

# UNIVERSITY OF **EXETER** | BUSINESS SCHOOL



**PRME** Principles for Responsible  
Management Education

Sharing Information on Progress Report  
20012/13

**PRME**

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

## Contents

Statement of Renewed Commitment to PRME .....	5
The Principles for Responsible Management Education .....	6
Principle 1 - Purpose .....	6
Principle 2 - Values.....	6
Principle 3 - Method .....	6
Principle 4 - Research.....	6
Principle 5 - Partnership.....	6
Principle 6 - Dialogue .....	6
Principles One and Two – Purpose and Values.....	8
About the University of Exeter Business School .....	8
Making excellence and aspiration our business .....	8
Selected Major Achievements in relation to PRME during the last 18 months .....	12
One Planet MBA enters global rankings .....	12
Low carbon project scoops national award .....	13
One Planet MBA scoops first Green Gown for University .....	14
One Planet MBA graduate awarded first ever Hutton Prize at Exeter .....	15
University of Exeter to join Russell Group .....	16
University of Exeter Business School goes carbon neutral .....	17
Principle Three: Method .....	18
The One Planet MBA.....	18
One Planet MBA Programme Structure.....	19
Phase One .....	19
Phase Two .....	19
Phase Three.....	20
An emphasis on sustainability throughout the curriculum .....	20
An emphasis on leadership .....	20
An emphasis on ‘application’ and experiential learning.....	21
An emphasis on collaboration .....	21
A global perspective.....	21
Our collaboration with WWF .....	21

The One Planet MBA Curriculum .....	22
Core Modules .....	22
Elective Modules .....	27
The One Planet Groups .....	31
The One Planet MBA Speaker Series .....	31
One Planet MBA Resource .....	32
One Planet Action Network .....	32
Community Action .....	32
Campus as Living Laboratory .....	32
Principle 4 – Research .....	33
Outstanding Research Centres .....	33
Current research funded portfolio .....	35
The One Planet Research Cafe .....	39
Principle 5 and 6 – Partnership and Dialogue .....	40
Innovation and Consultancy on the One Planet MBA .....	40
Our partners .....	41
International partner universities .....	41
RoundTables for Practising Managers partners .....	42
Board of Advisors .....	42
The Centre for Leadership Studies (CLS) Professional Network .....	42
Business Leaders Forum .....	43
Business School Alumni Association .....	44
Our partnership with WWF .....	45
Key Objectives for the next 18 months .....	46
Rio+20 .....	46
Aim 1 .....	46
Aim 2 .....	46
Aim 3 .....	46
Aim 4 .....	46
Aim 5 .....	46
Aim 6 .....	46

Aim 7 .....	47
The University, WWF and PRME.....	47
The University of Exeter and Sustainability .....	48
Green Impact .....	50
Waste Reduction and Recycling.....	51
2011/12 .....	52
2010/11.....	52
Sustainability Annual Report 2010-2011 .....	53
Carbon Management Plan 2010-2020 .....	53

## Statement of Renewed Commitment to PRME

These are exciting times at the University of Exeter Business School. Since becoming a signatory school to PRME in 2010, we have undergone a transformation. We are now placed comfortably in the top 10 business schools in the UK (according to the *Complete University Guide 2013*), our staff and student numbers have doubled and we have invested over £25 million in our facilities. This investment allows us provide the very latest teaching, learning, research and support facilities to complement our already outstanding environment.

Throughout this period of change, however, the key themes of PRME – those of global social responsibility, sustainable value, inclusive educational frameworks, advanced research and wide-ranging dialogue, amongst others – continue to remain core to the School.

Environmental, financial and social changes are challenging traditional business models and we need a new generation of managers and leaders who are capable of developing more sustainable business approaches. We believe we are ideally placed to provide this knowledge, and our commitment to provide resilient and relevant education and research which reflect and respond to the requirements of modern-day society remains undiminished.

We're proud of our recent successes – including having our One Planet MBA ranked 47th in the world (9th in Europe,



2nd in the UK) by the Aspen Institute's *Beyond Grey Pinstripes* ranking and joining the Russell Group – a body of leading UK research-intensive universities committed to maintaining the very best research, an outstanding teaching and learning experience and unrivalled links with business and the public sector. We're also dedicated to the development of modern business leaders capable of making a positive impact on business and society.

I am delighted, therefore, to confirm the University of Exeter Business School's renewed commitment to PRME and to share information on our progress via this report.

Professor Robin Mason  
Dean, University of Exeter Business School

## **The Principles for Responsible Management Education**

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

### **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.

### **Principle 2 - Values**

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

### **Principle 3 - Method**

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

### **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.

### **Principle 5 - Partnership**

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

### **Principle 6 - Dialogue**

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

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







## Principles One and Two – Purpose and Values

### About the University of Exeter Business School

#### Making excellence and aspiration our business

Established in 1997, the University of Exeter Business School is a leading UK provider of business-related education and is ranked in the top 12 in *The Times Good University Guide 2012* for all subject areas. The University of Exeter, which was ranked 10th in the same guide, is also well-established in the top 200 Universities in the world (*Times Higher Education World University Rankings*).

In October 2008, the Business School set out on a five-year plan to grow to twice its previous size – a process that is now almost complete. Supporting this growth is a £25m investment in staff and facilities, with 70 new academics joining the School and the opening of the new Building:One in February 2011. The School currently has an annual turnover in excess of £40m, employs 135 academic and 70 administrative staff and has nearly 3,500 students (2,500 undergraduates, 870 postgraduate taught and 100 research students).

*“To deliver outstanding and innovative business education and research which address the major challenges confronting business and society”*

University of Exeter Business School  
Mission Statement



*Past and current success:*

- The latest data from the Higher Education Statistics Agency (HESA) demonstrates that the quality of undergraduates admitted to the Business School is extremely high – according to their statistics, the University of Exeter Business School ranks first in the UK in accounting and finance, first in economics and third in management.
- *The Times Good University Guide 2012* ranks the School in the top twelve for every subject taught across the five major disciplines of Accounting, Economics, Finance, Leadership and Management.
- The 2008 Research Assessment Exercise (RAE) rated 94% of the School's research at international standard, with two-thirds being of world-leading (4\*) or internationally excellent (3\*) quality.
- The Business School is truly international, with students from over 100 countries and staff from 28.



### *Future vision and ambition*

The vision of the Business School is to be a leading international institution - within the top five in the UK, the top 20 in Europe and the top 100 worldwide. The School's growth to date has been a crucial foundation to achieve this vision. The next stage in the School's development will see investment in key areas of strength to achieve international distinctiveness and excellence.

The School's major initiatives are:

- An innovative flagship MBA programme – the One Planet MBA, in partnership with WWF. In its first year of operation the One Planet MBA has been ranked 47th in the world, 9th in Europe and 2nd in the UK by the Aspen Institute's *Beyond Grey Pinstripes* ranking.
- A ground-breaking school leavers' scheme – an undergraduate programme in Accounting offered jointly with KPMG and ICAS (the Institute of Chartered Accountants of Scotland – the world's first professional body of accountants).
- Improving the student experience – developing closer links with employers, including co-designed programmes.
- Increased internationalisation – developing an extended network of international partnerships, including student exchange, research projects and faculty visits.
- Continued investment in academic staff – to attract and retain the best talent.
- Strategic investment in 'peaks' – areas and activities for which the School is renowned.
- Seeking to achieve external validation of our excellence by EQUIS and AACSB – thus complementing the existing AMBA award and completing the 'Triple Crown' of accreditation.

### *Addressing global challenges*

Following a period of strong growth to build the scale and facilities needed to be a top ten UK institution, the University of Exeter Business School is embarking on a phase of strategic development aimed at establishing its excellence and distinctiveness in an increasingly competitive market place.

The theme of Sustainability is one of three themes (Global Systemic Risk and Healthcare being the other two) identified as priorities for investment to help the School achieve this goal of excellence and distinctiveness. The themes have been chosen for their intellectual ambition and their corporate and social relevance. They build on existing strengths across the School and complement significant strengths elsewhere in the University.

The sustainability of current practices and activities represents a major challenge confronting business and society. Addressing this challenge will involve transforming the ways we work, live and compete. Research underway in the Business School is showing how this transformation can happen and what it will look like. Current research covers a number of different issues:

- (i) The returns to investing in sustainable companies
- (ii) Sustainability as a driver of innovation
- (iii) Sustainable supply chain management
- (iv) Management information for sustainability
- (v) Leadership in sustainable businesses

Researchers in the School work closely with local businesses to help them adopt sustainable practices, as part of the School's commitment to turn knowledge into practice. In addition, sustainability is at the heart of the School's innovative One Planet MBA, and the School has worked to embed sustainability modules in all of its other teaching programmes at both post and undergraduate levels.

These initiatives complement major investments in sustainability across the University, including the interdisciplinary Climate Change and Sustainable Futures programme; the Environment and Sustainability Institute (ESI) and the European Centre for the Environment and Human Health (ECEHH) at our Cornwall campus. Seven Exeter academics have been selected to contribute to the next Intergovernmental Panel on Climate Change (IPCC) report – more than any other UK academic institution.



*Your time here will be on your CV for life - it's our aim to make it one of the most valuable contributions to your future success.*

Robin Mason, Dean,  
University of Exeter  
Business School

## Selected Major Achievements in relation to PRME during the last 18 months

### One Planet MBA enters global rankings

The newly launched One Planet MBA, unique to the University of Exeter Business School, has been ranked 47th in the world by the Aspen Institute's *Beyond Grey Pinstripes* survey.

This also places it second in the UK and ninth in Europe.

The ranking measures MBA programmes in terms of how well they prepare their students for the environmental, social and ethical complexities of modern-day business.

The One Planet MBA is the world's first MBA systematically devoted to embedding the need for a sustainable approach to strategic business management. It is global in outlook, developing leaders and managers capable of running organisations in a culturally diverse, resource-constrained world, influenced by radically different values and concerns from those of the recent past. Graduates of the programme are fully competent in the business skills upon which MBAs have traditionally been based but are also able to demonstrate innovative approaches to the development of sustainable business strategies.

Professor Malcolm Kirkup, MBA Director explains "Unlike other programmes the commitment to sustainability is pervasive throughout the One Planet MBA; not just a bolt-on module. Sustainability is rapidly moving into the mainstream for business. We have been inundated with approaches from companies who want to be involved in the programme. The first batch of 40 students from the innovation cohort are graduating with strong business, analytical and leadership skills but also, uniquely, a deep understanding of how businesses can harness sustainability as a source of real innovation and business transformation. We are delighted that this has been recognised by this important and influential survey."

A spokesperson from the Aspen Institute said "Competition in the current round of submissions was significantly greater than in 2008-2009. Of the 149 schools from 22 countries that submitted data for the 2011/12 edition of *Pinstripes*, 142 were eligible for inclusion in the ranking. The competition in each scoring category was also greater this time, including an increase in the number of relevant courses, 'business impact' courses, and research articles submitted over prior years. Student enrolments in relevant courses also increased."

The complete ranking of the Top 100 MBA programmes is available on the *Beyond Grey Pinstripes* website. This website also provides information on thousands of courses, extracurricular activities and faculty research at all schools that participated in the *Beyond Grey Pinstripes* survey.

21st September 2011



## Low carbon project scoops national award

It was recently announced that the '*Clear About Carbon*' project involving academics from the University of Exeter Business School is a joint winner of the 2011 European Social Fund (ESF) Sustainable Development Specialist Project Leader Awards.

This ESF financed project is focused on new ways to increase carbon and climate awareness within businesses and the public sector. Professor Annie Pye collected the award at a ceremony in London on October 7<sup>th</sup>.

The project has worked with both purchasing staff and senior managers to help identify and develop methods which will support the successful engagement of Cornish businesses in this emerging sector. These new methods will help ensure that its business community is well positioned to make the most of the opportunities presented by the growing importance of the sustainability agenda.

As a result of its innovative approach to addressing the issue of 'carbon literacy', the project has been able to work closely with government departments such as Defra, the Department of Health and the Cabinet Office. Training materials developed under the project now form part of the National Sustainable Public Procurement Programme run by Defra. This ensures that the ground breaking training developed in Cornwall will be publically available to everyone in the UK by November this year via an e-learning format.

Fernando Correia from the University of Exeter Business School said "We are delighted with this recognition of the great work we have been doing with both small and medium sized businesses and public sector procurement teams. The fact that elements of the project will now be rolled-out nationally is further proof that this regional programme has far wider benefits."

Duncan Carnie, ESF Division Policy Manager for the Department of Work & Pensions concluded: "We were very impressed with the quality of the application and, in particular, with the way the project has helped mainstream training in carbon literacy in procurement, rolling it out at national level."

Further information about the project can be found at on the *Clear About Carbon* website: [www.clearaboutcarbon.com](http://www.clearaboutcarbon.com)

Date: 8 October 2011

## One Planet MBA scoops first Green Gown for University

The University of Exeter Business School has won a prestigious *Green Gown* award in the 'Courses' category for its ground-breaking One Planet MBA programme, officially launched in September.

The winners were announced on the 3<sup>rd</sup> November 2011 at a ceremony in London by Channel 4's news anchor Krishnan Guru-Murthy. This is the first *Green Gown* win for the University of Exeter.

The *Green Gown Awards* recognise exceptional environmental and sustainability initiatives being undertaken by universities, colleges and the learning and skills sector across the UK. The Awards are organised by the Environmental Association for Universities and Colleges (EAUC), a group of nearly 310 universities and colleges that champion environmental issues and sustainability.

Professor Robin Mason, Dean said: "The One Planet MBA has already won many plaudits inside the sector and beyond. We're delighted that it has now also received recognition from EAUC, which has a rigorous selection process for its awards, and provides a real 'seal of approval' for the programme."

The judges said: "The Exeter programme is truly innovative and interdisciplinary. The impact is international and evidence clearly shows demand is high for a transformational curriculum. Exeter deserves recognition for being brave and bold."

Karen Gallagher, Sustainability Manager at the University of Exeter, says: "The University of Exeter is committed to the principles and practice of environmental sustainability and constantly looks to include this at all levels of the institution, the One Planet MBA is just one example of the great progress we're making when it comes to integrating sustainability into our curriculum activities."

9<sup>th</sup> November 2011



## One Planet MBA graduate awarded first ever Hutton Prize at Exeter

Kathie Oakeshott, a graduate of the One Planet MBA innovation cohort, has been awarded the first Hutton Prize for Excellence at Exeter.

Kathie will be presented with a one ounce gold medal to celebrate her achievement at Winter Graduation on 21 January 2012.

Mr Bill Hutton, a retired banker and businessman endowed the award to recognise and encourage the next generation of young professionals to put ethical conduct at the forefront of business, government and the professions. It is given to the best dissertation or PhD that accords with the aim of promoting good governance.

Mr Hutton, who is also a certified fraud examiner, is passionate about the need to teach, train, encourage and applaud those who seek to detect, deter, disrupt and discipline corporate wrongdoers at all levels. Mr Hutton explained why he believes it is important to reward ethical practice. He said "The basis of good business and good government is to ensure there is transparently fair behaviour. People need to be rewarded on merit and business needs markets that are not skewed by corrupt or unfair practices."

Kathie's winning dissertation was based on her final MBA project, working with Sony. During this research she focused on designing a new framework and implementation approach to quantify the benefits to business of adopting sustainable practices, having discovered a gap in both research and practice in this area.

Kathie comments "Business is in a unique position to make a significant difference to the environmental and social problems faced by the world today. However, it is difficult for them to quantify the value of their efforts in this area. This is potentially inhibiting levels of investment in social initiatives leading to negative implications for both business and society. I hope that my new framework will act as a first step for others to build on."

Professor Andrew Massey, chair of the judges, said, "Mr Hutton made it clear that the award winner should cross the disciplinary boundaries of business and government. Kathie demonstrated a clear understanding of, and commitment to, ethical behaviour and good governance in all its forms."

Kathie concludes "I certainly wasn't expecting to win any prizes for my work, but I'm absolutely thrilled that it has been recognised in this way by a prize that was specifically endowed for research in this field."

Date: 21 January 2012

### University of Exeter to join Russell Group

The University of Exeter is delighted to announce that it has accepted an invitation to join the Russell Group of leading research-led universities.

Professor Sir Steve Smith, Vice-Chancellor of Exeter, said: "The Russell Group is now the natural home for Exeter.

"This is great news for our staff, students and graduates and reflects all the hard work that has gone into strengthening the University of Exeter over the past ten years.

"As well as greatly enhancing our national and international profile, the presence of a Russell Group University on the South West peninsula is excellent news for our region."

The Russell Group represents the leading research-intensive universities in the UK which are committed to maintaining the very best research, an outstanding teaching and learning experience, and unrivalled links with business and the public sector.

Exeter is one of four universities invited to join the Russell Group, the others being Durham, Queen Mary and York.

Date: 12 March 2012

## University of Exeter Business School goes carbon neutral

The University of Exeter Business School is claiming a first in the sector with its decision to become completely carbon neutral.

The School has signed up to PAS 2060, the first independent standard for carbon neutrality. The PAS 2060 standard is awarded to organisations that can prove that their activities will not result in any increase in green house gas emissions.

The University as a whole is well known for its expertise in climate change science and sustainability research. The Business School is also committed to showing leadership in the area of environmental responsibility, through its educational programmes, research, and in how it operates.

Professor Robin Mason, Dean, explains: "The One Planet MBA has already positioned us at the forefront of sustainable management education. In addition, our research is helping businesses and the public sector to reduce their carbon impact - as evidenced by the Clear About Carbon project, which is currently in its fourth year of operation. Achieving PAS 2060, a verifiable and validated standard on carbon, takes our commitment to sustainability one step further. We're proud to be the first UK Business School to have achieved carbon neutrality."

The process will also provide invaluable experience for the One Planet MBA students who will be heavily involved in the School's ongoing work to quantify and reduce its carbon emissions; work it will be undertaking in addition to the commitment to offset emissions completely.

Jean-Paul Jeanrenaud Director, Corporate Relations, WWF International said: "As the founding partner of the One Planet MBA with the Business School, WWF was already convinced of the University's commitment to sustainability. I am therefore delighted that the School has decided to deepen its involvement in the drive towards a sustainable future for people and the planet, by taking on this challenge to be carbon neutral."

22<sup>nd</sup> April 2012

## Principle Three: Method

Sustainability is now specifically addressed in all module templates of undergraduate and postgraduate study at the University of Exeter Business School. In particular, our MBA – the One Planet MBA – has recently been creating some publicity in its innovative approach to business education.

### The One Planet MBA

The One Planet MBA programme was launched in September 2011 – heralding a unique partnership between WWF (the World Wide Fund for Nature) and the University of Exeter Business School and representing the world's first MBA systematically devoted to embedding the need for a sustainable approach to strategic business management.



The One Planet MBA at Exeter seeks to develop in managers the values, mindsets, knowledge, understanding and leadership skills needed to develop and drive sustainable business strategies in a rapidly changing natural, financial, social and global market environment. The approach taken is unique in that the Business School has chosen to partner with one of the world's largest and most respected environmental organisations (WWF) and a range of corporate organisations in order to engage students at the cutting edge of business, social, ethical and environmental management.

The One Planet MBA will develop 'planet-minded' individuals who have a deep understanding of the challenges we face. The MBA is global in outlook and students will learn alongside managers from many different countries, with the programme developing the student's ability to innovate, to think and act strategically and to lead others through change. A particular emphasis is placed on tools, techniques and practical application and the programme intends to inspire students to become Masters of Business Action.

## One Planet MBA Programme Structure

### Phase One

Before any consideration of business, our MBA programme begins with an examination of sustainable development and the challenges businesses face in terms of resource depletion, climate change, pollution, population growth, excessive consumption, financial crises and also poverty in the developing world. We explore the causes, the implications for business and potential solutions and we develop the mindset and values necessary to respond and make a difference. We then develop students' understanding of the core business disciplines but within this new global context. Our core module on marketing, for example, focuses as much on achieving behaviour change as it does on the marketing of products and services. Our core module on accounting, for example, extends students' skills beyond conventional financial analysis and into integrated social and environmental reporting.

### Phase Two

In the second phase of the programme we focus on what future business leaders need to 'do' in order to develop more sustainable strategies, and this includes a major focus on strategic thinking, innovation, governance and leadership. Uniquely, we incorporate WWF's highly-acclaimed One Planet Leaders course as part of the programme – a course which brings major companies into the classroom to discuss and explore how they are responding to the emerging social, ethical and environmental issues. We also require our students to engage with companies and to undertake a major consultancy assignment in order to explore first-hand how companies can innovate to develop more sustainable strategies. Innovation and leadership are key to the programme.

### Phase Three

In the third phase of the programme, our students specialise in particular areas of business, ethics or the environment. We create 'learning spaces' where students immerse themselves in an intensive examination of specific issues. These spaces are not always on campus and include, for example, a period of study in another country. In 2011 our students have the opportunity to travel to Mexico to experience the challenges of business in a very different context. Specialist module choices are wide and varied, and include advanced aspects of leadership, international finance, social or commercial entrepreneurship, sustainable supply chain management, and even biometrics. This latter module engages students directly with the environment and explores how nature can be a source of inspiration for innovation in products, services and even organisational structures.

As the final part of the transformational journey through our MBA, we challenge our students with a major individual project - working within an organisation or undertaking a consultancy assignment in the UK or overseas. This project spans a three month period and focuses on how the organisation can change its strategy to address social, ethical or environmental issues. The project helps students to apply their learning in a practical context and it also helps to link students to the type of company they may wish to eventually join.

Our programme is small and personal and aims to prepare each student for the leadership challenges they are likely to face in the new, complex and changing business environment. We ensure a diverse class to maximise cross-cultural learning and we seek to develop a sense of community and a shared vision. We encourage students to take a creative, worldly, collaborative, responsible, ethical, critical, reflective and action-oriented perspective to leadership. Students work with tutors and coaches throughout the programme to ensure that these skills are developed and refined through practical experience. We expect our planet-minded students to enter or re-enter business equipped in such a way that they can lead and achieve change with immediate effect.

The One Planet MBA's unique features include:

#### **An emphasis on sustainability throughout the curriculum**

We will explore the science of sustainability, the business case and the importance of environmental protection, social responsibility and economic development. We will show that conserving resources is entirely compatible with winning and maintaining customer and shareholder value and confidence.

#### **An emphasis on leadership**

To deliver sustainable business strategies requires transformation in many businesses. Transformation requires strong leadership. We focus on developing the skills and mindset required to be a One Planet leader – reflective, analytical, global-minded, action-oriented and ethical.

### **An emphasis on 'application' and experiential learning**

Indeed, we refer to our MBA as a Masters of Business Action. You will engage in a range of practical challenges and undertake consultancy projects for external organisations. We will develop your skills in areas such as project management, facilitation, conflict resolution and communication to enhance your ability to become change agents in business.

### **An emphasis on collaboration**

Sustainability is not a 'function' in business, it is an orientation, a philosophy and a way of thinking and acting. We therefore draw on expertise from beyond traditional business departments.

The programme has attracted considerable interest from the business sector, with a range of companies involved in designing the programme. There are currently eleven partner companies supporting scholarships, guest speakers and placements for 2011/12, including Atos, Canon, Coca Cola, Cooperative Group, IBM, IKEA, Lafarge, Lloyds Banking Group, Nokia, Sony and Thomson Reuters.

### **A global perspective**

The problems facing our planet require global as well as local responses. The UK does not hold all the answers and it is important that we learn from best practice wherever it can be found around the globe. We provide opportunities for our students to travel to overseas universities and businesses to broaden their global perspective.

### **Our collaboration with WWF**

Our students will be able to benefit from WWF's global connections and projects, with opportunities for exposure and involvement in frontline sustainability initiatives around the world.

### ***How does the MBA programme 'walk the talk' of social and environmental impact?***

The University of Exeter is committed to the principles and practice of sustainability and corporate social responsibility throughout the institution, as outlined in our Environmental Sustainability Policy, published in July 2009. This includes through our research, teaching and the way we run our organisation, our buildings, our campus and how we interact with our market and our environment. We are committed to the highest principles of corporate social responsibility and have engaged in the Business in the Community (BITC) Environmental Social Responsibility Index process to help monitor our progress. Since 2007, we have been involved in projects through the 'Universities that Count' scheme to benchmark ourselves against a range of CR metrics. Community Action, the volunteering arm of the Students' Guild, boasts the highest number of student-led volunteering projects in the UK.



## The One Planet MBA Curriculum

Examples of programmes currently running on the One Planet MBA include the following:

### Core Modules

#### *The Changing Business Environment*

This module will set the scene for the One Planet MBA as a whole and introduce the main themes of the programme. It is designed to enhance the student's ability to understand the rapidly evolving business context and the scale of global sustainability challenges and opportunities from environmental, cultural, economic, technological and governance perspectives; as well as encourage critical reflection on the role of business in the twenty-first century. It will explore how sustainability challenges are being transformed into business opportunities by drawing on WWF's partnerships with leading companies, governments and civil society, for case studies and guest speakers. It will encourage multicultural, interdisciplinary and multi-stakeholder exchange and learning. The module includes a one-day field trip to an innovative business in the area (such as the Eden project) with the aim of introducing students to creative and sustainable business practices.

#### *Integrated Accounting*

To develop an understanding and working knowledge of the core concepts, principles and techniques of both financial accounting and management accounting, and the contemporary nature (and the value and challenges) of reporting on social and environmental performance. The module will enable students to understand how to plan, control, report upon and analyse organisational activity from both financial and non-financial perspectives (e.g. the triple bottom line).

#### *Finance and Responsible Investment*

This module provides students with a foundation in the key principles of financial management and their practical application, covering the issues of risk and return, portfolio analysis, asset pricing, the cost of capital, capital budgeting and capital structure. The module focuses mainly on evaluating alternative investment and funding options. The module will also consider responsible investment - the integration of ESG issues into investment evaluation. Including or excluding companies, partnering with stakeholders and evaluating ESG factors, whilst still aiming for a good return, can raise multiple and complex questions. The module will include reference to the performance of SRI funds, companies and projects with an environmental, social or CSR agenda

### *Economics for a Sustainable World*

The aims of this module are to allow participants to develop an understanding of the relevance of economics to managers in business, and to introduce key issues in the economics of a sustainable world: for example, the economics of climate change, biodiversity, and extending notions of national income to include natural resources. The first part of the module will focus on microeconomics content and will concentrate on understanding markets: the way that they work, and the ways in which they fail. The second part of the module will explore macroeconomics: what growth, inflation and imports/exports mean; why countries trade; and the effects of globalisation. It will also look at more recent developments to extend measures of national income; and look at the differences between physical and economic scarcity of natural resources, and constraints on growth.

### *Managing Strategic Resources and Operations*

This module provides a fundamental underpinning for the design of sustainable business strategies by focusing on how to achieve the efficient and effective management of resources and operations. The student will be introduced to a range of operations management concepts, within the context of operations as transformational systems. A key theme will be how to eliminate MUDA (waste) which can arise in over-production, waiting, conveyance, processing, inventory, motion and correction. The module will provide students with the means to analyse operations activities and design solutions to overcome wasteful operational processes and issues.

### *Leadership Development*

Managers are asked to develop sustainable strategies with an eye to responsible stewardship of financial, social and natural resources; often approaching this challenge in an uncertain and changeable landscape. Here at Exeter we believe that preparing managers for that landscape requires an enquiring mind coupled with authentic practise. It is a question of leadership and the answer lies in thinking and acting that brings about meaningful change. This module is focussed on developing mindsets and behaviours which connect, create and lead others towards authentic and responsible action. Drawing on the expertise of the Centre for Leadership Studies, this module brings faculty and development practitioners alongside students to explore and share contemporary thinking in leadership development. Using critical, reflective and experiential learning students will embark on a personal development journey towards creating more authentic and responsible leadership. Specifically, in this module, students will explore, experience and reflect upon how they can become more effective, responsible and authentic leaders.

### *The Human Factor in Sustainable Organisations*

To successfully embed sustainability within an organisation requires a clear alignment of mindsets, values, incentives, skills and behaviours right across the organisation, and not simply the introduction of new policies and procedures. Embedding sustainability is a challenge of culture and motivation rather than process, and many of the key levers of change require new approaches to leadership, management, training, performance management, recruitment and selection. To be sustainable, a business needs to be fit for purpose. This module will introduce students to the nature and characteristics of organisations. It will examine the role that people, structures, culture, group dynamics, motivation, knowledge, leadership, power and control can all play in determining success for an organisation and how leaders and managers can effect change towards sustainable outcomes. The module will also introduce different ways of analysing organisations, a critical perspective on relevant management theory and practice, and frameworks which can be applied to resolve complex managerial and organisational problems. The module considers recent debates on resourcing and talent management in different economic contexts. It is argued that recruiting, motivating and retaining skilled employees is one of the primary challenges for long term success, the module provides a critical review of tools to address these challenges. We will examine how effective alignment of culture, incentives, behaviour and effective human resource management can lead to both competitive advantage and a sustainable future.

### *Strategic and Responsible Innovation Management*

This module will provide an understanding of how managers can deal with ongoing innovation in both private and public sectors and in manufacturing and service settings. It will explore the core process underlying innovation and the enablers and blockages to effective management. This ranges from incremental ('do what we do but better') innovation through to more radical, 'do different' innovation. A key aim is for students to understand the strategic as well as operational issues that affect the innovation process. Particular themes running through the module will be (a) the ways in which sustainability is becoming a key driver of innovation across a broad spectrum of sectors, and (b) how we can embed an approach to innovation which is both responsible and sustainable in itself. This necessitates an understanding of the dimensions of responsible innovation and how these are implemented. The module will explore the challenges in establishing and sustaining such an approach to innovation and introduces a range of enabling tools, models and structures.

### *Global Strategic Analysis and Management*

The aim of this module is to introduce strategy through an intellectually stimulating, and academically rich, yet practical study of strategic management. The module challenges and integrates theoretical ideas in strategic management. The module explores the ideas of both leading scholars to discuss what strategy comprises, and prominent practitioners to establish how strategy is implemented. The aims of the module are: to understand 21st century challenges such as globalization, sustainability and responsible management from a strategic management perspective; to develop the ability to analyse and develop a holistic approach to strategic issues; to develop a critical understanding of strategic thinking and its implications for organisations.

### *Sustainability Consulting Project*

Sustainability consulting is a rapidly growing field. Many established consulting firms and independent consultants are seeing sustainability as a new way of adding value and improving efficiency for client organisations. This module introduces students to the field of applied sustainability consulting. The module will develop an understanding of the principles, tools and processes involved through a 'hands-on' live project with an external organisation. It will be a practical experience designed to develop consultancy and other transferable skills. It will be organised around an individual consultancy assignment with a real client addressing a real sustainability issue. The module will require students to deconstruct and negotiate a project task, apply a range of frameworks to structure analytical thinking, apply techniques to complete the required research, and demonstrate effective communication skills in delivering the final results to their client. The principles of effective consultancy and project management will be introduced alongside barriers to successful intervention and how consultants manage risk.

### *One Planet Cases: Integration and Transformation*

This two-day seminar at the end of the taught programme (June) is intended as a practical, integrative and holistic review of the learning from the taught elements of the MBA prior to students embarking on their major MBA Project. The seminar will be led by WWF but will be focused around a series of case study sessions delivered in association with WWF corporate partners (e.g. Coca Cola, Lafarge, Sony).

The learning objectives are:

- To briefly review the key environmental and social challenges impacting on business.
- To explore the experiences of a number of major companies to understand how they have strategically integrated sustainability, fostered innovation and developed competitive and collaborative advantage.
- To explore the personal journeys of leaders in sustainability, and the lessons arising from the challenges they have endured and the successes achieved.
- An opportunity to reflect individually and collectively on personal willingness, capacity and stylistic choices for taking action towards more sustainable ways of doing business.

The teaching approach will include short interactive lectures, group case study work and storytelling. The seminar will conclude with a celebratory social and networking event for students, faculty, WWF and corporate partners.

### *One Planet Action*

A key theme on the One Planet MBA is the development of leadership potential, and helping students to feel able to take proactive action in businesses to lead change towards a more sustainable future. To complement the assessed leadership development activities during the programme, space and time will also be created within the timetable for students to undertake an extra-curricula activity to demonstrate their leadership abilities in practice. This activity will be linked to sustainability, and students will be encouraged to conceive, design, fund (through sponsorship) and implement a small one-day project for the local community. The parameters for the project will be deliberately loose to encourage creative ideas, although potential projects may include:

- Environmental improvement.
- Advising a start-up company on sustainability issues.
- A training day for disadvantaged young people.
- Advising a social enterprise on business issues.

## Elective Modules

### *Governance and Ethics in Business*

The module aims to give students an understanding of the nature of ethics and morality and how it shapes managerial practice. The module will encourage students to reflect on their own understandings and responses to challenging issues within the workplace, enabling them to become more reflexive in their practice, as well as giving them an understanding of ethical perspectives. The module will also explore modes of governance and corporate social responsibility in the global economy, enabling students to understand how to organise and structure organisations to assist in responsible practice. Students will also be expected to assess the value and appropriateness of modes of governance and responsibility. The module content and the learning methods will help students develop skills of critical analysis and problem-solving, the formulation of reasoned arguments and the imaginative communication of ideas.

### *Sustainable Supply Management*

Sustainable supply management (SSM) is a critical field in business which reflects the increasing debate over globalised trading that compares the extended supply chain with more localised models of performance delivery. Whereas only two decades ago purchasing and logistics were considered tactical functions within the firm, today supply management has become a strategic activity which manages supplier relationships, enables network innovation, reduces cost and mitigates the impact on the natural environment. As supply chain management is increasingly recognised as one of the cornerstones of 21st century competitive advantage, the challenge of implementing sustainable, low-carbon and ethical approaches across all partners is attracting interest from practitioners and academics alike. The module begins with the process, context and theoretical elements of the supply chain. Chains and networks of firms are presented in a step-by-step approach to SSM and how it has evolved. It emphasises the importance of a strategic approach to managing supply networks, often involving complex service delivery in the public-private environment. The module demonstrates where 'supply' fits into the overall business decision models of today which invariably involve end-to-end awareness of the impact on emissions tariffs, legislation, and international labour laws. The module examines how and why organisations choose to sub-contract particular activities, purchase goods and services, and having done so, what drives these decisions in terms of management theory and sustainable business practice.

### *Solutions for Environmental Management*

This module builds on students' understanding of the environmental challenges facing business and society and sets out to critically examine the latest environment management standards, approaches, technology and MIS solutions available and their implications for business. The module will examine contemporary standards and solutions for energy management, waste reduction, pollution control and water management. Case studies will be drawn from manufacturing, building design, transportation and sustainable cities. The module will also critically examine how IT solutions can contribute to environmental improvement through monitoring, modelling and online substitutes. Students will be given hands-on experience of data collection and marginal cost-abatement analysis using Carbon Systems software to evaluate alternative environmental improvement investments. The module will advocate the need for a systemic, holistic and strategic perspective to environment management, and the use of structured sustainability audits and action plans to help drive improvement. Students will undertake a comprehensive audit and planning exercise for a real company to translate theory into practice. The module will provide sufficient technical grounding to allow students to progress to a more in-depth business sustainability consultancy assignment as the final project element of their One Planet MBA.

### *Exploring Leadership: Changing Perspectives for a Changing World*

In 1978, in his seminal book *Leadership*, James MacGregor Burns suggested that "leadership is one of the most observed and least understood phenomena on earth", and since then things haven't improved much. Poor leadership has been heralded as the cause of most organisational and societal ills (including the environmental and financial crises of recent years), whilst also being proposed as the solution to such problems. In this module we will explore underlying expectations and assumptions about leadership and the extent to which, through reframing our understanding of this ubiquitous yet elusive concept, we may be able to secure more equitable, effective and engaging ways of mobilising ourselves and others to address current and future challenges. This module will draw on expertise from across the Centre for Leadership Studies to expose participants to a range of different perspectives on leadership. Through a mixture of lectures, case studies and group discussion we will encourage students to critically reflect on the nature and purpose of leadership in contemporary society in order to prepare them to actively engage as leaders in a volatile, unpredictable, complex and ambiguous world.



### *Collaborating and Partnering*

This module aims to introduce students to the benefits of collaborating and partnering to achieve strategic objectives in a sustainable world. Strategy is difficult enough in simple environments: it is even tougher in a world where organisations are interconnected through alliances and partnerships, by ever more closely aligned value chains, and by the common use of resources in a globalised economy. Collaboration itself can be a strategic objective, for accessing new markets or skills, leveraging external experience, resources or capabilities, or responding to systemic social, environmental or developmental challenges through cross-sector (business, civil society and public sector) partnerships. The imperative to collaborate is significant: yet there is much evidence that many alliances fail. This raises a challenge for leaders, who must demonstrate competence in identifying where collaborative approaches might be relevant in meeting their strategic aims, while showing that they can make them work successfully. This module introduces basic concepts and principles for collaboration and partnering, developed around three themes. “Managing Collaborative Relationships” looks at how individuals’ different influences and perspectives influence and shape judgements of desirable outcomes, and introduces tools by which these can be surfaced, acknowledged and developed. “Managing Collaborative Tension” reflects the opportunities as well as the risks inherent in working across differences in priorities, objectives or value systems. “Managing Partnerships” reviews models for approaching and managing collaboration formally. Also considered are the roles and behaviours that need to be built and secured across team and organisational boundaries, and issues related to internal and external stakeholder management.

### *Biomimicry and Business: Learning from Nature*

The objectives of this module are to explore how business is learning from nature to design smarter products, processes and systems, and to critically examine the relevance of ecological design to human systems. The module will look at how nature is inspiring innovations that: increase energy and resource productivity; eliminate the concept of waste; catalyse the shift from product to service-oriented economies; value natural and social capital, and enhance business resilience. The module will cover systems thinking; Gaia Theory; ecosystem principles and concepts; and ecological design frameworks informed by nature such as: Natural Capitalism; the Natural Step; Biomimicry; Cradle to Cradle; Industrial Ecology and the nature-inspired Firm of the Future. It also provides an opportunity to think more philosophically about the natural world and our place within it. It will explore contested narratives about people and nature and how diverse perspectives are embedded in policies, institutions, leadership styles and business models. The module will include a short, residential period off-campus, which will provide an opportunity for practical exercises, personal reflection, discussion, debate and storytelling that will give participants a direct experience of the interconnectedness and interdependence of natural and human systems.

### *Innovations in Sustainable Finance*

This module builds on the student's knowledge of management, risk and return and sustainability. It will focus on the frameworks, theories and practice of sustainable finance and investment and tools which MBAs should be aware of and prepared to adapt and deploy in their roles as investors, business managers and other stakeholders. It will prepare participants to understand the connections between sustainability and capital markets and the opportunities to positively influence the path towards a low carbon, low water, climate resilient and inclusive economy.

### *Managing Around the World*

This module is concerned with leadership and community-ship for planet-minded managers. The aims of this module are: to probe, reflect on and share experiences and styles of managing in culturally and ecologically-varied environments; to identify and compare the personal management styles of participants; to elicit practical guidance to help them in their current managerial and career challenges; to study critically how managers can contribute to more planet-minded business and community practices. This module is delivered in a different country each year, but taught by University of Exeter staff and supporting guest speakers under University of Exeter regulations. Participants from a number of other MBA programmes around the world (including Mexico, Slovenia and Sweden) are invited to attend with a view to exchanging management ideas and practice.

### *Managing our Heritage*

This module equips managers to understand the implications of the historic environment and notions of heritage, sense of place, authenticity and indigenous rights facing businesses today. The module will help students identify and solve heritage challenges and learn to convert threats and limitations into opportunities. The module will foster innovation and show how competitive (and collaborative) advantage can be developed by strategically integrating the historic environment. Finally, the module will help students lead the way for business and society to create a world with a future that is rooted in the histories of communities both locally and internationally.

## The One Planet Groups

### The One Planet MBA Speaker Series

We believe that future business leaders should understand the science behind sustainability and the business case for sustainable strategies. We believe business leaders should be more planet-minded. In this speaker series, we explore the principles of interdependence and interconnection; the role and responsibility of business in society; and the impact of business actions on the environment. We examine the nature and implications of climate change; the depletion of natural resources and implications; and the impact of carbon emissions and potential solutions. We explore trends in consumption and the role of choice editing. We consider the importance of ecosystems and biodiversity and what lessons we can learn from nature for the organisation of business and innovation. We examine the impact of environmental and social regulation on business. We consider the actions businesses can take to manage these challenges, including new approaches to CSR reporting, operations, sourcing, energy use, waste, re-cycling and water management. We encourage students to develop and defend their own views on the issues and to refine their ability to argue, persuade and inspire colleagues on the planetary challenges that businesses face.

A weekly programme of external guest speakers is organised throughout the MBA to explore these social, ethical and environmental issues which affect business. In 2010/11 the speakers included:

Alan Knight	Consultant for Virgin (sustainable supply chains)
Andrew Douglas	Social Entrepreneur
Andrew King	Consultant (remanufacturing opportunities for business)
Andrew North	Cooperative Group (responsibility and ethics in business strategy)
Carolina Moeller	WWF (sustainable development)
Chris Priest	Consultant (business opportunities arising from climate change)
Gary Abrahams	Financial Consultant (cause and impact of the credit crisis)
Jean-Paul Jeanrenaud	WWF (sustainable development and One Planet principles)
John Aston	Consultant (consulting for sustainability)
Judith Davey	Action Aid (poverty alleviation and business contribution)
Michael Saunby	UK MET Office (climate forecasting)
Nigel Topping	Carbon Trust
Phillip Goodwin	CEO Tree Aid (leadership for sustainability)
Richard Roberts	Barclays Bank (social business)
Tim McCartney	Embercombe (leadership for sustainability)
Tony Greenham	New Economics Foundation (new economic models)
Trevor Morris	Consultant (marketing and PR for sustainability)
Ward Crawford	Green & Blacks (organic business)

### **One Planet MBA Resource**

One Planet MBA Resource is a student-developed group which offers time, advice and facilitative support to external organisations who are seeking help to develop more sustainable strategies. The students work directly to influence the strategy of companies, not-for-profit organisations and public sector organisations.

### **One Planet Action Network**

The One Planet Action Network is a unique opportunity to interact with the next generation of business leaders, to test out ideas with bright people who have given a year to look in-depth into business opportunities arising from the sustainability challenges facing the future.

The One Planet Action Network offers members a chance to engage with and discuss sustainability and related topics in an open forum. Members will have a chance to hear from a range of partners about their own sustainability programmes, and will also have access to the One Planet MBA students who are themselves expert on many issues relating to sustainability. This is a superb opportunity to develop conversations about sustainability, its meaning and its impact, and to build networks with key partners for future development.

Recent sessions have included:

- The Earth is our Business: Eradicating Ecocide  
Polly Higgins - lawyer, barrister & advocate
- The Role of Cooperatives in Building Communities  
Andrew North and Chris Herries - Co-operative Group
- Ethical Private Investment and Philanthropy  
Les Halpin - entrepreneur and philanthropist

### **Community Action**

A student group which has the highest number of volunteering projects of any UK university. This group supports local charities and environmental projects.

### **Campus as Living Laboratory**

A group which students can join to learn at first hand how the University and businesses can implement sustainability strategies.

## Principle 4 – Research

The University of Exeter Business School is well known not only for the depth and breadth of its research but also for the calibre of the faculty who conduct it. Not only does it attract significant funding to the School it also supports the educational experience, with students being taught by academics who are active at the forefront of their respective fields.

We know that business takes place in a world that continually throws up new challenges and new problems. Staff and students at the University of Exeter Business School are engaged in research programmes to take on these challenges, forging strong relationships with organisations of all sizes in both the public and private sectors. We are justifiably proud that so much of our research has been considered to be world-leading or of an internationally excellent standard, and we intend to continue to excel in the field of research in the future.

### Outstanding Research Centres

We have three distinct leading research centres within the School, backed by public organisations and private benefactors:

- The Centre for Sport, Leisure and Tourism Research which has been chosen by the Economic and Social Research Council, the main social science funding council in the UK, to be its national 'capacity building cluster' from 2008 to 2013. This is the only one of its kind in this sector. The ESRC has funded the Centre with a grant of £1.5million.
- The Finance and Economics Experimental Laboratory at Exeter (FEELE) which involves researchers who have consistently published in the very best academic journals (including the Financial Times list of 45 journals) in the field of theoretical and experimental research in individual and strategic decision-making.
- The Centre for Innovation and Service Research (ISR) includes world-leading experts who have published extensively; written seminal textbooks on innovation and operations management. It hosts the editorial board of International Journal of Operations & Production Management, the leading journal in its field in Europe and one of the top three in the world in Operations Management.

Our research focuses on:

- Output – the quality of our research
- Impact – the benefits our research offers the wider world
- Environment – the quality of our resources, facilities and staff that make outstanding research possible.

To gain recognition for our approach we are currently investing heavily in achieving top ratings in the Research Excellence Framework (REF) system, which places great emphasis on benefits of research to the wider world. It also looks more closely at the research environment and the calibre of our output.

Our research into the causes and consequences of environmental change, and especially climate change, is world leading. We have a growing reputation as a centre of excellence for cross-disciplinary research on energy policy, climate change, sustainable futures, ecology, conservation and renewable energy. Seven of our lead academics have contributed chapters to the forthcoming report on climate change: the 5th Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC). This document will guide governments and businesses across the globe on policies to tackle many of the environmental problems we are facing.



“Our partnerships in public and private sectors have a direct impact on the nature and agenda of our research. So it follows that our research can directly and positively influence our partners’ strategic directions or policy decisions.”

**Prof. Gareth Shaw**  
Director of Research



## Current research funded portfolio

We have a track record of securing research grants from major funding bodies (such as ESRC, EPSRC, TSB and Leverhulme) and other sources including government departments and large companies.

Here is a top-line summary of what some of our academics are researching at the moment.

Name	Research project	Funding source
Professor Roger Maull, Professor of Management Systems, Head of Management	... has been awarded a £1.5 million grant by the Research Council UK to undertake research into the digital economy. Headed by the Business School the research will identify and then investigate the big research questions that have arisen as a result of the enormous and fast-paced growth of the digital economy. The aim of the project is to inform business sectors and large companies about the changes they need to make to take advantages of the opportunities created by the technologies now available. The other institutions involved in the project are the University of Cambridge, Heriot-Watt University and Warwick Manufacturing Group.	Research Council UK
Dr Mike D Williams, Senior Research Fellow	... is currently researching issues relating to the delivery of care in the NHS. Evidence from his research and the recent Inquiry into Mid Staffordshire NHS Foundation Trust, suggests that managers can lose sight of patient safety when faced with the need to save money and meet targets. He is concerned that the current reorganisation of the NHS and the need to save £20bn may compromise the NHS' ability to keep patients safe. The research is sponsored by the NHS South West Strategic Health Authority	NHS South West Strategic Health Authority
Professor Mairi Maclean, Professor of International Management and Organisation Studies	... is the lead researcher of a four-person team, working on a project called Business Elites and Corporate Governance. The research has required the production of a large-scale elites database and the conduct of numerous interviews with elites. A research monograph	Leverhulme Trust and Reed Charity



Name	Research project	Funding source
	entitled <i>World Making: Elite Corporate Actors and the Field of Power</i> is in preparation for Oxford University Press.	
Professor Gareth Shaw, Associate Dean of Research Knowledge Transfer	... has recently received large-scale research grants from the AHRC and Leverhulme to fund a project called 'The Coming of the Supermarket'. Exploring the nature of this retail innovation and its impact on consumer behaviour, Professor Shaw's research has involved a major national survey of the shopping behaviour of consumers between 1945-1975. The results of this research are currently being written up as a book entitled <i>The Coming of the Supermarket</i> .	AHRC and Leverhulme
Professor John Bessant, Professor of Innovation and Entrepreneurship	... is currently working on 'Designing out medical error', a three year joint project with Imperial College, Royal College of Art and St. Mary's Hospital Paddington, funded by EPSRC	EPSRC
Professor Jonathan Gosling, Director of the Centre for Leadership Studies	...is currently working on Changing conceptions of Academic Leadership in UK Higher Education. Following on from a previous study on Developing Collective Leadership in HE, Jonathan Gosling, Richard Bolden and Anne O'Brien, all from the Centre for Leadership Studies in the Business School, are collaborating with Alex Haslam, Michelle Ryan and Kim Peters at the Research Centre for Identity and the Psychology of Self in Society in the School of Psychology to investigate changing conceptions of academic leadership in UK higher education. The research starts in spring 2010 with a survey of several universities, and will be followed by interviews and 'listening posts', a methodology particularly suited to detecting emergent themes and concepts before they become fully articulated and organised.	Leadership Foundation for Higher Education (LFHE)
Dr Adrian Bailey, Lecturer	... has received a grant from the Business Archives	Business

Name	Research project	Funding source
in Management...	Council to work on research entitled 'Regulating the supermarket in 1960s Britain: Examining relationships between suppliers, retailers and consumers in the Cadbury archive'. He is exploring the ways in which the repeal of retail price maintenance legislation has changed the relationship between manufacturers and supermarket retailers.	Archives Council
Professor Stephen Brown, Professor of Management...	...is involved in ongoing research in his main area of interest: operations strategy. His work has also widened into the emerging area of 'green production'. This is important for operations because unless an organisation has 'lean' operations capabilities in place, it cannot pretend to be green in its processes.	EPSRC
Dr Beverley Hawkins, Lecturer in Leadership Studies...	...is involved in 'Clear about Carbon' – an ESF-funded project, which aims to develop leadership skills for sustainable procurement in Cornwall-based organisations. Other partners in the project are Cornwall Development Company, Duchy College and the Eden Project.	ESF
Professor Alan Gregory, Professor of Corporate Finance...	...is currently involved in the Leverhulme-funded 'Directors Trading around Takeovers' project with Dr Rajesh Tharyan. The takeover market in the UK is large. In 2006, 774 takeovers were concluded with a value of £28.4 billion. Acquisitions and mergers have serious implications for the shareholders of these firms, and especially for shareholders' wealth in the acquiring companies. The research investigates why, despite all the evidence on acquisition failure, UK firms continue to undertake takeovers.	Leverhulme
Professor Robin Mason, Professor of Economics...	...is currently looking into optimal stopping problems, which include a range of economic problems such as	ESRC

Name	Research project	Funding source
	investment under uncertainty, job search with variable employment opportunities, and selling with unknown demand. In all of these situations, an economic agent faces a trade-off between exploration – waiting for better information in the future – and exploitation – taking what is available now. The first stages of this research programme are funded by the ESRC.	
Dr Miguel Fonseca, Senior Lecturer in Economics	...is currently researching tacit and explicit collusion; social identity and its effect on public good provision and bargaining. Dr Fonseca has obtained research support from the ESRC, the British Academy and the Nuffield Foundation.	ESRC, the British Academy and the Nuffield Foundation
Professor Steve McCorriston, Professor of Agricultural Economics	...is currently coordinating the Transparency of Food Pricing (TRANSFOP) project, a €1 Million EU-wide project funded by the European Commission, the Consortium involving 13 universities and research institutes across 10 EU countries.	European Commission
Professor Annie Pye Director of Research (CLS)	... is currently developing a process-oriented, sense-making perspective on the leadership and governance of complex organisations. This includes a series of three interrelated ESRC-funded projects into how small groups of people effectively 'run' companies. She is also principal-investigator (with colleagues Dr Fernando Correia, Dr Beverley Hawkins, Assoc. Prof. Mickey Howard and Simon Ramsay) on a European Social Fund (ESF) project to facilitate leadership and learning to develop low carbon procurement practice. This project has recently been given an award by ESF as Sustainable Development Project Lead	ESRC, ESF
Professor Andi Smart Director - Centre for Innovation and Service Research (ISR); Professor	... currently has research interests in Service Process Management (grounded in Systems Thinking), which focus on process design within high volume, high variety, and high variation environments. He is also developing	Microsoft, Lloyds/TSB, and the ATF

Name	Research project	Funding source
of Operations & Process Management	ideas on Service Capacity. Andi has secured funds from organisations in both the private and public sector including Microsoft, Lloyds/TSB, and the ATF, from the Knowledge Transfer Partnership (KTP) scheme (working with Hospiscare and Graphic PLC), and more recently working with the Rural Payments Agency, DEFRA, and collaborations with Gartner Consulting.	
Professor Joanne Horton, Professor of Accounting	...has been investigating how the developments being adopted by listed UK proprietary life insurance companies, in providing experimental, supplementary 'realistic reporting', may be regarded as able to satisfy the likely criteria for an international standard for profit reporting in the primary financial statements, based on adoption of an alternative to the traditional, solvency-based, methods. Both the actuarial division of Deloitte (formerly B&W Deloitte, consulting actuaries) and the insurance division of KPMG have collaborated in the project and are contributing sponsorship to the CBP	Deloitte, KPMG

## The One Planet Research Cafe

The One Planet Research Café is aimed exclusively at the research community here at the University of Exeter.

This series of three events centres around research related to Sustainability and Global Challenges. The aim is to promote interdisciplinary research and to provide a networking opportunity in an exclusive environment. Each of the invited speakers will share their research and engage with a select audience around the theme for the event.

Recent subjects have included:

- Environmental impact upon human health and wellbeing - Professor Michael Depledge
- Thinking outside the low carbon box - Professor Peter Cox
- The challenges of water security - Professor David Grey

## Principle 5 and 6 – Partnership and Dialogue

In our teaching, we are committed to equip all graduates with an understanding of both the scientific, human, social and cultural issues which are involved in sustainability and to equip them with the skills for a 'greener' economy as well as the imagination to provide solutions for a sustainable society. We are continually looking to enhance the opportunities for students to learn about major global challenges in the areas of energy, food and water security, climate change, biological diversity and climate change in a way that is meaningful to the different disciplines. We are also promoting innovative interdisciplinary learning through the *Big Dilemmas* project that seeks to tackle complex global challenges. We have sustainability-focused flagship programmes and modules in all Colleges. Students can also get involved in extra-curricular initiatives through the *Campus as Living Laboratory* where they have the opportunity to learn from sustainability practice and research on campus, and through various community and business engagement projects.

### Innovation and Consultancy on the One Planet MBA

One of the exciting features of the One Planet MBA is the opportunity for students to work on consulting assignments with external clients. On the Innovation module you will learn the principles, tools and techniques that can be used by organisations to innovate and create new products, services, processes and strategies. On the Consulting module you will learn the soft skills of consultancy and how to help clients research and develop their innovation practices. The two modules then share the same assessment which is an exciting consulting project focused on innovation. You will be given an external client, a brief and a set period of time, and you will be asked to undertake research and to engage with the client to help make their businesses more innovative.

We work with the European Centre for Environment and Human Health (ECEHH) in Cornwall to identify client organisations that wish to improve their approach to innovation and develop more sustainable strategies. These projects will help you develop knowledge and skills that will be of considerable value when progressing into senior management or consultancy roles after graduation.

## Our partners

Coming to Exeter is not leaving the real world behind. We know that business is at the centre of 21st Century life and the way we work reflects that understanding. Leadership, from business champions and agenda-defining academics, is key to the way we enthuse our students.

Through our Board of Advisors and Centre for Leadership Studies (CLS) we have built a uniquely rich network of professionals and practitioners: business leaders and educators who bring expertise, experience and understanding to us, and in return access some of the best resources and knowledge available anywhere.

We see ourselves at the very heart of modern business life, providing the forum for a peer-to-peer network and the busy hub of an international exchange of ideas, information and resources.

## International partner universities

The School's international strategy is to grow through partnership with excellent business schools throughout the world. We have a growing network of teaching, research, professional and student exchange links.





### **RoundTables for Practising Managers partners**

Our RoundTables partners send participants on Executive MBA programmes to a one-week module hosted by a different institution each year - the 2012 event will, for example, take place at IEDC Bled in Slovenia.

### **Board of Advisors**

Our Board of Advisors provides us with invaluable input to ensure the School's continuing growth and success. They help make sure our strategic direction is informed by best practice and reflects the needs of the people and organisations we serve.

As the mainstay of the School's governance, the Board of Advisors includes many prominent leaders from private and public sector businesses and organisations. Its sole focus is to advise us on matters of strategic importance.

### **The Centre for Leadership Studies (CLS) Professional Network**

The CLS Professional Network is organised and managed by the Centre for Leadership Studies for enterprise leaders and professionals working in leadership roles and/or leadership development.

The purpose of the Professional Network is to enhance learning about leadership and leadership development at the interface between research and practice, between business and academia. In this way the Professional Network seeks to contribute to the unique position of the Centre in its research and teaching associated with leadership. The Network comprises four elements:

- A learning network including continuing professional development
- Research and Knowledge Transfer
- Tailored Executive Education
- Taught Leadership Programmes

The network of professionals who are the Fellows and Affiliates contribute to one or several of these areas. The CLS runs a system of accreditation of its Affiliates.

Membership to the Professional Network is drawn from a wide variety of professionals interested in leadership, and has an international membership.



### Business Leaders Forum

The University of Exeter's Business Leaders Forum is the premier networking group for senior business people in the South West.

Aimed primarily at Chief Executives and senior management, it is a membership-based organisation that enables influential business people to stay up-to-date with current trends in business. The Forum also provides an invaluable means of exchanging knowledge and developing ideas through business peers and leading academics.

Organisations are invited to join the Business Leaders Forum on the basis of their strategic importance to the region, and their engagement with the University of Exeter and the Business School.

Members meet four times a year for dinner and a keynote speaker. These events take place on weekday evenings in Holland Hall, a first class venue on the beautiful Streatham Campus in Exeter.

Previous events have included:

*Redefining the purpose of Business*

Paul Turner, Community & Sustainable Business Director, Lloyds Banking Group

*Babyboomers, retirement and the Future of Business*

Dr David Melzer, Professor of Epidemiology & Public Health, Peninsula College of Medicine & Dentistry and Dr Jonathan Powell, previously Director of Integrative Physiology, Unilever

*Water: Demand is escalating - what are the implications for business?*

Professor Dragan Savic, Founder and Co-Director of the Centre for Water Systems, University of Exeter & Neil Whiter, Head of Supply Demand Strategy, South West Water

*A Passion for Food - Growing the South West Economy*

Michael Caines MBE

*The New Psychology of Leadership: Identity, Influence & Power*

Professor Alex Haslam

*The End of Externalities: Responsible lifestyles for the 21st Century*

Professor Michael Depledge, Chair of Environment and Human Health, University of Exeter Medical School

### Business School Alumni Association

The Business School Alumni Association builds on the work of the former Business and Economics at Exeter Graduates' Association (BEEGA).

It was formed at the request of alumni who wish to network with each other through their connections with the Business School and professional interests in business.

The Association provides opportunities for alumni of the Business School, and alumni of the University of Exeter with an interest in the Business School, to network and support each other in their professional development.

The Association is supported by an advisory board which meets regularly to discuss alumni engagement events, activities and communications and works to ensure that the alumni network continues to be rewarding and engaging.

The Association is grateful to a number of alumni who have recently hosted events for members, including:

- Barry Bateman (Economics 1966), Vice-Chairman of Fidelity International
- Nigel Primmer (Economics 1977), Executive Director, Willis Limited
- Simon Figgis (Law 1977), Partner at KPMG
- Christopher Pease (Politics 1980), Director of Private Clients at Sarasin & Partners.



*"We chose to partner with the University of Exeter Business School because of its ambitions to revolutionise how we think and teach business."*

Carolina Moeller  
Head of Business  
Education  
WWF International

## Our partnership with WWF

The University of Exeter has collaborated with WWF on sustainability training for business leaders since 2007, when the University began accrediting WWF's One Planet Leaders programme for top international executives. The partnership with WWF offers important benefits when studying for an MBA. It helps to ensure the programme content is focused, relevant and informed by global challenges.

WWF works closely with many large corporations around the world, including the Coca-Cola Company, HSBC, IKEA, Lafarge, Marks & Spencer, Nokia and SABMiller. Our One Planet MBA students will become part of a global network of like-minded business leaders and benefit directly from WWF's resources and relationships.

*"We are really excited about this opportunity to work with a new generation of business leaders who are ready to meet the global challenges head-on and help to create a world with a future."*

Jean-Paul Jeanrenaud, Director of Corporate Relations, WWF

## Key Objectives for the next 18 months

### Rio+20

The University of Exeter has endorsed the *Declaration for Higher Education Sustainability Initiative* for the Rio +20 conference – at which world leaders (along with thousands of participants from governments, the private sector, NGOs and other groups) will come together to shape how poverty can be reduced, social equity can be advanced and to ensure environmental protection. The United Nations Conference on Sustainable Development (UNCSD) will take place in Brazil on 20-22 June 2012 to mark the 20th anniversary of the 1992 UN Conference on Environment and Development (UNCED), and the 10th anniversary of the 2002 World Summit on Sustainable Development (WSSD).

The *Declaration for Higher Education Sustainability Initiative* collates commitments from individual institutions, and that of the University of Exeter includes the following seven aims from the institution's *Environmental Sustainability Strategy 2010-2015*:

#### Aim 1

To enhance the student experience by providing a physical environment that fosters informal learning for sustainability (supporting sustainable lifestyles and offering sustainability related volunteering and study opportunities), taking advantage of our ecologically rich and aesthetically beautiful physical environment.

#### Aim 2

To enhance graduate employability in relation to the skills that businesses, organisations and individuals need in order to respond to the global sustainability challenges, and to take advantage of the emerging international green economy.

#### Aim 3

To provide all students with access to education for and about sustainability

#### Aim 4

To raise awareness and communicate research which is related to environmental sustainability and to ensure that our operations are informed by this research where possible.

#### Aim 5

We shall create opportunities where students, staff and alumni can develop and share their knowledge, skills and experience to engage with and contribute effectively to tackling global challenges.

#### Aim 6

To reduce the environmental impact of our operational activities and make a positive contribution to the local environment, through the management of our estate.

### Aim 7

To ensure that the aims, objectives and targets contained within this strategy are delivered to the highest standards and in a transparent and verifiable manner.

The University has recently achieved the ISO41001 standard.

### The University, WWF and PRME

The University of Exeter Business School is currently in negotiation with PRME and the WWF to draw up a series of agreements and strategies to promote systemic change in management and business education, by supporting the establishment of One Planet programmes – similar but not limited to the One Planet MBA and the One Planet Leaders Executive course – at selected business schools.

Overall, PRME and WWF recognise the need to facilitate the transformation of management education to respond to the sustainability challenge. Specifically, PRME and WWF come together as complementary partners:

- The UN-backed PRME initiative brings a set of widely supported principles with a connection to hundreds of signatories, and an understanding of the most committed business schools. It further brings the UN's credibility and global outreach, specifically through the UN Global Compact initiative, one of PRME's founding organisations.
- WWF brings its credibility as a leading environmental NGO and its global outreach through a network of national offices, corporate partners, business executives and thought-leaders. It also brings expertise in relation to the world's major environmental challenges, both in terms of science and business engagement. It further brings unique experience of developing innovative educational programmes in leadership and sustainability, and collaboration with leading Higher Education Institutions (IMD for an executive education short course, and Exeter for a One Planet MBA).

By teaming up, PRME and WWF can identify and connect with committed institutions, use their credibility and experience to facilitate and accelerate the transformation of these schools, and help them engage with, and provide solutions to, the most pressing environmental and social challenges.

With its experience of working closely with both organisations, the University of Exeter Business School promises to play a major role in the development of this partnership over the forthcoming months.

## The University of Exeter and Sustainability

"The University of Exeter is committed to the principles and practice of environmental sustainability in its activities throughout the institution"

Professor Mark Overton  
Deputy Vice-Chancellor (External Affairs)

The University of Exeter is implementing a wide range of policies and practices to ensure our activities are sustainable. Our commitment to sustainability is evidenced by our challenging target of reducing our emissions of CO<sub>2</sub> by 2% year-on-year during a period of considerable growth in our activities. Our target is to reduce CO<sub>2</sub> emissions by 60% by 2050. Since 2005/06 we have reduced our carbon dioxide emissions by 15%. We are investing in the latest energy and water management technology, and upgrading buildings and equipment to reduce energy consumption and emissions. Water consumption has been reduced by over 40% since 2005 through repairing leaks and installing electronic urinal flush controls.

When constructing new buildings we use BREEAM as a tool to address the environmental impact. Our new Innovation Centre achieved an 'Excellent' BREEAM rating as well as the Building of the Year Award from the Forum of the Built Environment (FBE) and the new Forum building will also achieve BREEAM excellence. Sustainability was also a key principle we adopted in the development of our Masterplan.

**Building:One:** The Estate Development Service worked with a team of consultants, lead by Turner & Townsend and Constructors BAM, to deliver the £18m building project. Completed in February 2011, Building:One accommodates teaching, office, social and research space and incorporates a number of sustainable features which resulted in a BREEAM rating of Excellent. Sustainability features included:

- Thermal efficiency, passive (natural) ventilation and natural daylight
- Rainwater harvesting to reduce mains water usage
- Rooftop Solar thermal collectors to preheat water
- Sustainable material use, particularly in Furniture, fabrics and timber sourcing
- Increased Cycle parking and proximity to transport links
- Improved wildlife habitat to encourage native species with soft landscaping, bat, bird and insect boxes

During the construction phase of Building:One BAM achieved excellent feedback from the Considerate Contractor Scheme, which includes measures to reduce waste, noise and dust whilst working closely with the occupants of the adjoining buildings and protecting the surrounding environment; this resulted in a national CCS Silver Award. Consultants, Turner & Townsend received the coveted Project of the Year award 2011 from the Association of Project Managers, which recognised the input of the whole team in achieving the successful outcome.



We promote biodiversity and we implement wildlife and countryside preservation extensively across our campus (including protecting valuable habitats and badger sites, reducing pesticides and introducing eco-strips close to streams and woodland). Alumnus and TV Presenter Nick Baker launched the University's first Bioblitz as part of the Birds and Bees campaign. This campaign is collaboration between academic specialists in biodiversity, grounds staff, students and Devon Wildlife Trust. A graduate has been appointed to develop habitat enhancement plans for the site.

Carbon dioxide emissions from the University were reduced by 2% in 2009/10, representing a 15% reduction since 2005/06

Our sourcing policies reduce our impact on the environment through the products we buy. We have full Fair-trade status and we select suppliers on criteria which includes their CSR practice. We also have a sustainability procurement policy and strategy and engage with suppliers to help them improve their environmental performance.

We have a Waste and Resource Strategy which commits the University to reduce waste arisings by 1% year-on-year and achieve a 45% recycling/composting rate by 2015. We have joined the nationwide *Recyclezone* project and have invested £20,000 in new recycling facilities across our Exeter campuses. We have a range of specific initiatives including the Student Reuse Project (Valpak Award Winner in 2008) which diverts items that students no longer need at the end of the academic year. This is made available to students the following year and local charities.

We also have a sustainable travel plan, which includes a commitment to improving transport options, reducing car travel and increasing access to public transport and cycling. This is delivered by our full time Travel Plan and supported by an annual £120,000 budget, which is ring fenced from car parking charges. Over £100,000 has been invested in new high quality cycle parking facilities. As a result of our initiatives, only 35% of our staff drive to the University alone in a vehicle. This demonstrates that our travel plan has been effective, and is an exemplar in the region.

Engaging with staff and students is key to reducing our environmental impact. We were one of 20 Universities to be selected to join a flagship greener lifestyles programme. Called 'Degrees Cooler – Greening universities and beyond through behaviour change'. Through this project we have 'greened' 25 departments, reaching over 700 members of staff and have delivered real change at a local level.

As a university, we have been awarded a First Class Award for environmental performance in the People & Planet Green League Table for the last four years. We are one of the first 10 UK universities to be awarded the Carbon Trust Standard, and in 2010 we were shortlisted for the Green Gown Award for achievements in carbon management. We also have achieved ISO 14001 which provides an externally verified framework for our environmental sustainability activities.



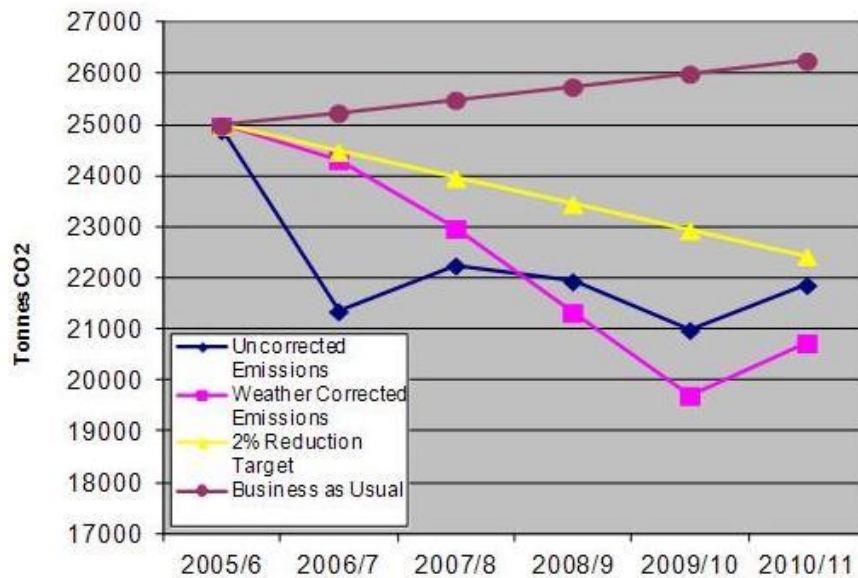
## Green Impact

The University of Exeter has been participating in *Degrees Cooler*, the national behaviour change programme for the Higher Education sector, for the past two years. One strand of the project is the *Green Impact* campaign, which provides a framework for departments within an organisation to 'green' their activities. Departments, or teams, work to reach certain criteria within the framework, which then represent Bronze, Silver or Gold accreditation, with special awards given for high scoring teams, innovation, energy saving and exemplary performance by specific individuals.

The project is now in its third year at the University - in the 2011/12 project 24 teams are taking part to 'green' their work practices, with several teams continuing to build on their previous achievements by targeting the highest 'Gold' standard. In 2010/11, over 1,370 members of staff (46% of total staff community) participated in the *Green Impact* scheme with ten teams achieving Bronze and ten teams reaching the Silver standard.

Student engagement in sustainability has continued to be promoted, with 34 students being recruited as Environmental Auditors for the Green Impact Project from a variety of subject backgrounds. This opportunity provides the students with NUS-led auditing training as well as hands on experience of a national accreditation scheme.

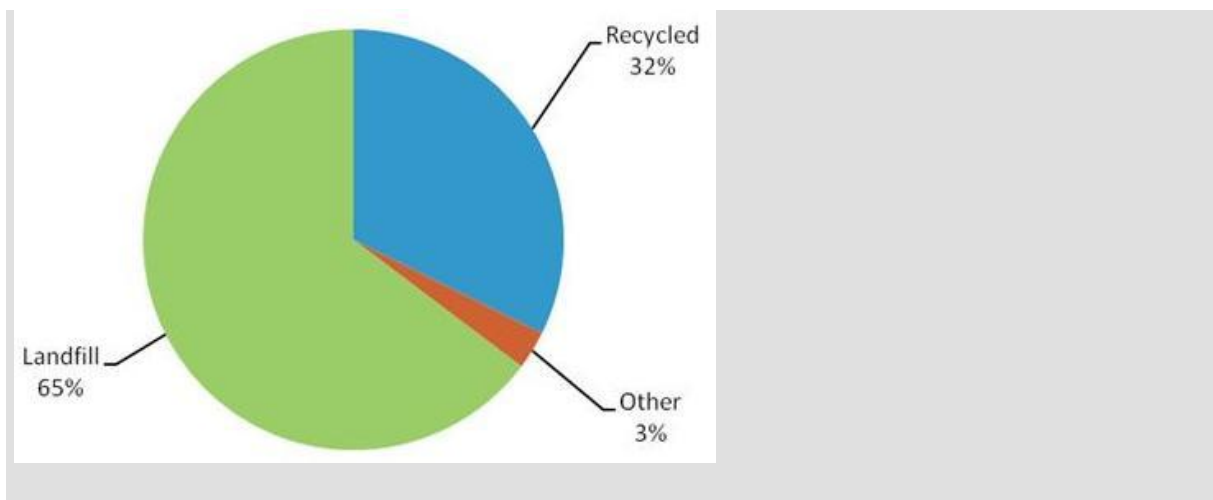
### Carbon dioxide emissions from fuels - University of Exeter, 2005 - 2011



### Waste Reduction and Recycling

In 2010/11 we increased the number of recycling facilities across the Exeter campuses, introduced new collection points for waste streams such as batteries and toner cartridges as well as further improved schemes to facilitate the reuse of materials. In 2010/11 we generated 68 tonnes less waste (excluding construction waste) than the previous year, which represents a 5% reduction.

### Destination of University Waste, 2011



Further highlights from the University over the last two years have included:

### 2011/12

- First class award for the fourth year running in the People and Planet 2012 Green League
- Achieved ISO14001 for Campus Services
- University has endorsed the Declaration for Higher Education Sustainability Initiative for Rio +20
- University is one of four Higher Education institutions to be awarded £1 million funding from HEFCE's Revolving Green Fund (RGF).
- Students' Guild achieved Gold in the NUS Green Impact Awards 2012
- The University of Exeter came 12th in the HE Sector and in the top 10% of the 2,100 participants in the first annual Carbon Reduction Commitment (CRC) League table published by the Environment Agency
- Biomass Boiler installed to heat University greenhouses
- University of Exeter Business School claimed a first in the sector with its decision to become completely carbon neutral
- Food waste composting system introduced to divert a proportion of kitchen waste from landfill
- University's Biodiversity Enhancement Plan and Biodiversity Monitoring and Community Engagement Plans were launched
- The University hosted the first TEDxExeter one day conference 'Sustainability and our Interconnected World'

### 2010/11

- The Business School was awarded an EAUC Green Gown Courses award for the One Planet MBA
- Becomes one of only four Universities to receive the prestigious Green Flag Award for parks and green spaces
- University of Exeter has been ranked 22nd out of 137 UK Universities in the People and Planet League Table and has received a 'First class award for environmental performance' for the third year running
- Exeter's Students' Guild gained a Silver Standard in the 2011 national Green Impact awards
- Sustainability Strategy 2010 - 2015 was published
- First online annual sustainability report published
- The University was Shortlisted for the 'Most Sustainable Public Sector Organisation in Education' under the new Public Sector Sustainability Awards
- Investment of £20,000 in new recycling facilities as part of the national Recycle Zone project
- Alumnus Nick Baker launched the University's first *Bioblitz* as part of the birds and bees campaign
- Sustainability Manager highly commended in ACT Travel Planner of the Year Awards
- Partnership developed with Devon County Council and Stagecoach to improve University services
- Full time Travel Plan Coordinator appointed
- Achieved Phase 3 of the Acorn Environmental Management System for Campus Services

The previous charts and selected highlights represent a selection of data available from the University. Further information on the University's sustainability policies, strategies and action plans, as well as data on our results, please visit the Sustainability pages of our website at:

[www.exeter.ac.uk/sustainability](http://www.exeter.ac.uk/sustainability)

#### **Sustainability Annual Report 2010-2011**

For our 2010/11 Annual Report, please visit here:

[www.exeter.ac.uk/sustainability/howarewedoin/annualreport/1011annualreport/](http://www.exeter.ac.uk/sustainability/howarewedoin/annualreport/1011annualreport/)

#### **Carbon Management Plan 2010-2020**

And for our Carbon Management Plan, please visit here:

[www.exeter.ac.uk/media/universityofexeter/campussservices/sustainability/pdf/Carbon\\_Management\\_Plan\\_2010-2020.pdf](http://www.exeter.ac.uk/media/universityofexeter/campussservices/sustainability/pdf/Carbon_Management_Plan_2010-2020.pdf)



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