated practices that help students in their mental health problems and general malaise by educating TSE teacher tutors to spot signs of mental problems, and by providing alumni tutors for lonely and mentally exhausted students. These will be introduced more in detail in the next SIP section.

Organisational Practices

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

We are committed to promote environmental and social sustainability in our organisational practices. The aim of the University of Turku is to make climate work and the principle of sustainable development a strategic theme for all levels of the community. The UTU takes action to reduce climate change, is committed to being carbon neutral by the end of 2025, and strives to build an operational culture where sustainable development is reflected as a cross-cutting theme. As an example of practical actions taken are removal of personal trash bins from the office rooms. Instead, we have waste sorting bins in halls, near teaching premises, etc.

Equality and ethics are included in our codes of conduct. We carry out Occupational well-being survey regularly and performance reviews are conducted with each employee annually. Moreover, the Equality Plan approved by the University Board of the UTU defines the targets for how non-discrimination and equality are realised in teaching and learning. According to the Equality Plan, students must be able to become full members of the university community despite their personal characteristics and situations in life.

During the COVID-19, to monitor perceptions and experiences, TSE has executed regular surveys of student well-being. To respond to survey outcomes, TSE has initiated several practices, which aim to help students in their challenges, mental health problems and general malaise.



A mental health first aid course for teacher tutors

To support particularly its students, TSE offers a mental health first aid course for its teacher tutors. The first mental health first aid course for teacher tutors was held between August and October in 2021, and it's feedback was very positive. After teacher tutors have completed the course, they are able to spot signs of mental problems, and to guide students with symptoms to specialists, if appropriate.



Alumni tutors for lonely and mentally exhausted students

Another example of TSE initiatives is assigning alumni tutors for students who feel themselves lonely and mentally exhausted. Previous business students and current business professionals may give also some professional advice regarding students' future working careers. Over 70 TSE alumni have expressed their engagement with the initiative, and are ready to help students, who need social relationships.

Both these initiatives are a natural continuum to an earlier TSE student initiative on mental health problems among students. In 2019, The Association of the Economic Students in Turku launched a campaign, which urged to pay more attention to mental health problems among students and how students may provide more peer support to one another.



An accessibility plan

During the autumn 2020, TSE has created an accessibility plan, which addresses, monitors and develops equality issues broadly. The accessibility refers to physical, psychological and social accessibility of how every individual has equal possibilities to study and work at the University of Turku regardless of their characteristics.

The TSE accessibility plan considers the status quo and developmental actions in regards to

- built-up environment (e.g. entrances, lecture rooms, signages),
- communications and IT (e.g. web accessibility),
- human resource management (e.g. recruitment, development, working conditions), and
- education (e.g. admission, studying, teaching).



Assessment of outcomes and plans for 2022-23

We achieved **our main development targets for the years 2020-2021**:

- When it comes to measuring TSE learning goals concerning responsibility, our development target for the years 2020-21 was that 75% of our Bachelor graduates understand the role of responsibility in business or economic practice and 50% of our Master graduates are responsible business or economic professionals. Our measures show that 86 % of our Bachelor and 78 % of Master graduates either meet or exceed expectations with regards to those goals of our responsibility courses in 2020-21.
- The Responsibility Business Network (RBN) has developed from a TSE-based network to include more and more interested researchers from across the disciplines represented at University of Turku.
- One of our development targets was to set up a website featuring responsible business research at TSE. Please, find an attached link to [Sustainable Development Research and Education at Turku School of Economics](#), which was created in 2021. Under this page, we will report all our achievements on the theme of responsibility, when realized.
- TSE offers 25 credits worth of studies on responsible business. The study module offers an excellent minor subject for the students of TSE. The module consists of compulsory studies (6 ECTS) and optional studies (19-53 ECTS).

All in all, as shown in the chapters above, we are committed to advancing the Six Principles of PRME by building a sustainable tomorrow through our everyday activities.

Plans for the future: 1) expanding support to students' mental health problems, beyond problems caused by the COVID-19, 2) strengthening interdisciplinary research, with the aim to participate in solving some wicked problems, 3) systematizing our measures of TSE responsibility

- During the year 2022, TSE will start a new support campaign for its students. Business students study in a very competitive environment where they too often seem to suffer from a sense of inadequacy. TSE wants to support its students in their study paths by underlining that 'You are enough, just as you are!' The forthcoming campaign of 'You are Enough' will be materialized with help of our Professors of Practice, business life practitioners, who are engaged to work as mentors for our students.
- As shown earlier, TSE has some established interdisciplinary research platforms and some platforms which are still in their early phases. Our aim for the future is to develop all our platforms to have real societal impact in solving some global challenges.
- Regardless of our wide range of impact measures demonstrated in this SIP earlier, we are still to consider other measurements, particularly indicators, which would evidence our success in societal impact. One alternative in discussions has been the Sustainable Development Goals and its framework as a basis for analyzing TSE's academic performance in a light of societal impact. If realized, that analysis instrument would go hand in hand with TSE's PRME membership and its reporting requirements.



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