

# UNIVERSITY OF EXETER | BUSINESS SCHOOL



**PRME** Principles for Responsible  
Management Education

Sharing Information on Progress Report  
2015/2016

## **PRME**

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

### **Statement of Renewed Commitment to PRME**

Ethics, responsibility and sustainability (ERS) are strongly held values for the School in all that we do, from teaching to cutting-edge research. These values positively influence the School's culture, our strategy, policies, actions and the ways in which we behave, influence stakeholders and educate our students – the global business leaders of tomorrow. We strive to be a School that leads by example in delivering ERS practice in our education, research, community engagement, corporate partnering and day-to-day operations.

Not only do our internal planning processes provide a platform on which important disciplinary and interdisciplinary ERS debates take place, but we are also proactive in organising discussion at a more public level on the best ways of achieving ERS in practice and for the common good.

In the previous Statement in 2014, we committed to two goals. First, the launch of a new business programme on the University's second campus at Penryn in Cornwall in October 2015. We are pleased to announce that the programme was successfully launched and details of our students progress is contained in this update. Second, we committed to bringing together the large number of School staff currently engaged in research in the area of sustainability and transition economies. The objective was to develop an interdisciplinary research "peak" in this area, aligned with research strengths across the University in sustainability. Not only have we achieved this, but we have succeeded in creating research clusters in which ERS has a strong presence.

The School takes its role as a 'good citizen' very seriously, acutely aware of the limits of the planet and society, all the while promoting the careful use of all resources. This is evident in our ambitious commitments over the next 24 months.



Professor David Bruce Allen,  
Pro-Vice Chancellor and Executive Dean,  
University of Exeter Business School

## Education and Research

The School is committed to maintaining the highest standards of and embedding a culture of research integrity. At a national level, we continue to be members of the Chartered Association of Business Schools (CABS) and are committed to the advice and guidance contained in the Association's Ethics Guide in the areas of 'REAL': Research; Engagement and enterprise (including consultancy); Administration and management; and learning, teaching and student support. We endorse the British Government's key principles of '*Rigour, respect and responsibility: A universal ethical code for scientists*', as outlined by the former Department for Business, Innovation and Skills' (BIS). The University continues to be a member of Universities UK, an advocacy organisation for universities in the UK, which has developed 'The Concordat to Support Research Integrity'.

### Major Achievements in relation to PRME during the last 24 months:

#### 1. Research Clusters

We anticipate our future research agenda, and that of the University as a whole, will be shaped by greater interdisciplinary contact. The research clusters we developed in 2015 are strategically aligned with the University's key ERS research strategies. For example, the institution's research and humanities strategies have core strands within its 2050 vision that complement our own research priorities: climate change and sustainable futures; global uncertainties; societal and lifestyle shifts; and environment and sustainability.

Below are some examples of research projects in relation to the ERS agenda:

##### **Firms, Markets and Value research cluster**

One project, on the subject of salary bargaining, is seeking to determine if women behave differently to men in bargaining settings around their desired salary. Another, run in collaboration with researchers at the University of Birmingham, is seeking to determine if the pro-social behaviour displayed by service providers is group-contingent, depending on their own ethnic social group.

##### **Sustainability and Circular Economy research cluster**

This cluster incorporates the Business, Nature and Value research group that was formed in 2014 in response to issues of sustainability associated with global food networks and issues of food insecurity. The Cluster Director recently received a substantial British Academy mid-career Fellowship award to research environmental activism in energy companies. The group intends to assist small holder farmers to create and access markets through NGOs and corporate partners. It has secured funding from the British Academy Newton Fund to build an international network, including partners from the Southern African Food Lab within the University of Stellenbosch, the University Los Andes in Colombia, the Centre for Rural Development in Zhejiang University in China, and the Federal University of Parana State in Brazil, working with OCEPAR, the State Co-op Federation. A number of PhD students are currently researching the social impact of supply chains in China and Italy.

At a regional level, this research cluster is working with Exeter Chamber of Commerce and Exeter's Social Enterprise and Cooperative Network, currently chaired by a member of the team, to create a bid for Exeter's application to become a Social Enterprise City. At the same time, the researchers are exploring the effects of partnership working on the sustainability of social enterprises and is comparing the effect of regulatory environments on social enterprise innovation in Scotland and England.

**Public Policy research**

One key research project, Horizon 20:20: Fair Tax, is evaluating administrative initiatives aimed at increasing tax compliance by large businesses in the UK, Ireland, Germany and Netherlands with a range of interviews being conducted with tax administrators, tax advisors, and large corporate taxpayers. Another, COST Action IS1204: Tourism, Wellbeing and Ecosystem Services (TObeWELL), explores how tourism, in the framework of ecosystem services, can have a significant impact on the health and wellbeing of ageing populations in Europe. This is a major concern within the EU as Eurostat predicts that 20% of its citizens will be aged 65 or over by 2020.

**Organisations in Transition (OiT) research cluster**

One project on the subject of obesity, being conducted in partnership with the University of Granada in Spain, George Mason University in the United States and Monash University in Australia, is collaborating with parents of six to 10-year-old children in schools in Spain, designing activities to improve the way children are eating at the School. Another project involves an assessment of the awareness, experience and perception of tourism businesses in the context of developing a dementia-friendly visitor economy. A survey was carried out, which sought to assess levels of dementia awareness in the industry and the training and resource needs of businesses seeking to become dementia-friendly.

**The Behaviour, Identity and Decisions (BID) research cluster**

One project, Transforming Kenyan Prisons, aims to understand prison staff motivation, including their willingness to engage with change initiatives. In April 2015, researchers conducted change agency and leadership training with six senior managers of Kenyan prisons. Another project involves members of the research cluster working with the World Association of Girl Guides and Girl Scouts in order to facilitate the redesign of their current worldwide leadership programmes for women. In a similarly themed project, one researcher is helping to develop leadership skills that will help students successfully transition from their last years at school to university. The research exchanges knowledge between leadership development academics and teachers about the challenges facing students during their final school years and how leadership development can help students overcome them. It also involves the co-creation of future knowledge resources to be used by schools to develop students' leadership skills.

**2. Launch of BSc Business (Cornwall Campus)**

At our Cornwall Campus, the BSc Business is informed by an ethos of ethics and sustainability, incorporating extensive work placements. First year BSc Business students accumulate 60-80 hours work experience in the third sector as part of the business practice module. Second year students take a 15 credit module in Social Enterprise Management (BEP2070). Building on the first year, the aim of this module is to capture the rich talent of students with an interest in enterprise that has a social and environmental impact, focused on the Cornish economy and environment. Students benefit from exposure to cutting-edge interdisciplinary research through the programme's alignment with the University of Exeter's Environment and Sustainability Institute (ESI), a £30m interdisciplinary centre leading cutting-edge research into solutions to problems of environmental change.



- **Alizee Lawson, Eden Project** (Cornwall) – Joining the Access Team on the Access and Inclusivity Award project. Assisting with upgrading Eden’s access information and assisting the running of events.
- **Giuseppe Angrisani, Centro Studi Interdisciplinari Gailo** (Naples) – Working within the PR department organising open days and trips for schools whilst building working relationships with other governmental and non-governmental bodies in order to accelerate and find funds.
- **James Kettlewell, Penwith Community Development Trust** (Cornwall) – Helping PCDT to plan marketing/publicity activities that will help ‘sell’ office space to generate income.
- **Oliver Smith & Mingyi Cui, Cornwall Wildlife Trust** (Cornwall) – Reviewing CWT’s current system of image storage and identifying different types of alternative systems which would benefit the organisation as a whole.
- **Lobster Hatchery** (Cornwall) – See: <https://www.youtube.com/watch?v=GACBp04Y368>

### 3. Promoting Sustainability within Doctoral Programmes

We are also promoting sustainability and responsibility as key themes in Doctoral research programmes. Our research clusters are actively involving PhD students in workshops and away days. For example, a two day interdisciplinary event hosted by the Business School in Cornwall in June 2016 introduced students to a wide range of researchers to explore the potential for generating sustainable futures: Bridget Woodman (Energy Policy Group), Richard Hoggett (IGOV) and Steffan Harrison (Professor of Quaternary Science) explored responses to climate change and the necessity of policy transformation for restructuring energy markets. Alex Whatley (Fabtest Operations Manager) took delegates on a site visit to the offshore test platform in Falmouth Harbour and spoke about the issues involved in commercialising wave technology.

### 4. Student as “Change Agents” programme

As part of the annual Students as Change Agents programme, students at the Business School have carried out a wide range of projects. For example, an initiative designed to provide tailored support to international students and the creation of a peer support platform for economics students who are struggling with certain aspects of their programme. The highlight was our first dedicated international week in March 2015, in which 16 inbound overseas students took part in an exchange with 24 outbound Exeter students.

### 5. School Outreach – Exeter Progression Initiative

The Exeter Progression initiative, seeks to inspire and encourage Year 12 students to apply to our degree programmes. The School participates in this initiative and in 2015, the scheme included guest speakers from the Schools Co-operative Society and COSMIC (Digital Literacy Social Enterprise). All participants were encouraged to complete the University’s Massive Online Open Course entitled ‘*Discovering Business in Society*’.

### 6. Flagship Programme – One Planet Masters in Business Administration (OPMBA)

In 2014 we took the decision to reposition the OPMBA to maintain a focus on sustainability, yet shift the emphasis towards business model innovation. The OPMBA has subsequently been recognised as among the best MBA programmes in the world by CEO Magazine’s 2016 Global MBA rankings.

## Partnership and Dialogue

Partnership and dialogue is critically important, not only to communicate our knowledge so that it has relevance, but also to develop our understanding of the problems that need addressing in our research. Working towards an inclusive and sustainable global economy clearly must involve engagement with businesses and the wider community. Here are some of the ways we have been doing this in the past two years.

### 1. Collaborating with our Alumni

The School recognises the significant value that our alumni community offers in terms of support and advice to students. We facilitate connections between our students and alumni by arranging careers talks, guest lectures, career mentoring and practice interviews. Our Alumni bring a wealth of perspectives on ERS activities. For example, Adam Lusby (One Planet contributor and consultant) held a workshop 'An introduction to the Circular Economy' as part of our regular Business Insights 2020 workshop series on 24 February 2016.

### 2. Collaborating with the Student Guild

The Business School collaborates in a variety of Student Guild initiatives, through its students and staff.

- *The Series for Economic Exploration* is a series of talks inspired by students on our economics programmes and funded by the Annual Fund/Exeter Alumni Fund. The talks are free to attend and open to students from all disciplines. Highlights from 2014 were: Dr James Nixon (Chief Economist of TheCityUK): 'The Economics of Britain's EU Membership and the Future of the Euro Area' (27th February 2014); Carol Bagnold (Head of Commercial Banking, HSBC, London): 'The Rise of the Female Economy: the case for change' (30th March 2014); Evan Davies (Economist and BBC Presenter): 'Why is London so Dominant in the UK?' (30th April 2014). In 2015, we welcomed Dr Yaron Brook and Ben Dyson (Positive Money).

- *The Student Guild Green Unit* is supported by students from the Business School in green advocacy and activism.

#### **Green Unit Success Stories**

‘Ethical Exeter’ is a social media led campaign that has entered into dialogue with the University over its investment policy.

‘Face 2 Face with Climate Change’ was an event inspired by alumni David Mansell-Moulin, who raised awareness of climate change by holding a photographic exhibition in the University Forum (2013-14).

‘Clean Green Protein’ was led by Chris Bryant (BA Business and Management) and Madeline Marley (BA Economics), in educated students about the links between carbon and food. They obtained pledges from students for abstinence.

‘Going Wildwards’ utilises the University Campus to explore our relationship with nature. Dr. Inmaculada Adarves-Yorno (Senior Lecturer in Leadership Studies) provides lectures to support his event.

- *IGNITE: The Entrepreneurs Support Unit* enables students to gain real experience of being socially responsible project leaders whilst also changing lives in targeted communities. IGNITE provides valuable support to students developing business plans for start-up social enterprises on BEM3038 Co-operative Enterprise.

### **3. Collaborating with Industry**

Our research continues to engagement a wide range of companies, charities, social enterprises and public sector organisations. In addition to staff led research, students on the OPMBA undertake consulting engagements with external clients. Coca Cola and The White Company set the MBA’s 2014 and 2015 Corporate Challenges, whilst Barclays and the Fairtrade Foundation took part in the MBA’s Emerging Business Models module in January 2015. In addition, ‘Business Insights 2020’ is a new series of collaborative evening workshops aimed at showcasing the OPMBA curriculum among local business professionals.

### **4. Collaborating with Sustainability Practitioners**

*Grand Challenges* is an extracurricular activity where we provide all first year students with the opportunity to work in interdisciplinary research groups alongside top academics from the University and external experts to explore some of the key dilemmas facing business and society. Students are introduced to the dilemmas in the first week of term, and then attend a series of events which culminate in an 11-day intensive programme at the end of the year. Students work in enquiry groups of around 20 and eventually present their findings through

a report, video or public awareness campaign. The Business School has taken a lead in 2015 exploring issues of sustainable tourism with two leading experts: conservationist, filmmaker, tour operator and CEO of Protect African Wildlife and the Director of Tourism Concern. In 2016, the Business School contributed to a theme of Securing Food Systems in the 21<sup>st</sup> Century with PhD student Laura Colombo sharing insights from her work with Hungry for Rights that campaigns for alternative food systems.

## Key Objectives for the next 24 months

In contributing to Global Vision, we seek to strive towards the following ambitious goals to strengthen our ERS performance:

1. To work towards implementing an ERS strategy for the Business School.
2. To incorporate an overview of our ERS commitments and structures in our induction for new staff to the Business School;
3. To recruit an ERS specialist onto the International Advisory Board of the Business School;
4. To formalise how our ERS commitments shape our programmes by including ERS criteria into the programme design templates;
5. To provide online research ethics training for research faculty;
6. To convert our paperless research ethics review process into online forms that are more user friendly for students and staff; and
7. To drive towards carbon neutrality in our local footprint and continue to achieve Platinum standard at the Green Impact Awards.



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