



Sharing Information on Progress 2026

Victoria University Business
School

September 2026

Table of Contents

1. About PRME	3
2. About SDGs	5
3. Getting Started	6
4. Purpose	8
5. Values	13
6. Teach	18
7. Research	24
8. Partner	39
9. Practice	43
10. Share	47

About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about Victoria University Business School, including key details and basic institutional data.

Graduates & Enrollment

2025 Statistics	Number
Graduates	11556
Faculty & Staff at the University	2563
Faculty & Staff at the Institution	57
Student Enrollment at the University	52656
Student Enrollment at the Institution	7640
Undergraduate Attendance	6234
Masters-Level Postgraduate Attendance	1365
Doctoral Student Attendance	44
Certificate, Professional Development, or Continuing Education Attendance	74

Degrees Offered

Bachelor Programs

- Bachelor of Business
- Bachelor of Accounting
- Bachelor of Sport Management

Masters Programs

- Master of Business Administration (Global)
- Master of Enterprise Resource Planning
- Master of Professional Accounting
- Master of Marketing
- Master of Supply Chain Management
- Master of Analytics
- Master of Research

Doctoral Programs

- Doctor of Philosophy (Integrated)
- Doctor of Philosophy (PhD)



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



22 September 2026

To Whom It May Concern,

It is my privilege to endorse this update to the United Nations Principles for Responsible Management Education (PRME) Sharing Information on Progress (SIP) Report for Victoria University Business School. Since joining the PRME community in 2020, the Business School has remained deeply committed to embedding equity, ethics, social responsibility, and sustainability at the heart of our programs, research, and partnerships. These values are central to our mission as a university of opportunity and align with VU's broader vision of preparing students to "Start Well and Finish Brilliantly." Our staff and students continue to demonstrate that business education can be a powerful force for good, delivering meaningful impact in our communities while fostering future leaders who act responsibly and with purpose.

This update highlights the Business School's continued progress in advancing the PRME agenda through research, research partnerships, and externally funded projects undertaken since the previous SIP report 2025. Over the past year, members of academic staff have contributed to addressing complex social, economic, and environmental challenges through impactful research focused on areas such as sustainability, responsible leadership, social inclusion, innovation, and community wellbeing. Through collaborations with industry, government, community organisations, and international partners, VUBS has strengthened the relevance and impact of research while generating knowledge that informs practice, supports evidence-based decision-making, and contributes to the achievement of the United Nations Sustainable Development Goals. The research projects and grants highlighted in this report 2026 demonstrate the ongoing commitment to creating positive and sustainable societal impact through responsible management scholarship.

Looking ahead, the Business School will continue to champion the PRME principles, building on our strengths to shape graduates who can respond ethically and sustainably to the opportunities and challenges of our time.

Yours sincerely,

A handwritten signature in black ink, reading "Rob Strathdee".

Professor Rob Strathdee
Executive Dean, College of Arts, Business, Law, Education and IT
Victoria University



21 September 2026
Melbourne

Dear PRME Community

It is my pleasure to provide this interim update on Victoria University Business School's progress in advancing the United Nations Principles for Responsible Management Education (PRME). Building on the foundations outlined in our previous SIP report, this update highlights key developments in research, partnership, and knowledge exchange activities undertaken during the reporting period. These initiatives demonstrate how VUBS continues to translate PRME principles into practice through impactful scholarship, global collaboration, and engagement with industry and community partners.

Since our previous SIP report (2025), VUBS has continued to strengthen its contribution to the PRME agenda through a wide range of impactful research, industry engagement, international collaboration, and knowledge exchange activities. Among these achievements, the successful delivery of several major international conferences has been a particular highlight. In 2025, VUBS co-hosted the Global Tourism Conference with Universiti Malaysia Terengganu, advancing discussions on sustainable tourism and responsible development. VUBS also co-hosted the International Conference on Innovation and Development (ICID) 2025 with Liaoning University in Shenyang, China, and subsequently hosted ICID 2026 in Melbourne, bringing together more than 120 participants from academia, industry, and community organisations. Notably, ICID 2026 marked the first time that representatives from all seven of VUBS's transnational education partners came together at Victoria University, creating a unique platform for collaboration, dialogue, and the exchange of ideas aligned with the PRME principles. These initiatives have also generated lasting research outcomes, including a Springer-edited book and a special issue of the IIMB Management Review, extending the impact of these collaborations beyond the conferences themselves.

While these conferences represent a significant highlight, they form part of a broader portfolio of research, partnership, and engagement activities that continue to advance the Business School's commitment to responsible management education. Looking ahead, VUBS remains committed to deepening its engagement with the PRME principles through impactful research, meaningful partnerships, and global collaboration. We will continue to advance responsible leadership, support the achievement of the United Nations Sustainable Development Goals, and create opportunities for our students, staff, and partners to contribute to a more sustainable, equitable, and prosperous future.

Ranjith Ihalanayake

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TEQSA Provider Identification: PRV12152, Provider Category: Australian University



VUBS Dean photo



Executive Dean photo

Definition of Purpose

The Victoria University Business School (VUBS) aims to shape the next generation of business leaders through industryconnected, practical business degrees, emphasising employability, offering work-integrated learning opportunities, and preparing students for a constantly changing global business environment. VUBS 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.

Institutional Engagement

76% - 100% of faculty at Victoria University Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

VU was founded on the values of providing education and opportunity in Melbourne's west to underprivileged communities by providing quality education that is open to any student from any background. The philosophy of its founders remains at the core of everything we do and that is "always welcoming, ethical, shaping the future, together." These values are operationalised by the VU Business School with an aspiration to produce future-ready graduates, citizens and leaders. We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Interdisciplinary efforts across business school
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office
- ❖ Interdisciplinary efforts across parent organization
- ❖ Disciplinary efforts within business school

Student Awareness

76% - 100% of students at Victoria University Business School are aware that we are a PRME Signatory Member.

Student Engagement

51% - 75% of students at Victoria University Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

Transit Systems Partnership

At VU Business School, our values-oriented community seeks to embed responsible management, sustainability, inclusion and positive societal impact across teaching, learning and industry engagement. Consistent with the PRME Principles, we aim to develop students' understanding of how organisations can create economic and social value while responding responsibly to environmental challenges. Engagement with industry provides an important avenue for translating these values into authentic learning contexts, enabling students to examine how responsible management principles are reflected in organisational strategies, operational decisions and innovation.

One narrative that contributes to this values-oriented approach is our engagement with Transit Systems VIC, Leading Clean, Modern Public Transport in Victoria. Its Victorian operations provide a practical illustration of sustainability-oriented innovation in the transport sector. Transit Systems VIC reports the introduction of Victoria's inaugural hydrogen buses in 2023, alongside the deployment of nine electric buses, and its participation in the Victorian Government's Zero Emission Bus Trial. The organisation also highlights commitments to safety, reliability, cleanliness and accessibility through its Customer Charter and operates demand-responsive FlexiRide services in Melton South. Such industry examples enrich our PRME-oriented learning community by connecting responsible management education with contemporary organisational practice and encouraging students to consider how sustainability, technological innovation, accessibility and stakeholder value can be incorporated into transport and supply chain decision-making.

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

Sustainable Development

VU "Ifter Event 2025" _ An Evidence of Diversity and Inclusion:

Ramadan is the month of purification. Ramadan is a time for Muslims to focus on spiritual growth, self-control,

self-reflection, and strengthening their relationship with Almighty Allah.

Progressive inclusivity is 'Always Welcoming' and 'Always Ethical' at VU's values, which means VU is inclusive,

supportive, and respectful of identity and culture. One significant example of VU's inclusiveness is the celebration

of Ifter Event during Ramadan for the Muslim Community in VU and Melbourne. VU organised "Ifter Event 2025,"

at the City Tower Building and it was a huge success!

Continue telling your story

VUBS-Metcash collaboration

Victoria University has valued its long-standing 18-year partnership with Metcash, one of Australia's leading wholesale distribution and marketing companies operating across food, grocery, liquor and hardware [\[metcash.com\]](https://metcash.com). Over the years, our students have had valuable opportunities to visit the Metcash distribution facility and gain first-hand insights into real-world logistics, warehousing and distribution centre operations. The partnership continues through visits to its new facility at 10 Enhance Place, Truganina VIC 3029, providing students with an opportunity to observe contemporary logistics practices within an environmentally conscious distribution environment. We greatly value our enduring relationship with Metcash and its contribution to strengthening industry engagement and connecting our supply chain students with practical industry experience.



VUBS-Metcash Expo photo



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



How We Define Teach

We enhance our learning and teaching environments by integrating UN sustainability concepts and practices into our curriculum and teaching. We also focus on practical applications that promote ethical and sustainable business practices with our business courses in Australia and through Transnational Educational Partnership.

Courses that support RME

Victoria University Business School reports 1 course in 2025 that support responsible management education and sustainable development goals.

Bachelor of Sport Management | SBSM

The Bachelor of Sport Management course has been revitalised from both a structural and curricula perspective. It has been designed to be more attractive to students and aligned to current trends in a fast-growing sport and active recreation industry. Students complete studies in areas including facility management, programming, governance, sport leadership, and sponsorships/partnerships. Graduates from the course can gain careers in the sport and active recreation industry, including elite sporting clubs, leisure centres and large-scale sporting events.



Teaching Awards

In 2025, 1 award was given to faculty and educators at Victoria University Business School.

Student Evaluation of Teaching Commendation

Granter: VU Business School

Grantee: Academic staff

Award Description:

2025 SET Commendation was awarded to academics staff for achieving outstanding Student Evaluation of Teaching (SET) survey results, with a mean score of 4.5 or above.

Educator Recognition

At Victoria University Business School, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events
- ❖ Professional development opportunities
- ❖ Publication or research support
- ❖ Student-nominated teaching awards

Barriers to Innovative Curriculum

In 2025, Victoria University Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Accreditation constraints
- ❖ Assessment challenges
- ❖ Budgetary limitations
- ❖ Change fatigue
- ❖ Collaboration barriers
- ❖ Learning curve for faculty
- ❖ Overloaded faculty
- ❖ Resource allocation challenges
- ❖ Time constraints
- ❖ Traditional employer expectations
- ❖ Limited interdisciplinary collaboration
- ❖ Faculty expertise gaps

Barriers to Innovative Pedagogy

In 2025, Victoria University Business School identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Assessment rigor concerns
- ❖ Collaboration barriers
- ❖ Compliance concerns
- ❖ Overloaded faculty
- ❖ Resource constraints

- ❖ Student engagement concerns
- ❖ Time constraints
- ❖ Limited faculty development opportunities
- ❖ Limited interdisciplinary teaching approaches

Continue telling your story

Wyndham Pitch competition

- - **Wyndham's Pitch Competition** (Photos attached)

For the second consecutive year, Dr Nilusha Gallage from Victoria University Business School judged the **2026 Wyndham Pitch Competition**, which brought innovators, entrepreneurs and changemakers from across Wyndham City together to develop smart solutions to real-world challenges and shape the future of the city. The competition showcased the creativity, ambition and innovation emerging from Wyndham's local business and startup community. From 30 entries, 22 participants progressed to the Open Pitch Night, with five finalists pitching solutions to the theme, "The Future is Local".

Victoria University partnered with the **WYNnovation Business Expo**, bringing local businesses, business leaders and innovators together to celebrate entrepreneurship, innovation and creativity. This industry engagement reflects the **PRME Partnership principle**, while providing an authentic context for students and entrepreneurs to develop and demonstrate skills relevant to employment and entrepreneurship, supporting **SDG 4.4**. As part of the **PRME Teach principle**, the competition winners, ClinicTech, were subsequently invited to the BM02005 Innovation and Entrepreneurship class to share their entrepreneurial journey and winning pitch, connecting students' classroom learning with contemporary entrepreneurial practice.



Wyndham pitch competition

Industry Training

Industry training on Fire and Life Safety in Residential Apartments

<https://www.vu.edu.au/fire-and-life-safety-in-residential-apartments>

Victoria University's Fire and Life Safety in Residential Apartments program is a two-day professional development initiative designed to strengthen the capacity of strata managers, body corporate representatives, building owners and other industry stakeholders to manage fire and life safety responsibilities in Victorian residential apartment buildings. The program focuses on the legal and practical responsibilities associated with maintaining fire and life safety systems, including the relevant Victorian legislation, the National Construction Code (NCC), mandatory maintenance obligations, compliance pathways, insurance implications and the consequences of non-compliance. Real-world case studies, including the NEO 200 fire, are used to demonstrate the risks associated with inadequate maintenance and the importance of long-term safety planning. 📞

A key strength of the program is its multi-stakeholder and interdisciplinary approach, bringing together expertise from Victoria University, Fire Rescue Victoria (FRV), the Building and Plumbing Commission (BPC) and the City of Melbourne. The second day extends the focus to advanced risk management, emergency response, combustible cladding, regulatory enforcement and collaboration with authorities. Participants gain practical insights into FRV's statutory and operational responsibilities,

building inspections, cladding audits and enforcement, while also developing a stronger understanding of their own responsibilities under Part 15 of the Building Regulations 2018, the Owners Corporations Act 2006 and NCC Volume One.

Overall, the program aims to bridge the gap between regulatory requirements and practical implementation, ultimately supporting better compliance, safer buildings and improved protection of residents and emergency services personnel.



Fire safety training image



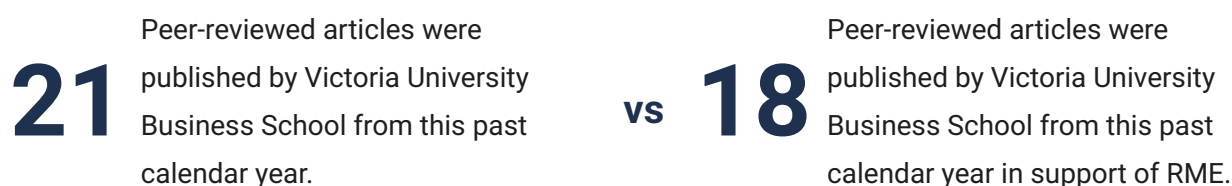
Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

VU's commitment to the UN- SDG is part of VU's whole-of-university effort to address the challenge of planetary health in our teaching, our university practices, our partnerships, and our research. Protecting Country is the key driver of our research which emphasises VU's respect for Indigenous voices, improving the health and wellbeing of the planet and its commitment to the UN-SDG.

Research vs Research for RME/Sustainable Development



Research Funding

In 2025, Victoria University Business School was awarded funding for research that is:



National



Regional



Local



International

Socializing Research

In 2025, Victoria University Business School contributed research findings to:

- ❖ Community organizations
- ❖ Industry and business networks
- ❖ Government and policy makers
- ❖ National media
- ❖ International media
- ❖ Local media
- ❖ Open-access platforms

Research Projects

In 2025, Victoria University Business School reported 4 research projects that implemented responsible or sustainable activities.

AFAANZ Research Grant 2026

Period Covering: October, 2026 - September, 2027

Department: Management | Entrepreneurship

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative which aims to increase the profile of sustainability within university business school education through the embedding of the United Nations (UN) Sustainable Development Goals (SDGs) within both their research and teaching curriculum in order to serve society and safeguard our planet. This research project aims to explore and analyze the commitment of Australian and New Zealand Universities, through their Business Schools, to the achievement UN SDGs such as net zero carbon targets and a healthy society through the embedding of the SDGs within both their curriculum and research, as disclosed in their PRME sharing information on progress (SIP) reports.

This project therefore seeks to answer the following research questions:

1. To what extent do business schools incorporate the SDGs within their curriculum?;
2. What is the relationship between the research undertaken by a business school and the incorporation of SDGs within their curriculum?; and
3. Are there any tensions or contradictions between the research undertaken and the incorporation of SDGs within the curriculum of business schools?



Skills Solutions Partnerships Grant

Period Covering: July, 2026 - June, 2027

Department: Business Analytics

The project is as described in the grant application. Victoria University will pilot a training solution in Applied AI for Business to support SMEs in the North-West Metropolitan region with ethical and responsible AI adoption. The project aims to achieve the following outcomes in line with the evaluation framework provided by the Department:

- New or innovative training products have been rapidly delivered
- Industry in priority sectors has access to the workers they need to fill immediate skills gaps

- Partnerships have developed a collaborative model that can be adopted or adapted and scaled up to meet training needs across industry.

An evaluation associated with this project will capture specific outcomes and insights to identify opportunities for system-wide improvements and inform the long-term response to skills shortages.



Smart Inventory Solutions

Period Covering: June, 2025 - April, 2027

Department: Business Analytics | Supply Chain Management

The project aims to develop and validate the Smart Inventory Solution, an AI-powered platform designed to optimize inventory management while ensuring environmental, social, and governance (ESG) compliance and sustainability. The goal is to demonstrate proof-of-concept in an industry-relevant environment, showcasing the platform's potential to revolutionize inventory and supply chain management for businesses. By leveraging advanced AI algorithms, the solution will enhance efficiency, reduce waste, and support sustainable practices, ultimately driving operational improvements and aligning with broader climate and sustainability goals.

This aligns with the Australian Government's priority of transitioning to a net zero future.

Integrate Sustainability Metrics: To align with ESG (Environmental, Social, and Governance) goals, this objective focuses on embedding sustainability metrics directly into the Smart Inventory Solution. The integration of these metrics will enable the system to monitor and report on various sustainability parameters, such as carbon footprint, resource utilization, and waste reduction. Automated reporting features will be developed to provide realtime insights into these metrics, ensuring businesses can maintain ESG compliance effortlessly. This integration will support transparent and accountable business practices, aiding organizations in their journey towards

sustainability and helping them meet regulatory and market-driven ESG standards.



Supporting Net Zero transitions in regional areas of Vietnam

Period Covering: October, 2024 - June, 2025

Department: VU Business School

Funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) and delivered through Tetra Tech and Aus4Skills, this AUD 380,585 project aimed to strengthen the capacity of Vietnamese government officials, state-owned enterprises and regional leaders to support a just and orderly transition to net-zero emissions. As an Associate Investigator and Principal Research Member, I contributed to the analytical framework, learning materials and capacity-building activities, translating Australian experience in energy transition and regional development into practical, evidence-based guidance for Vietnamese policymakers and business leaders. My work focused on the economic, employment, and industrial implications of transitioning from coal to renewable and low-emission energy.



Research Awards

In 2025, Victoria University Business School was awarded 1 research award for responsibility- and/or sustainability-related research.

Best Paper Award ICID-2026

Granter: ICID-2026 conference

Grantee: Kalani Prasanga Kahingalage

Award Description:

Best paper award for "Institutional and Financial determinants of external Debt" Quantile-based risk evidence from South Asian Economies" presented in Second International conference on Innovation and Development.

Publications Related to RME and/or Sustainability

AI in Tourism and Hospitality Crisis and Disaster Management | [DOI](#)

Authors: Ranjith Ihalanayake, Thu-Huong Nguyen and others

Date of publication: July, 2026

Department: Tourism

This study investigates the underexplored role of artificial intelligence (AI) in tourism crisis and disaster management. While AI has been extensively adopted in tourism to enhance personalization and efficiency, its integration into crisis contexts remains limited. Drawing on Mitroff's five-phase model of crisis management, the research employs qualitative interviews with 20 global experts to explore AI applications across signal detection, preparation, containment, recovery, and learning. Findings highlight AI's potential in early warning systems, risk modeling, automated communication, and postcrisis recovery strategies. However, ethical concerns, data privacy issues, and uneven access to technological resources present significant barriers. Larger tourism organizations are better positioned to adopt AI solutions, whereas small and medium-sized enterprises (SMEs) face challenges such as high implementation costs and limited digital capacity.



An event study of potential insider trading in the Saudi stock market | [DOI](#)

Authors: Abdulrhman Alqurayn, Nada Kulendran and Ranjith Ihalanayake

Date of publication: May, 2024

Department: Finance

This study assesses the level of potential insider trading on the Saudi stock market (Tadawul) before and after the introduction of financial reforms. The level of potential insider trading is estimated by employing the market cleanliness measure (MCM) which determines the proportion of significant announcements (SAs) that were preceded by abnormal pre-announcement price movements (APPMs). The analysis was carried out using an event study approach to gauge the impact of an event on a security return. The market model is used to estimate the expected return which is subsequently compared with the actual return. The findings suggest the existence of significant abnormal returns surrounding 128 out of 1,958 unscheduled announcements made by firms listed on Tadawul from 2011 to 2020. The MCM shows that 56.36% of SAs were preceded by APPMs during the pre-financial reforms period whereas the ratio dropped to 45.2% over the post-financial reforms period. Although

the findings suggest a reduction in the MCM by 11.16%, the statistics for the subsequent period was not statistically lower than the preceding period. The present study establishes a fundamental basis for tracking the efficacy of new regulations in deterring insider trading activities. This study provides empirical evidence and implications that can be taken into consideration by all parties concerned with illegal insider trading and market integrity.



Developing A Strategic Framework to Build Future Last Mile Delivery Scenarios: A Scenario Thinking Approach

Authors: Kola Ewedairo, Prem Chetry, Himanshu Shee

Date of publication: June, 2024

Department: Supply Chain Management

Last mile delivery (LMD) logistics research has drawn attention due to increased urban compactness and environmental concerns arising from freight traffic congestion. This has affected the cost-effectiveness and on-time delivery of urban freight. This study aims to develop a strategic framework to formulate future LMD scenarios based on transport and urban planning constraints using a scenario thinking approach. A scenario thinking stakeholder workshop was conducted to collect data on last mile delivery constraints in Metropolitan Melbourne. The research develops five abridge scenario thinking stages that researchers can adopt in scenario thinking methodology. Using brainstorming and storytelling of scenario thinking approach, participants identified 34 transportation and planning constraints clustered into six urban built-environment dimensions that formed the basis of the development of LMD future scenarios. The six clustered dimensions include Freight Infrastructure, Infrastructure Supply, Land use Intensity, Infrastructure Sharing, Intersection Controls and Human Behaviour. Infrastructure Supply and Land use Intensity were found to represent higher uncertainty and higher impact on city logistics provisions. The proposed regulatory-informed and efficiency-responsive strategies are the key to manage LMD. These strategies will help city logistics providers and planners in development of operational plans in making investment decision on LMD challenges.



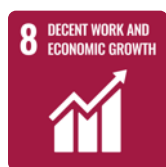
two decades of IJGBC a retrospective view

Authors: Ved Dilip Beloskar Arunima Haldar Himanshu Shee Kirankumar S. Momaya

Date of publication: December, 2025

Department: Competitiveness and strategic management

The objective of this future-focused study is to co-evolve research directions and themes that strengthen the interfaces between competitiveness and functional areas of management—such as finance, human resource management, sustainability and technology management—to enhance firm, industry, and country competitiveness and prosperity. This context-rich retrospective review examines longitudinal trends in the International Journal of Global Business and Competitiveness (IJGBC) from its inception to June 2025, assessing citation impact, cross-country collaborations, and evolving research themes. Methodologically, we conduct a comprehensive analysis of 175 articles, mapping prominent themes, their temporal evolution, and current trajectories in competitiveness and international business. Findings suggest a fourfold annual growth in publications since 2005, with strong contributions in competitiveness, technology and innovation management, strategic management, operations, and supply chain flexibility. The scope has progressively expanded to include financial management, sustainability, entrepreneurship, and organisational management. Finally, the study provides insights into topics at the interfaces of competitiveness and functional areas of management, aiming to accelerate the competitiveness journey of firms, institutions, and other organisations through unique collaboration.



Leveraging Milk-Traceability Technologies for Supply-Chain Performance

Authors: Afyaa Alessa, Himanshu Shee, Tharaka deVass

Date of publication: June, 2025

Department: Supply Chain Management

Growing concern over food safety and adulteration has thrust milk traceability technologies to the forefront of agrifood supply chains. This qualitative study explores the technological, organisational, and environmental (TOE) determinants of traceability technology adoption in Saudi Arabia's dairy sector. In-depth semi-structured interviews with nine senior managers from small-, medium-, and large-scale dairy farms were analysed thematically in NVivo. Thematic analysis revealed that technological cost and compatibility played crucial role, while contrary to the prior literature, respondents downplayed technological complexity, arguing that training could offset it. Organisational culture and employee resistance were the primary inhibitors within dairy firms. Saudi Vision 2030, post COVID-19 consumer pressure and competitor pressure emerged as the dominant environmental factors.



Integrating generative AI into entrepreneurship education | [DOI](#)

Authors: Nilupulee Liyanagamage, Nilusha Gallage

Date of publication: June, 2026

Department: Entrepreneurship

Generative Artificial Intelligence (GenAI) is rapidly reshaping the higher education landscape. While debates continue over the appropriateness of GenAI in teaching and learning, this paper shifts the focus toward its practical application in entrepreneurship education (EE). It examines how GenAI can be meaningfully embedded into curriculum design to develop and sustain students' critical thinking. Central to this argument is the claim that reflective learning, when deliberately scaffolded, is a pivotal pedagogical strategy to uphold critical engagement with GenAI. Drawing on an intervention-based case study at an Australian higher education institution, the paper details the implementation of GenAI in an introductory entrepreneurship unit. Data include structured reflections from 147 students, educator reflections, and course material. The findings show that scaffolded reflective learning, progressively introduced at the individual, group, and class levels, supports critical thinking, while also enhancing student autonomy and leadership in GenAI use. It further facilitates ethical and contextual awareness that extends beyond academic settings, enabling what we term as "ethical" knowledge transfer into students' future careers. Accordingly, the paper proposes a multi-level reflective framework encompassing student, group/class, and educator reflections to guide effective GenAI integration in EE, positioning critical ethical discernment as a core competence in AI-augmented professional practice.



Gen AI in Entrepreneurship Education

Authors: Nilusha Gallage Adam Scott

Date of publication: September, 2026

Department: Entrepreneurship

The study in this chapter assesses student perspectives and the critical reflections of educators on Gen AI's integration into EE to develop instructional design principles. The chapter progresses through five sections: a literature review on Gen AI in EE, methodological framework, empirical findings from student perspectives, critical reflection on educators' experiences, and detailed presentation of nine instructional design principles covering content development, teaching strategies, and assessment methodologies. These principles provide a practical framework for leveraging Gen AI while maintaining pedagogical integrity.



Uncovering the antecedents to the effective use of business intelligence

Authors: Scott Bingley and others

Date of publication: March, 2025

Department: Business Analytics

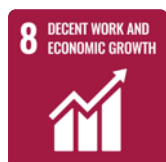
This study focuses on case studies to identify the antecedents to the effective use of business intelligence (BI). For decades, research has shown that post-adoption behaviour has a critical role in the success of technology adoption. Efforts have been drawn beyond intention and adoption point to the effective use of technology. In the case of BI adoption, its nature of discretionary use adds complexity to the equation. Despite the statistical evidence provided, research has indicated the need for other approaches to shed light on the antecedents of BI's effective use. This study employs a systematic review approach to synthesise 20 years of related works from three major research databases. It focuses on qualitative and mixed-method research to identify new avenues in the related topic.

and culture. It also highlights several organisation-specific and individual-specific antecedents, such as analytic

leadership, business vision, collaborative working culture, organisational learning culture and user trust.

The study provides insight from interpretative case studies. It leverages the relevance of BI's research to its practices. It offers new avenues in the BI post-adoption studies at the organisational and the individual level of analysis.

Keywords Business intelligence, Effective use, System use, Systematic review, BI



Reigi, Kaizen and Muda Reduction: A Human-Centric Framework for Sustainable Construction Management

| [DOI](#)

Authors: Lucas Merlo and others

Date of publication: April, 2026

Department: Management

Sustainable construction management increasingly demands leadership approaches that integrate technical, environmental, and human factors. Yet, the industry continues to face persistent challenges, such as fragmented communication, rework, material waste, safety incidents, and low productivity. Drawing from post- 2020 literature on lean construction, sustainability, digitalization, and human-centered project management, this chapter develops a conceptual framework showing that sustainability extends beyond materials and technology to include human dignity, psychological safety, communication quality, and collaborative learning. This chapter introduces a leadership and management framework informed by Japanese cultural principles, including Reigi (respect), Kaizen (continuous improvement), and Muda Reduction (elimination of waste, including the waste of human potential). While these principles originate from Japanese ethics, their broader cultural foundations offer valuable guidance for sustainable construction leadership in a rapidly changing post-pandemic environment. The chapter explains how Reigi supports psychological safety and participatory culture; how Kaizen establishes continuous learning; how the process improvement continuum enables radical and breakthrough innovation; and how Muda Reduction is applied to both tangible waste and the waste of human potential.



Social Sustainability for Employee Engagement and Belongingness: A Theoretical Analysis

Authors: Chitra DeSilva and others

Date of publication: September, 2025

Department: Accounting

Employee engagement, characterized by dedication and enthusiasm towards work, is a critical driver of organizational success. This research explores the potential of integrating social sustainability practices within an organisation's strategy to enhance employee engagement and cultivate a strong sense of belonging within the workforce. A sense of belonging, the feeling of being valued, respected, and accepted, is crucial for employee engagement and overall well-being. Despite the significant impact of social sustainability on employee engagement and belongingness, it is under-researched. Existing literature highlights the need for further research on the impact of social sustainability on employee engagement and belongingness for better organisational performance.

Keywords: Belongingness, Employee Engagement, human rights, Social Sustainability, Social justice



Trade Liberalization and Intra-Household Resource Allocation | [DOI](#)

Authors: Nguyen Tran and others

Date of publication: December, 2025

Department: International Business

This article explores the impact of tariff reductions on exports under the 2001 US–Vietnam Bilateral Trade Agreement (BTA) on intra-household resource allocations through the channels of labor hours supplied, expenditure, and child human capital investment. The central hypothesis is that trade liberalization, by expanding labor market opportunities, would increase adult market work hours, raise household consumption, but may simultaneously reduce investments in children's schooling due to the higher opportunity costs of education. Utilizing panel data from nationally representative surveys between 2002 and 2004, and dealing with potential omitted variable biases, the findings confirm the hypothesis that workers in regions more exposed to

trade experienced an increase in market work hours but a decline in domestic labor hours, driven by occupational reallocation effects. Additionally, households in these regions exhibited prolonged increases in consumption, while the likelihood of children dropping out of school also increased, suggesting that opportunities created by the BTA are not merely limited to traded industries. These results remain robust across specifications that include and exclude tradable and non-tradable sectors, as well as alternative regional measures of tariff reductions in a panel data framework.



Can educational and policy interventions enhance EV adoption in Vietnam?

Authors: Nguyen Tran and others

Date of publication: September, 2026

Department: Sustainability

Driven by its commitment to achieving net-zero emissions in the transportation sector by 2050, the Vietnamese government has promoted the adoption of electric vehicles (EVs), including electric motorcycles (EMs) and electric cars (ECs). However, persistent adoption barriers may continue to constrain EV penetration and sales growth. While several studies have tested solutions to overcome these barriers, research that examines potential policy interventions for both ECs and EMs remains limited. This study aims to evaluate whether educational and policy interventions addressing key barriers to EV adoption in Vietnam can enhance uptake. A structured questionnaire was conducted among consumers in major cities across Vietnam, yielding 716 valid responses, and these were analyzed using binary logistic regression and rank-order logit models. The results indicate that providing additional information about fuel and maintenance costs, as well as the total cost of ownership (TCO), increases the likelihood of EV take-up. Furthermore, potential widespread implementation of battery-swapping

technology (BST) also holds promise for boosting EV adoption.



Research Barriers

In 2025, Victoria University Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Data access and management
- ❖ Funding challenges
- ❖ Time constraints
- ❖ Collaboration challenges
- ❖ Technology and resource access
- ❖ Skills and expertise gaps

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ICID-2026 conference

ICID-2026: Second International Conference on Innovation and Development 2026

<https://www.vu.edu.au/ICID-2026>

Victoria University, in partnership with Liaoning University (LNU), hosted the Second International Conference on Innovation and Development (ICID 2026) on 20–21 August 2026 at VU's City Tower in Melbourne. The conference brought together academics, industry professionals and students to exchange knowledge and foster collaboration across innovation, sustainable development, teaching and learning, academic leadership, institutional transformation, transnational education and global engagement. The conference also provided undergraduate and postgraduate students with an opportunity to present their research, engage in scholarly discussion and be recognised through Best Paper Awards.

The conference featured distinguished international and Australian keynote speakers, including Professor Colin Higgins, Professor Andy Hill, Professor Huo Chunhui and Professor Janine Dixon, while creating opportunities for networking, research collaboration and future partnerships. Through its focus on innovation, responsible business and sustainable development, the conference strengthened international academic engagement and research collaboration between Australia and China.

Accepted papers were eligible for publication in Springer's Lecture Notes in Networks and Systems (LNNS), indexed in major databases including Scopus, while selected extended papers were considered for publication in IIMB Management Review.



ICID 2026 Group Photo



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

In the context of UN PRME, a partner for Victoria University Business School (VUBS) is any external or internal stakeholder – including businesses, government agencies, NGOs, industry bodies, and academic institutions – that collaborates with the School to advance responsible and accountable management education and practice. These partners actively contribute to VUBS’ mission by sharing knowledge, providing practical insights, co-creating curricula, offering work-integrated learning opportunities, and supporting research and community engagement. Through such partnerships, VUBS aims to foster a learning environment that develops ethical, sustainability-focused leaders and promotes a more inclusive and resilient global economy.

Institutional Partnerships

- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ University Councils
- ❖ Local institutions and associations

Student Organization Partnerships

- ❖ VU Postgraduate Association
- ❖ Muslim Student Association

Partnerships

The following provides more details on 1 key partnership at Victoria University Business School.

Institute of Managers and Leaders

Our partnership encompasses the following key initiatives:

- Complimentary IML ANZ Affiliate Membership: Available for a period of one year from the date of sign-up. This membership includes:
 - o Use of IML’s internationally recognised post-nominals
 - o Access to IML in-person and virtual events, including member-only initiatives, Development Days, and support groups
 - o Networking opportunities with the IML member base and the wider business community
 - o Leadership Matters – Digital access to IML’s premier bi-monthly leadership and management newsletter
 - o Access to IML member lounges in Brisbane, Melbourne, and Sydney

o Member-only pricing on IML's leadership development courses, team development tools and National Salary Survey

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SPARK Business Hackathon in partnership with VU
Alumni

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Business Hackathon with VU Alumni



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

In the context of UN-PRME, “Practice” at Victoria University Business School means embedding the principles of responsible and accountable management into every aspect of our own governance and operations. It reflects how we lead by example – aligning our policies, decision-making, resource allocation, staff and student engagement, and daily operational activities with the core values of sustainability, integrity, diversity, and social responsibility that PRME promotes.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Ministry of education recommendation documents
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ USGBC building guides
- ❖ Water
- ❖ Zero-waste guides

Policy Documents Related to RME and/or Sustainability

2024-vu-sustainability-report

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2025-annual-report

View document  Download document 

Practice Awards

In 2025, Victoria University Business School received 2 awards for responsible and/or sustainable practices.

VTIC partnership and Student award 2026

Granter: Victoria Tourism Industry Council

Grantee: Nilusha Gallage

Award Description:

- VTIC Entrepreneurial Award (Photo and letter attached)

Victoria University Business School won the Victoria Tourism Industry Council (VTIC) Entrepreneurial Award during the state-level competition on 10 June 2026 at The Langham, Melbourne. The winning team comprised four exchange students from Mexico – Mariano Stopen, Mariana Villaseñor, Silvana Tommasi and Santiago Troncoso – who represented VU after completing BMO2005 Innovation and Entrepreneurship as part of their study abroad experience. Following an internal selection process, they competed against leading institutions, securing the award through a business case submission and pitch presentation and receiving a \$6,000 cash prize.

The team was coached by Dr Nilusha Gallage, the unit convenor, and Dr Lucas Merlo. The achievement grew directly from BMO2005's industry-engaged and authentic pedagogy. Rather than treating the VTIC challenge as an optional activity, Dr Gallage embedded the competition as the context for assessment, enabling students to develop and demonstrate relevant entrepreneurial, problem-solving, communication and business skills for employment and entrepreneurship, directly supporting SDG 4.4. Across the four-week block, assessments mirrored real-world entrepreneurial practice through a business case and pitch aligned with the competition requirements. Students progressively refined their ventures through feed-forward feedback, culminating in a polished business case and pitch.

This approach reflects the Teach principle by integrating responsible management concepts, authentic industry practice and experiential learning into the curriculum and pedagogy. At the end of the block, Dr Gallage and Dr Merlo put forward the strongest team with a visitor economy business idea and coached them through the final challenge. Their work was judged by an industry panel including Charles Davidson (Peninsula Hot Springs), Kaylee Whitfield (Young Tourism Network) and Rob Kelly (City of Melbourne), who praised the venture's investor readiness, market insight, financial discipline and understanding of the 55+ market. The achievement demonstrates VU's commitment to applied learning, employability and entrepreneurship, while strengthening students' capabilities through direct engagement with industry and government stakeholders.

The initiative was strengthened through cross-discipline and School collaboration. Professor Naomi Dale, Director, and Tanya Bonte, Program Manager the School for Visitor Economy, supported the

initiative by extending this opportunity to Business students. Dr Colin Drake, Senior Lecturer in Event Management, provided an initial online information session on the VTIC Entrepreneurial Challenge and tourism sector, with a focus on destinations, provided initial feedback to all student groups on their business ideas.

HDR Supervision Excellence Award 2024

Granter: Institute for Sustainable Industry and Liveable Cities (ISILC)

Grantee: A/Professor Himanshu Shee

Award Description:

The HDR Supervision Excellence recognises outstanding contributions by HDR supervisors. This award celebrates HDR supervisors and supervisory teams who have demonstrated excellence and impact in mentoring HDR candidates. The recipient/s of this award demonstrate an ability to support HDR students in innovative and impactful ways. The award is open to supervisors and supervisory teams who excel in achieving positive and impactful outcomes for their HDR students within their college and across the university. This award is for individuals.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

VU Business School has been actively involving its stakeholders, including students, the VUBS Program Advisory Committee, industry partners, and the community, through various initiatives, workshops, and forums to disseminate information on progress towards sustainability goals. The numerous events, such as the VU Block Model, Tax Clinic, and various research colloquiums, brought together academia, industry, and the community to foster dialogue on responsible management practices. These efforts demonstrate VUBS's sharing of progress both internally and externally.

Engagement Opportunities

Victoria University Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

Victoria University Business School communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Non-governmental organizations (NGOs)

- ❖ Prospective and current students
- ❖ Research and academic networks

Sharing Voices

The following statement from stakeholders at Victoria University Business School demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

Standardizing Carbon Accounting and Sustainability Reporting in Asia-Pacific from Voluntary to Mandatory: Progress and Pathways Forward

The past decade has seen a notable strengthening of the institutional and policy foundations for carbon accounting in Asia, moved from tentative, voluntary efforts to a more structured and often mandatory approach, driven by a combination of national commitments and international pressure. The purpose of this presentation is to map developments, factors and theories used in corporate sustainability giving reference to carbon accounting and reporting in the Asian region to understand the new developments in meeting the global demand of carbon accounting practices and reporting obligations in meeting net zero emission targets

Communication Barriers

Victoria University Business School faces the following barriers in transparent communications:



**Audience
reach**



**Engagement
gaps**



Media visibility

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PRME Committee Members 2026



SIGNATORY

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