



PRME Principles for Responsible Management Education

Sharing Information on Progress Report
2013/14

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

Since last year's report we are delighted that our high standards have been recognised by the award of EQUIS accreditation. A core part of our EQUIS submission was the School-wide commitment to sustainability and the principles of responsible management: in our education and learning; in our research; and in the way that we operate and run. The Peer Review Team noted "Incorporation of sustainability and social responsibility and the ways in which they have also been linked to corporate relevance is an area of excellence" for the School.

We also are proud to report that our One Planet MBA—which aims to produce future business leaders and decision makers with hard-edged business skills, but who recognize the resource constraints we face—came third in the world in the new Global Green MBA Survey, announced in September 2013. It also took first place in the UK as well as coming top in the global rankings for 'smaller' programmes.

While we are proud of these achievements, we recognise that commitment to responsible management is ongoing: the job is never done. We are therefore pleased once again to renew our commitment to PRME for this coming year; and to share information on our progress via this report.



Professor Robin Mason
Dean, University of Exeter Business School



Major Achievements in relation to PRME during the last 12 months

Education and Research

1. A new 'Business and Society' module for all first year undergraduate students (compulsory for the degree in Business and Management) has been introduced. In addition to lectures, students participate in group debates to engage with contemporary challenges such as climate change, the financial crisis, and new technology, in order to deliberate where the responsibility of business organisations lies. Debating is a powerful learning tool not only for developing reasoning skills but also for students to explore their own values.
2. We have given particular attention to providing students with the opportunity to draw on the business skills acquired in the School to develop new ideas that enable organisations to contribute to a more sustainable future. Examples include:
 - (a) 'Ethics and Organisations' students (third year undergraduate) create new ethical business awards to drive socially commendable behaviour.
 - (b) 'The Business of Climate Change' students (third year undergraduate) work with the University Energy Manager, to research new opportunities for the School to reduce its carbon footprint.
 - (c) 'Sustainable Enterprise Economy' students (postgraduate students on the MSc International Management programme) use poster media to convey their aspirations for the future management of business and other enterprises. Their submissions contribute to a catalogue of posters that can be exhibited as a cohort-manufactured artefact symbolising a '*graveyard for business as usual*'. (See the cover of this report for illustration.)
3. Teaching materials have been developed for wider use. Professor Mickey Howard is a co-author of "Purchasing and Supply Chain Management: A Sustainability Perspective", written by Thomas E. Johnsen, Mickey Howard, Joe Miemczyk, published by Routledge. Dr Jeff Jia and Professor Jonathan Gosling have written a series of case studies for the WWF Climate Savers Innovation Programme. Their case "Tetra Pak: sustainable initiatives in China" (joint with Zhaohui Wu) was selected as one of the 3 finalists for 'Best teaching case award' by Decision Sciences Institute (DSI) conference 2013 (Baltimore, USA), one of the top management science conferences globally. They were the only non-US competitors among the 3 finalists.
4. An article co-authored by several academics from the Business School was named in the UK's Top 5 for 2013 by the Chartered Management Institute (CMI). The competition aims to reduce the gap between theory and practice in management and leadership, by directing time-poor managers to the five articles from the past year their peers believe will be most helpful. The article entitled, 'Innovating for sustainability: a user's guide' by Richard Adams, Sally Jeanrenaud, John Bessant, Patrick Overy and David Denyer argued that businesses,

through their capacity to innovate, are uniquely placed—more so than governments or civic society—to address contemporary sustainability challenges, and that some enlightened businesses are taking the lead. The findings of the paper have been presented to the Canadian government’s Deputy Ministers on Innovation, managers from a range of industries, including at the Business School’s Sustainable Innovation Laboratories (SusInLab), and at various academic conferences.

5. ‘The One Planet Sustainability Challenge’ an international student competition was established by One Planet MBA students. The first competition held in June 2013 brought together 15 MBA teams from 13 European Universities, to consider water stewardship and its implications for business. Teams of 3 designed business solutions for better water management with one team awarded a visit to a water programme in India with SABMiller. Their proposal was presented to the World Economic Forum and funding awarded to pursue their ideas. The second competition in June 2014 will focus on recycling and waste management.

6. Professor Roger Maull, principal investigator of NEMODE, a £1.5 million project grant from the Engineering and Physical Sciences Research Council (EPSRC), worked in collaboration with colleagues at the Sustainable Society Network+ in presenting the UP London Festival. UP stands for Urban Prototyping, and the festival investigates the role of digital technologies in creating smart sustainable cities. NEMODE was particularly active in the Hackathon, where participants attempt to create technology solutions that result in real-world change; but the challenge is that it must be done in a single weekend. Working with Peter Smith, ACFO of the Devon & Somerset Fire and Rescue Service, who has a long-standing relationship with Professor Maull, one of the projects gained the attention of the Wall Street Journal. The proposed solution is inexpensive (under £5) and may help save the lives of fire-fighters by monitoring their surrounding conditions then providing a vibrating alarm when temperatures reach dangerous levels.

7. One Planet MBA students worked with the University’s Environment and Sustainability Institute (ESI) to explore how a Cornish business can become a ‘firm of the future’—a business inspired by nature. The students looked at the development of a Cornish seaweed industry with Falassa, a local business which encourages the use of seaweed for nutrition and therapy. Seaweed has long been used elsewhere in the world and many parts of Britain—for food, fuel, fertiliser and cosmetics. Reinvigorating interest in using seaweed in Cornwall is exciting, as an example of a sustainable and economically viable industry. In terms of food security, which is a growing research priority, seaweed could play an increasingly important role.

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 last year.

1. Our Sustainable Innovation Lab (SusIN Lab) held workshops with large companies to stimulate sustainable strategy development.
<http://business-school.exeter.ac.uk/research/areas/topics/management/susinlab/about/>
2. Our Tourism staff work with the Centre for Business and Climate Solutions, a leading Business Technology Centre, part-financed by the European Regional Development Fund (2007 – 2013). This collaborates with businesses across the South West of the UK to help them adapt and mitigate to the impacts of a changing climate and extreme weather events.
<http://emps.exeter.ac.uk/engineering/research/climateassist/>
3. Business School staff work with the Centre for Alternative Materials and Remanufacturing Technologies which is particularly focused on the recycling and remanufacturing of waste materials.
<http://emps.exeter.ac.uk/engineering/research/calmare/>
4. The University's commitment to the local community is evidenced through a range of partnerships with local education providers that we continue to broaden and strengthen. We aim to provide opportunities for students of every background to enter the School, bringing diversity into the classroom. This year brought the introduction of a student mentoring scheme with Business School undergraduates visiting schools to deliver a series of one to two hour mentoring sessions, usually in groups of 4/5 students. The aim of the scheme is to help pupils with their studies whilst raising their aspirations to go on to further study. In addition, in June 2013, the annual Year 12 Economics and Business Conference was attended by over 200 students and teachers from schools and colleges from across the region. At this event academics from across the School shared their research on topical issues.
5. We are actively building a sustainability community: an informal space for researchers, PhD students and the like to get to know each other, share ideas and build community. Participants gather monthly for "Green Drinks", alongside other events.

6. A new Sustainable Food Policy now applies to all University managed and operated catering outlets. Achieved and ongoing Policy Objectives include a greater choice of seasonal and vegetarian dishes, sourcing all poultry from the UK and 90% of local beef and lamb will be from Red Tractor Assured Farms. The Policy aims to achieve a minimum 'Bronze' accreditation in the Food For Life catering mark.

Key Objectives for the next 12 months

We have two strategic objectives for the next year.

1. We are preparing for the launch of a new business programme on the University's second campus at Penryn in Cornwall in October 2015. Being based in a region of low average income, one of the University's aims for the Penryn campus is to help to develop economic prosperity. We will be offering an innovative BSc Business undergraduate programme that not only provides students with a rigorous grounding in all aspects of business management, but also develop capabilities in innovation, environmental management, and social enterprise. A new £5.5 million building is under construction which will house School staff. It will also feature a specially designed area for business engagement called 'The Collaboratory' from which dedicated staff, along with the University's Knowledge Exchange team, can lead a number of long-term research projects with selected local business partners.
2. We will be bringing together the large number of School staff currently engaged in research in the area of sustainability and transition economies. The objective is to develop an interdisciplinary research "peak" in this area, aligned with research strengths across the University in sustainability.

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