

# PILLARS OF THE SUSTAINABLE ECONOMY 2008/09



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# **PILLARS OF THE SUSTAINABLE ECONOMY 2008/09**

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# INTRODUCTION JONATHAN SLACK

Chief Executive, The Association of Business Schools



The following pages demonstrate the considerable range of activities and policy development that ABS is now engaged in and the very highest level of participation and facilitation by our members in our collective achievements.

This edition focuses on sustainability to tie in with the theme of our AGM 'Sustainability – the Very Hot Topic'.

A broad consensus has emerged across international scientists, leaders and company executives that global warming, climate change and sustainability represent the biggest global challenges that we all now face.

Hardly a day goes by without some major national or international announcement on sustainable development and at the same time devastating natural disasters which are increasingly linked to climate change. There are also very significant behavioural changes in the global corporate world. Some companies are, for example, now achieving carbon neutrality, launching green products and services and taking advantage of the warmer world in terms of improved supply chain management, innovation and logistics. New green management jobs are being created and new knowledge, attitudes and skills of business and management students are certainly required.

Yet as we have already seen, in the rush towards bio-fuels and simplistic food-miles calculations and the questionable dynamics of carbon emissions trading, these issues are significantly more complex than originally thought and it is essential for much more business input and business school research into such challenges if we are genuinely to make our mark and inform national and international policy. In a much warmer world we need cool business heads and leading edge business research to influence policy, practice and the development of tomorrow's managers.

So, what is happening in the UK business school sector in terms of sustainability? Are students' views changing and what impact is this having on programmes and delivery? How are some schools restructuring to make sustainability their core? Who is influencing national policy through research and corporate engagement? Does sustainability affect the relationship between business schools and parent universities? Where personally do business school deans stand on these issues and how is it influencing their strategies? Who will be the winners in the Darwinian race for reputation and influence on sustainability in future?

Please read on to find out more about sustainability and the UK business school agenda.

I would like to acknowledge and thank all ABS staff and the Executive, all other committee members and delivery partners for their much appreciated contributions to another highly active and successful year.



# FOREWORD

## PROFESSOR MICHAEL OSBALDESTON OBE

Chair of the Association of Business Schools and  
Director of Cranfield School of Management



I am proud and honoured to have been the Chair of the Association of Business Schools. Over the course of my two years as Chair, I have seen ABS continue to build on its firm foundations and to represent UK business schools at the highest level. The team, the suite of benefits and services on offer as well as membership numbers have continued to grow healthily.

It has been a busy year for ABS with the introduction of two new development programmes, one for International Deans which has been lauded for its networking opportunities, and another for Marketeers, which has been endorsed by the Chartered Institute of Marketing and attracted the full 35 hour CPD allowance for those wishing to further their professional career.

The second edition of the *ABS Academic Journal Quality Guide* has helped to highlight the world's leading journals in the many fields of interest to business and management researchers. This is particularly significant with regard to the 2008 Research Assessment Exercise.

ABS and AIM (the Advanced Institute of Management Research) have recently published a report about the Leadership of UK Business Schools. Following a tentative start, when some commentators (including some vice-chancellors) questioned the status of management as an academic discipline, UK business schools have now come of age and the report looks into their development and the ramifications for leadership. ABS is also commissioning a definitive report into the history of business and management in the UK which will be available to members shortly.

ABS is enjoying its highest membership numbers ever and is continuing to work with other external stakeholders and agencies to promote business and management as a whole. Work has started on subject benchmarks with the financial services industry and there are other exciting projects and developments afoot.

I would like to record formally my thanks to the staff at ABS for their enthusiasm and effectiveness in delivering an ever expanding range of benefits and services to our members.



# THE YEAR IN FOCUS

A SNAPSHOT OF SOME OF THE RECENT HIGHLIGHTS,  
KEY DEVELOPMENTS AND ACHIEVEMENTS OF MEMBERS

## UNIVERSITY OF EDINBURGH MANAGEMENT SCHOOL RECEIVES FUNDING FROM ABBEY

Abbey has agreed to provide scholarships worth £5,000 each for MBA and other postgraduate students from Latin America, Spain and Portugal to study at the University of Edinburgh. Abbey will also promote a range of entrepreneurship activities, including the support of an entrepreneurial team to develop its business plan in an incubator space at the University.



## LEADING BRITISH ENTREPRENEUR SPONSORS CENTRE FOR ENTREPRENEURSHIP

Peter Cullum, founder of the Towergate Partnership and *Management Today's* 'Entrepreneur of the Year', is providing £10 million for Cass to form a new Centre for Entrepreneurship. The Centre will be one of the largest of its kind in the world to provide support to budding entrepreneurs.



## WELCOME TO HOWARD!

Professor Howard Thomas has been confirmed as Chair of both ABS and AACSB (Association to Advance Collegiate Schools of Business).

Howard is the first Brit to hold the position at AACSB and the first person to hold both posts.

## NEW MSC IN BUSINESS CREATION AND DEVELOPMENT

Birmingham City University Business School successfully launched a highly innovative full-time MSc in Business Creation and Development. The course is supported by a contribution of 80 per cent of the course fees by Business Link West Midlands as part of its commitment to encourage recent graduates to create high growth businesses in the region.

## INTERNATIONAL BUSINESS STUDENTS HIT RECORD FIGURES

The University of Chester's first international MBA programme has attracted a record number of overseas students to the institution. Some 34 students from Georgia, India, USA and Canada are completing the one-year programme at the Chester Business School and will graduate in March 2009.



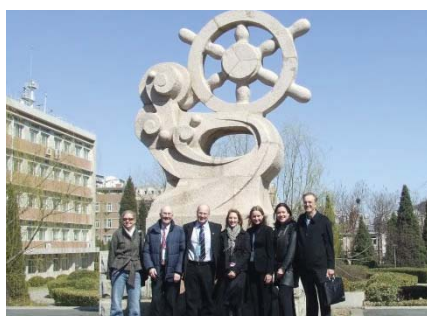
## NEW BUILD, NEW VISION

Work has begun on a new £35 million Faculty of Business and Law building at De Montfort University that will house Leicester Business School. The new building is designed to be environmentally friendly and will use as many different energy efficient features as possible in its construction materials.



## NEW RESEARCH CENTRE OPENS AT CRANFIELD

The International Centre for Programme Management (ICPM) boasts Europe's largest specialist faculty in the field of programme and project management. Renowned as a centre of excellence, it offers a full-time research facility aimed at developing the practice and theory of programme management. Its objective is to become a global hub for programme management knowledge by bringing together world class researchers, lead practitioners and organisations with dynamic and complex challenges.



## MARITIME LINKS FOR PLYMOUTH AND CHINA

Co-hosted by the University of Plymouth Business School and the Dalian Maritime University, China, the 2008 conference of the International Association of Maritime Economists took place in April in the coastal city of Dalian. The conference brought together politicians, practitioners and academics, including those with research and teaching interests, to debate maritime issues in an informal environment.



## UNIQUE PARTNERSHIP

Earlier this year, the *ifs* School of Finance launched a unique partnership to offer a combined academic and professional qualification in financial services. The dual award will combine a BSc (Hons) in Financial Services Management from the University of Surrey with the Professional Associateship (*Aifs*) of the *ifs* School of Finance.

## THE OU BUSINESS SCHOOL EXTENDS RUSSIAN PARTNERSHIP

A new Russian-language BA (Hons) in Business Studies was launched recently by the OU Business School and its Russian partner, the International Institute of Management. Building on the success of the fifteen-year partnership, the new programme is an important step in introducing younger students in Russia.



## LAUNCH OF BUSINESS SCHOOL AT YORK ST JOHN

Based at York St John University and supported by the ILM and CIM, the Business School will enable development activities for economic growth within the North Yorkshire region and support businesses, organisations, individuals and communities by offering expert advice and specially designed courses, and by establishing opportunities for collaborative partnerships.

## NEW CHANCELLOR FOR PORTSMOUTH

In Spring 2008 the University of Portsmouth installed actor Sheila Hancock as Chancellor. Ms Hancock received an honorary degree from the University in 2005. As part of her familiarisation with the Portsmouth Business School, Ms Hancock participated in an MSc Business and Management seminar, meeting students from several countries.



## NEW CENTRE FOR ECONOMICS RESEARCH AT LANCASTER UNIVERSITY MANAGEMENT SCHOOL (LUMS)

LUMS has launched a major new centre of economics research excellence with support from Gulf One Investment Bank. Research will focus on economics and finance in the Middle East and North Africa region, and specifically energy, infrastructure and Islamic banking. The centre, which will also offer training and consultancy to business, is funded by a philanthropic donation of £300,000 from Gulf One via its CEO and Lancaster alumna Dr. Nahed Taher.



## DBA AT MANCHESTER METROPOLITAN

Manchester Metropolitan Business School is the latest business school to offer the Doctor in Business Administration (DBA). The DBA is designed to meet the development of mid-career professionals and business managers. MMU says the course has grown out of knowledge acquired through its relationship with Manchester City Council, the Cooperative Bank, GMPTE and other large organisations.





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### EXPANSION INTO HONG KONG

Bradford University School of Management this year added Hong Kong to the list of places where it conducts annual graduation ceremonies, reflecting the highly international spread of its activities. This list now includes Utrecht, Dubai, Hong Kong, India and Singapore.

### CFA PROGRAM PARTNERSHIP WITH DURHAM

Durham Business School MSc students can now combine their academic studies with preparation for all three levels of the Chartered Financial Analyst® (CFA Program®). The School has been granted CFA Program Partnership for all of its seven MSc Economics and Finance programmes which cover more than 70 per cent of the study required for the CFA Program.



### NEW DEAN AT HERTFORDSHIRE BUSINESS SCHOOL

Julie Newlan was recently appointed as the Dean of the University of Hertfordshire's

Business School, alongside a corporate role as Director of Business Partnerships. Julie joined Hertfordshire in 1996 as a Senior Lecturer in Strategic Management. She has since held a number of roles including Head of Marketing and Tourism.



### EDINBURGH INSTITUTE OF LEADERSHIP AND MANAGEMENT PRACTICE

Napier University Business School launched the Edinburgh Institute of Leadership and Management Practice in June 2008. It offers a range of programmes including Confident Leaders, Masters in Leadership, Executive MBA and Doctorate of Business Administration, as well as short courses and workshops.

### UNIVERSITY OF EDINBURGH BUSINESS SCHOOL REBRAND

The University of Edinburgh Management School has changed its name to the 'University of Edinburgh Business School'. The School's old identity will progressively be replaced with the new name. University of Edinburgh Business School is part of the wider 'School of Business and Economics'.

### MBA IN FINANCE AT NOTTINGHAM

Nottingham University Business School has redesigned its MBA in Finance to include a new module on Ethical Finance to unite the School's expertise in business ethics and CSR with its strengths in finance. The course has three distinct segments: ethical issues in finance; issues, impacts and implications of socially responsible investment; and innovations in sustainable finance.

### MANAGING COMPLEX REGENERATION

Coventry University Business School's Applied Research Centre in Sustainable Regeneration and RegenWM, The West Midlands' Centre of Excellence for Regeneration, have developed a successful part-time professional development course.



### MULTI-MILLION POUND INVESTMENT FOR BU'S BUSINESS SCHOOL

Bournemouth University is investing £5 million to develop its Business School with new, cutting-edge premises in the heart of Bournemouth's commercial district. The Executive Business School building will house postgraduate education including the new Bournemouth MBA. It opens in 2009. The multi-million pound investment in facilities and courses will further enhance BU's reputation for quality business education.

### AWARD FOR WOMEN'S ENTERPRISE

The University of Bedfordshire's Business School has enjoyed another successful year with many awards being won including the Centre for Women's Enterprise (CWE) winning the Prowess Flagship Award for outstanding services delivered to women looking to start or grow their own business. Pioneering research has also been carried out with the study 'Transforming Contacts into Resources', which looked into the way female entrepreneurs develop and maintain their social capital.







## GILLEARD HONOURED WITH LIFETIME ACHIEVEMENT AWARD

Receiving the award Carl Gilleard said: "It is not often that I am speechless but I really am speechless to receive this. It is a great honour to be recognised by fellow professionals for the achievements of the last ten years. I would particularly like to thank the board members and staff of the Association of Graduate Recruiters for their support in this, our 40th anniversary year."



Picture courtesy of CN Group

## LOGISTICS LINKS AT CUMBRIA

The School of Business and Enterprise at the University of Cumbria National Logistics and Transport Programme has been launched in partnership with System Group and Stobarts. System Group will provide the relevant HGV training and apprenticeships; Stobarts bring their world renowned HGV vehicles to the table.

## DEGREE AWARDING POWERS FOR ASHRIDGE

Ashridge has been awarded degree awarding powers for its taught qualification programmes, with effect from 1 September 2008. Coinciding with its 50th anniversary as a business school, Ashridge will be awarding its first degrees, including the MBA, in May 2009 at its annual graduation ceremony. Previously, Ashridge qualification programmes were run in partnership with City University and latterly with Middlesex University.

## 100 YEARS AND GOING STRONG

As Imperial College celebrated its centenary, the Business School started three new initiatives bringing dynamism and spark to a 100-year-old enterprising culture. Design London, The Rajiv Gandhi Centre for Innovation and Entrepreneurship and a new Healthcare Management Research Group were founded, building on the School's existing competencies and collaborative networks.



## ALL CHANGE FOR MALCOLM

Professor Malcolm Higgs, a specialist in change management and leadership, has joined the University of Southampton School of

Management. "Achieving successful change is a major challenge," he said. "My research with dozens of enterprises shows the actions of individual leaders are key to the success or failure of any restructuring."

## MAJOR PROGRAMME MANAGEMENT CENTRE FOR OXFORD

The BT Centre for Major Programme Management at Saïd Business School has launched a new MSc in Major Programme Management. The part-time programme consists of ten week-long residential modules delivered over a two-year period. The Centre's research activity will feed directly into the teaching, enabling participants to benefit from the latest understanding of best practice in the area.

## AWARD WINNING BUSINESS SCHOOL

The University of Glasgow Business School has won a coveted Queen's Award for Enterprise in attracting growing numbers of international students to apply for its Management Programme. The Queen's Award follows last year's international accreditation from AACSB International.

## THE CHARTERED INSTITUTE OF MARKETING ENDORSES DPMAR

The new Development Programme for Marketeers (DPMAR), one in a suite of eight programmes from the Association of Business Schools, has been formally endorsed by The Chartered Institute of Marketing and also allocated the maximum 35 hour entitlement of CPD points for participants.



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### DIAMOND ANNIVERSARY CELEBRATIONS AT ASTON BUSINESS SCHOOL

Aston Business School celebrated its 60th anniversary with a special party for staff, students and VIP guests. Sir Peter Rigby and Sir Adrian Cadbury were among 150 people invited to enjoy the 'Then and Now' open day, which celebrated the business school's history and saw its vision for the future unveiled.

### FIRST IN THE UK FOR MIDDLESEX!

Continuing a tradition of innovation in business studies teaching, the 2007/08 academic year saw Middlesex University Business School launch the UK's first Masters degree in Health and Social Marketing. This programme is a specialised degree for students with an interest in promoting social and health campaigns. It provides a critical analysis of leading health behaviour theories and their application to a range of real world problems and social marketing interventions.



### SCHOOL OF MANAGEMENT SIGNS UP TO THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

The University of Surrey School of Management has responded to the global call for business schools and academic associations to advance corporate social responsibility worldwide. The School has committed to adhere to the Principles for Responsible Management Education (PRME), which were unveiled by a group of scholars and leading academic organisation at the UN Global Compact Leaders Summit in July 2007.



### NEW DEAN FOR LEEDS UNIVERSITY BUSINESS SCHOOL

Professor Peter Moizer succeeded Professor Andrew Lock as Dean of Leeds University

Business School from August 2008. Peter is a reporting member of the Competition Commission and strategy adviser to the Greater Manchester Pension Fund. He joined Leeds as Professor of Accounting in 1989.

### CHARTERED MANAGEMENT INSTITUTE PROVIDES VISION OF THE FUTURE

'Management Futures', a study launched by the Chartered Management Institute, has stirred debate about the actions employers need to take to survive in the future. Looking ahead 10 years, it also provides insightful information for aspiring managers and leaders, giving them an indication of the skills they will need to develop to make an impact at work.



### DERBY ARE COOL CATS!

A cool partnership between the University of Derby and pro ice hockey team Nottingham Panthers to help players further their education has its first 'signing'. Players are being given the opportunity to take up Masters degrees at the University, with course options including an MBA and MSc in Strategic Management at Derbyshire Business School.

### COACHING BECOMES FOR COMPLEX AS PROFESSION BOOMS

The new International Centre for Coaching and Leadership Development at Oxford Brookes University Business School aims to be a focal point for research and professional development and the first university to offer an MA in Coaching and Mentoring Practice.

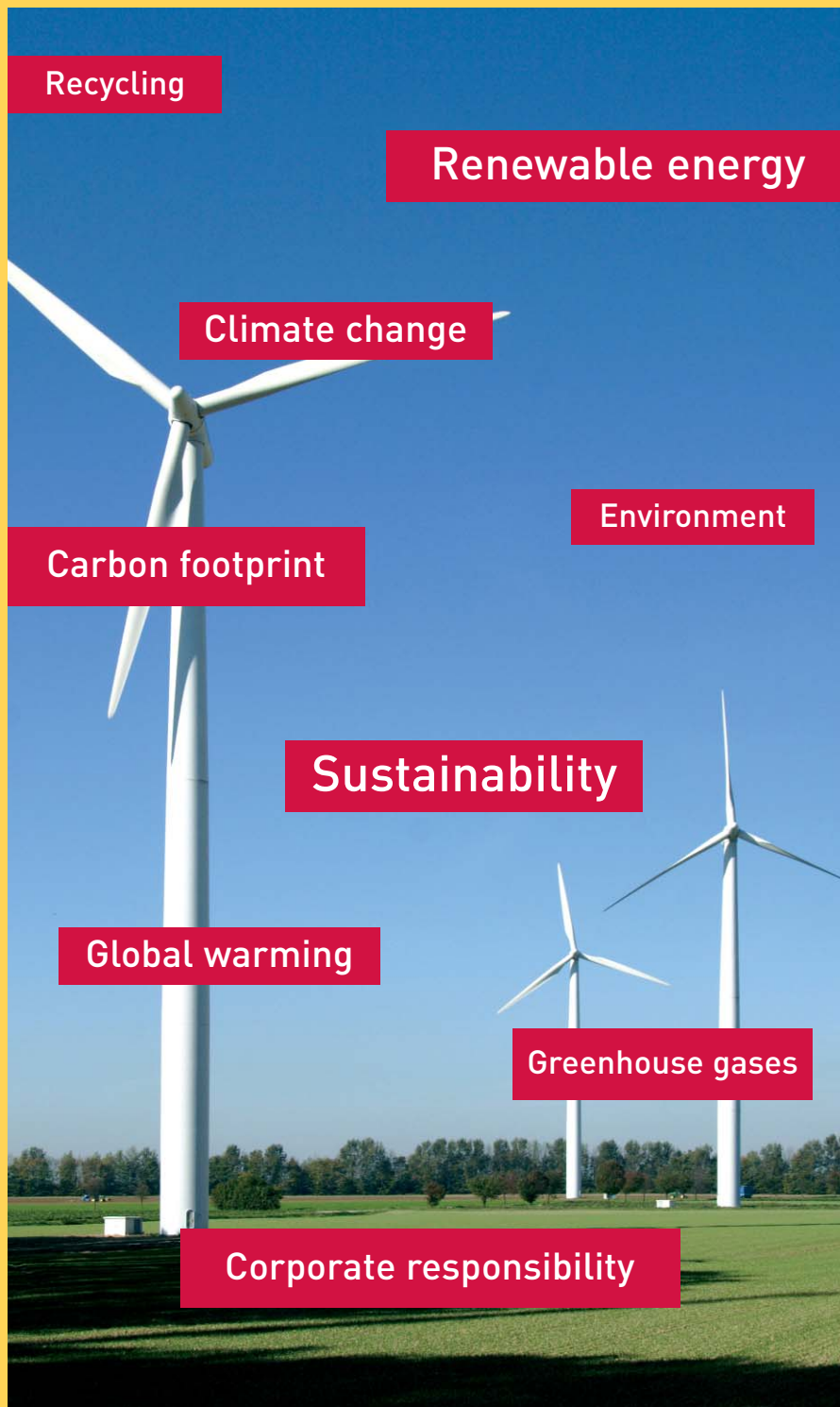
### SHEFFIELD HALLAM UNIVERSITY STRENGTHENS INTERNATIONAL LINKS

The Faculty of Organisation and Management has enhanced its network of overseas partners, including new initiatives in India, China and Malaysia, and is exploring opportunities with partners in Russia and Ghana. Partnerships span a number of undergraduate and postgraduate subject areas, and also extend to student exchange and research collaborations.



SHARPENS YOUR THINKING

# PILLARS OF THE SUSTAINABLE ECONOMY



*"Sustainability and 'green' issues have never been higher on the agenda; this edition of Pillars helpfully highlights how UK business schools are equipping themselves, their students and the business community for new developments in sustainability for the long-term.*

*Students have become increasingly more discerning when it comes to the consideration of green issues, for example their new buildings on business school sites, courses, content and delivery – sustainability is leading to improved supply chain management, innovation and logistics and students are becoming more aware of the importance of integrating this into business practices.*

*New 'green collar' management jobs are being created and new knowledge, attitudes and skills of business and management students are certainly required, UK business schools are at the leading edge of research and in a fantastic place to influence policy, as well as to produce and train the managers of tomorrow in a way that recognises sustainability as a fundamental criterion of the way businesses are managed."*

**Phil Woolas MP**  
Minister of State (Environment)





## INTRODUCTION

Sustainability is the hot topic of the moment and for the foreseeable future; the world's focus is on how we can live within our means so as not to deplete the resources we have left before they can be replenished. Business communities need to embrace environmental/sustainable ways of working and embed them into every day policies and procedures to ensure the future of the planet as we know it – for ourselves and future generations.

Sustainability has become a controversial and complex term that is applied in many different ways: to different levels of biological organisation (e.g. wetlands, prairies, forests), human organisation (e.g. ecovillages/sustainable cities) and human activities and disciplines (e.g. sustainable agriculture, sustainable architecture). However, this edition of Pillars is focussing on how our members in the UK business school community are harnessing and indeed working towards new intelligent ways of working – to equip both students and businesses to work smarter to protect the environment.

The collection of case studies in this edition varies widely from environmental management through the supply chain, to new business school buildings and the way in which materials are produced and sourced and how they work in harmony with the environment to ensure carbon neutrality. Others focus on how sustainability is being integrated into the very core of business and management strategy from students to start-ups to multi-national.

It is interesting that there has been a noticeable rise in the 'green collar' worker and that Corporate/Social Responsibility and sustainability really is now top of the global agenda – the area is being heavily researched by UK business schools (examples are shown further on). These case studies are proof that the UK business and management education community is serious about tackling these issues and business schools are stepping up to the plate in addressing sustainability issues for all our futures.

**Vicky Robinson MCIPR, ACIM**  
**Head of Marketing and Communications**  
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## Unlocking low carbon potential at the University of Bath

The School's Centre for Action Research in Professional Practice (CARPP), has teamed up with engineers at Bristol University, economists at the University of Manchester and industrial partners to launch Lowcarbonworks, a research consortium which aims to try and overcome the barriers to low carbon technologies.

The Lowcarbonworks group will seek to find out why the tools available to meet the carbon reduction challenge are often left unused and focuses on other factors such as: individual motivations, institutional structures, cultural preferences, and habits of mind and practice – all of which interact in complex ways and affect how technologies change.

The multi-disciplinary project is one of the biggest investigations ever undertaken into the understanding of how to achieve changes in carbon emissions. Using action research strategies, the consortium is exploring systematically how 'stalled' solutions can be used not only at the local level, but how they can be rolled out more widely as part of an overall business strategy and into the industrial sector and national policy levels.

Professor Peter Reason, Director of CARPP and Director of Studies for the School's innovative MSc in Responsibility and Business Practice, has been leading the £800,000 project which is funded jointly by the EPSRC and the ESRC. The research forms part of the larger Carbon Vision programme, a £14 million partnership between the Carbon Trust and the EPSRC, which comprises a coordinated package of university-based research studies to explore how we are going to make the transition to a low carbon economy.

During the course of their research, the consortium will be looking at an energy efficient underwear factory, a food manufacturer's plans for a waste-into-energy plant and the potential for reducing the carbon intensity of cement production.

[www.lowcarbonworks.org.uk](http://www.lowcarbonworks.org.uk)

## Environmental management at Swansea University

The School is actively involved in sustainability projects within the curriculum, on the campus and in the wider community.

Environmental management has been an element of the School's business degree schemes for over ten years – aiming to ensure that students are educated in sustainability issues, and providing them with knowledge that will inform their future management decision making. Students can study the principles and practice of environmental management systems, and are encouraged to develop their understanding by conducting company related projects.

The issues surrounding the way individuals and society as a whole produce and consume materials, goods and services are seen to be increasingly important. However, influencing the way people change their activities, cultures and mindsets is a formidable task. On campus, practical projects include consumer surveys conducted through the School, seeking to understand the views of staff and students of **Swansea University** in order to design more effective waste minimisation and energy awareness campaigns.

Sustainability is fast becoming forefront in the minds of industry today, and research in this area is timely. Sustainability research within the School has focused on collaborative projects with public and private sector organisations investigating resource management and sustainable consumption.

## Embedding corporate responsibility

The Doughty Centre for Corporate Responsibility has been established at **Cranfield School of Management** to improve understanding of Corporate Responsibility and how it can be embedded in businesses.

The vision of the new centre is: 'sustainability and responsibility at the heart of successful management,' and the mission is 'to inspire future and current managers with the passion for, and to equip them with the skills and outlook to, put sustainability and responsibility at the heart of successful organisations.'

We believe that corporate responsibility has to be built-in to business purpose and strategy – and not be a bolt-on to business operations. In the same way, it has to be built-in to the School of Management – not be a bolt-on. This is a work in progress. Some of the developments and activities to date include:

- Building up the Cranfield CR Network as a campus wide resource and meeting place for dialogue and exploration between academics, business and its stakeholders, think-tanks and NGOs
- Organising at Cranfield – for the first time in the UK – the 2008 EABIS Colloquium, the European Academy of Business in Society which brings together leading international businesses and business schools
- Becoming one of the first ten business schools in the world to subscribe to the Principles of Responsible Management Education of the United Nations Global Compact
- Creating a 'buzz' internally and externally around the Doughty Centre work on CR and sustainability
- Running a new Sustainable Business MBA elective as a cross-faculty teaching project and more.

## Cass architects win prestigious awards for sustainable design

Completion of City University's new **Cass Business School** in 2002 was the final stage of a process which began with feasibility studies for several sites in the City of London fringe area. The new building at 106 Bunhill Row was officially opened by the Queen.

The architects of the School created an innovative design which ensures that the building supports an open learning environment with 15,000 square metres of accommodation focusing around the knowledge core of the Learning Resource Centre and planned on principles of maximising transparency and interaction.

Critical to the success of the project was the culture of objectivity and analysis, which rigorously examines technical challenges, in this case, creating an open learning environment, so that the design solution was workable but also constituted architecture of the highest order.

The project followed two years of planning and feasibility exercises for the University on various sites. Bennetts Associates, the architects of Cass, recently won two prestigious awards: Architectural Practice of the Year and Architect of the Year.

Julian Lipscombe, Director, Bennetts Associates Architects comments: "Cass is a building of which we have always been proud; partly because of the design but also because of the relationship established with the School during and after the project. Long may that continue."



## University appoints first Corporate Social Responsibility Director

Birmingham City University has appointed Professor Upkar Pardesi to the newly created post of Corporate Social Responsibility Director. Upkar is currently the Dean of **Birmingham City Business School** and Professor of Enterprise Development.

Professor Pardesi is well-known as an entrepreneurial academic and as someone who has made a real difference in the community. He has a keen personal interest in the arts and is the Chairman of the Board of the Drum, one of the UK's leading black and Asian arts centre. He was awarded the Order of the British Empire (OBE), for services to higher education in the Queen's New Year Honours list in January 2006. In 2005 and 2007, Upkar was selected to be included in the bi-annual publication of the Asian Power 100 list, which recognises 100 of the most influential Asian men and women in the UK.

Upkar has been highly successful in connecting the occasionally disparate worlds of academe, enterprise and community development. Upkar's work has contributed significantly to the University's mission of reaching into the various communities to develop and promote access to higher education opportunities, especially amongst the young and other under-represented groups.

## Futuristic building opens for business

In the latest phase of a £12 million investment, a state-of-the-art building designed for both businesses and students has opened at the **University of Chester's** Warrington campus.

Costing £3 million, the Business Centre, officially named the Tucker Building, has been part-funded by the Northwest Regional Development Agency (NWDA), which contributed just over 80 per cent of the cost.

Boasting the most up-to-date computing equipment, the Business Centre is home to excellent teaching facilities for students studying courses within the Faculties of Business and Management, Applied and Health Sciences, and Social Science.

Signalling the University's established relationship with the commercial world, the Business Centre not only caters for students and learners at the campus, but will also provide business expertise to help support growing companies in the region and beyond.

Pro-Vice-Chancellor (External Affairs and Corporate Development), Dr. Chris Haslam, explained: "The Business Centre marks the University's strong commitment to working closely with employers across the region. It is at the centre of business support and recruitment development, providing professional development and consultancy services."

Chief Executive of the NWDA, Steven Broomhead, added: "We are delighted to support this project, which is a vital step in maintaining the University's growth and development, and enhances the already excellent contribution it makes to skills and training both in Warrington and the region as a whole."

## Sustainability is a hot topic – literally!

With the business issue of climate change dominating the media some business schools are responding by dramatically increasing their sustainability related teaching. Typically, this takes place at three levels: within traditional generic modules such as marketing by using sustainability related cases and topics; by developing complete modules in business sustainability; or by developing bespoke courses.

**Queen's University Management School**, alongside the university-wide sustainability initiative, has responded to this critical topic by developing curricula at all three levels. Within the generic modules at undergraduate and postgraduate level we offer case examples and specialised topics such as green supply chain management. Within our undergraduate portfolio we offer two modules, firstly in sustainable management and secondly in ethics and CSR. The newest development has been the development of a suite of bespoke part-time and full-time sustainability related MSc courses designed to support the next generation of business leaders in aspects of sustainable business practice.

The MSc Environmental Management, MSc Sustainability and Corporate Social Responsibility and MSc Clean Chemical Technology and Management Programmes are built around a flexible mixture of 10 and 20 credit modules that allow students to study a mixture of modules that reflect their individual requirements alongside a series of common modules that provide a solid foundation in the principles and practices of sustainable management.

Dr. Diane Holt  
Programme Director  
Queen's University Management School  
[www.qub.ac.uk/mgt](http://www.qub.ac.uk/mgt)



## CSR at DMU

The teaching of corporate social responsibility at **Leicester Business School** De Montfort University continues to develop with the MSc in International Business and Corporate Social Responsibility. This year has seen the first graduates from the programme and an increasing level of recruitment to this popular programme. At the same time we are discussing possible collaborative arrangements with various universities around the world and Professor Crowther is advising a number of universities on the development of CSR programmes as well as advising businesses in a number of countries concerning the development of their CSR activities and reporting.

Professor David Crowther is working on factors influencing the sustainability of corporate activity. The latter will be explained in detail in the forthcoming book, *Corporate Sustainability: a guide to best practice* written by David and a colleague in Istanbul. Findings to date have been published in a number of articles, and presentations have been made in such places as India, Uzbekistan, Malaysia, France, Portugal and the USA in addition to the UK. Other forthcoming books include *The Ashgate Research Companion to Corporate Social Responsibility* and *The Gower Handbook of Corporate Governance and Corporate Social Responsibility*. Other volumes are also in press. All of these books are written or edited by David together with international colleagues and are based upon research conducted by members of the Social Responsibility Research Network ([www.socialresponsibility.biz](http://www.socialresponsibility.biz)) – an international network of scholars, totalling some 400 in number, which is led by David. David is also the editor of *Social Responsibility Journal*. A number of other international research projects are currently in progress.

## Director General of CBI opens Logistics Institute

On 5 March 2008, the **University of Hull Business School** launched its new Logistics Institute. The only dedicated facility of its kind in the North of England, the Institute brings together the University's strengths in business logistics and communications technologies. The Institute was opened by Richard Lambert, Director-General of the Confederation of British Industry.

The opening of the Institute will have a significant impact upon the region as it strives to become a global logistics hub. The Humber Estuary is the largest port conurbation in the UK, handling 16 per cent of all UK trade imports. The region has been identified in the Government's Northern Way Strategy as the 'Global Gateway' linking the North of England, the Midlands and Scotland.

Supported by Yorkshire Forward and the European Regional Development Fund, the Logistics Institute has a project value of over £23 million. State-of-the-art facilities include incubator space for start-up companies, technology showcase and demonstrator areas, together with a dedicated resource centre. The Institute's dedicated team of staff provide expertise in a number of areas including; logistics modelling and simulation, food and retail logistics, port-centric logistics and emerging logistics technologies such as Automatic Identification and Data Capture (AIDC), item attendant data and Radio Frequency Identification (RFID).

The Institute has already been awarded both Customer First and the ISO 9001:2000 quality standard for its high standard of customer care. It is committed to providing support to industry at all levels and in doing so to contribute to the economic regeneration of the Yorkshire and Humber sub-region.

## Academics and the corporate sector debate CSR

There has been unprecedented growth in interest in corporate social responsibility (CSR) but it remains a relatively new area in which businesses are unclear about how best to apply ideas to day-to-day operations, and business schools struggle to know how best to teach and research it.

The Oxford-Achilles Working Group on Corporate Social Responsibility is a joint initiative between the **Saïd Business School** and Achilles Group. Its purpose is to bring intelligent debate and practical recommendations to an important but under-developed field of corporate life.

The initiative seeks to raise the level of discussion of CSR and to develop thinking that is relevant to practitioners in the field. The group will become a key focal point for researchers from a wide range of disciplines and will bring them together with practitioners from many international industries.

The Group is organised by Dr. Dana Brown and Dr. Steve New but it also draws upon the considerable pool of expertise in this area at Saïd and from the broader University of Oxford.

The group has hosted a series of lectures and seminars including 'Why we don't do CSR but we do try to do responsible business' by Dr. Graham Baxter, Vice President, Corporate Responsibility at BP plc and 'Marks & Spencer's Plan A – Because there is no Plan B', by Katie Stafford, Sustainable Development Manager at Marks & Spencer. Audio files from these events, along with other CSR resources can be found at:

[www.sbs.ox.ac.uk/research/Corporate+Social+Responsibility](http://www.sbs.ox.ac.uk/research/Corporate+Social+Responsibility)



## PILLARS OF THE SUSTAINABLE ECONOMY 2008/09

### Sustainability and Plymouth Business School

There is a growing shift towards a sustainability focus within management and organisations, and **Plymouth Business School** is well placed to embrace this. The *Centre for Sustainable Futures* (CSF) within UoP is funded through a significant HEFCE grant until 2010, with a remit to improve the sustainability of the University and also to incorporate sustainability material into programmes and modules.

As a member of the PBS faculty who has now attended two 'scholarship funded' courses at Schumacher College (a world ranked facility for teaching and research into sustainable issues), including one that is higher education-biased, I am now starting to incorporate sustainability teaching into specific areas of the PBS HE curricula. Another member of the PBS faculty with research interests in leadership has also attended a CSF scholarship-funded course on *Leadership and Sustainability* in April 2008, which will contribute to this agenda.

This offers an opportunity to incorporate sustainability awareness into teaching within PBS programmes, and this is already happening at undergraduate and postgraduate levels within certain modules and programmes. A specific lecture on 'Sustainability and HRM' has been delivered in one module to assist with this initiative. PBS is also in the process of growing faculty expertise to extend this activity, hopefully attaining a position where all programmes will include an element of sustainability content in the near future.

Dr. Steve Leybourne  
Plymouth Business School

### Re-aligning corporate behaviour

Research and recent events suggest that floods and cyclones will become ever more severe and will occur outside 'established' seasons and 'established' geographic domains. Despite this awareness, little appears to have been done to realign corporate behaviour to responsibly respond to the environmental and social challenges we face.

**Northampton Business School** research into boardroom behaviour spanning 10 countries (Ireland, UK, USA, China, Russia, Turkey, Australia, Belgium, France and Germany) and 1,200 boards reveals that CSR issues if not framed as risk or a business case do not appear on the boardroom agenda (Kakabadse and Kakabadse, 2007). Similarity, an examination of Global FTSE500 companies from the perspective of climate change found that only 67 per cent (335) of these companies published a CSR report for 2007 (*The Corporate Climate Communication Report, 2007*). Of these 335 reports, many have not been verified (i.e. audited) and only 291 have addressed the challenge of facing climate change to some degree (*The Corporate Climate Communication Report, 2007*).

So, the question that has been raised by many a CSR proponent is that, if CSR reporting is really as important as suggested by numerous international bodies, then why is CSR or sustainability reporting not mandatory and subject to periodic auditing as is the case with financial reporting?

Could it be that current voluntary CSR reporting is little more than a tool to allow the corporation's agenda continue be unencumbered by legal and normative responsibility? It must be remembered that CSR reporting sprang from the 1986 Caux Round Table's Principles for Business as a means of reducing escalating trade tensions and in 2000 was confirmed as the UN Global Compact and US Global Reporting Initiative (GRI).

### Launch of Ashridge InterfaceRAISE

**Ashridge Business School** and InterfaceFLOR, the world's largest manufacturer of modular commercial flooring, launched a unique joint consultancy service earlier this year, with the aim of helping businesses to find practical ways of accelerating performance based on sustainability principles.

This collaboration brings together the vast experience and know-how of global flooring company, InterfaceFLOR (pioneers in sustainable business practice and ranked number one in the Globescan's Survey of Sustainability Experts) and the consulting, change experience and research capabilities of Ashridge.

Sustainability is now a mainstream strategic challenge and opportunity for most businesses. Organisations are facing far reaching regulatory and customer demands that challenge how they operate, affect the environment and relate to a wide spectrum of stakeholders.

The Ashridge InterfaceRAISE consultancy service will help organisations to think about and implement innovation and change processes to address the difficult challenges raised by sustainability. The aim is to develop practical and strategically advantageous ways of working to ensure sustainability is at the core of a business.

In addition to providing organisation specific consultancy, Ashridge InterfaceRAISE provides businesses with access to a network of organisations and individuals committed to leading businesses in a sustainable future.

This approach has already proved successful in the US, where InterfaceRAISE has helped the world's largest retailer Wal-Mart to fundamentally change the way it works and reap the business benefits: doing well by doing good.

For further information please contact  
Liz Ainslie on +44 (0)1442 841405

## Innovation for Extremes

As UK society at last takes climate change and environmental sustainability seriously, one challenge is how to avoid green wash in corporate claims and instead address fundamental issues relating to environmental impacts. How to achieve this was a key theme in discussions at *Innovation for Extremes*, a conference hosted in April 2008 by **Lancaster University Management School (LUMS)** for participants from the outdoor clothing and equipment industry. Mary Rose, Professor of Entrepreneurship, and businessman Mike Parsons jointly organised the conference. North American business leaders from the outdoor industry joined them by using the School's video conferencing facilities, thus reducing the event's carbon footprint, and the entire conference was broadcast *via* a live webcast. This conference is one example amongst many of initiatives in research, teaching and collaboration with organisations through which LUMS staff are demonstrating their expertise and commitment in relation to sustainability. They also have the benefit of having the internationally reputable Lancaster Environment Centre (LEC) just next door, with its 300+ scholars researching a wide range of environmental issues, with whom to build collaborative ventures.

One sign of LUMS' current commitment to developing its work on sustainability is the recent recruitment of Judi Marshall as a Professor in Leadership and Learning. Judi brings her well established interests in leadership and change for sustainability, as shown in her work on the innovative MSc in Responsibility and Business Practice and other activities at the University of Bath. She is now developing initiatives with her new colleagues.

In the coming year, Judi and other staff from LUMS and LEC will be actively involved in Lancaster University's own developments of its environmental responsibilities.

## Sustainability in the area of social enterprise

During 2007, the **University of Portsmouth Business School** collaborated with two mature local social enterprises to run a business development programme with the aim of assisting both established and new social enterprises in the region.

Senior executives from 12 established local social enterprises were invited to a residential weekend where the group learnt about leading-edge commercial skills and were encouraged to form a mutual support cluster. The cluster has subsequently bid as a group for lottery funding to take forward joint initiatives. See: [mms/ondemand.port.ac.uk/pbs/Dragons\\_Den.wmv](http://mms/ondemand.port.ac.uk/pbs/Dragons_Den.wmv) for a video of the weekend.

A 'Meet the Investor' day was arranged for 70 potential new social entrepreneurs. Banks and investors specialising in this sector set up information stands and gave financial advice on the day. Following on from this activity, the potential of the new social entrepreneurs was reviewed and out of the original 70, 11 were recruited to the next stage.

These 11 budding social entrepreneurs were then coached in a series of workshops by a team of business school lecturers, covering subjects from identifying your assets to marketing and borrowing resources to cash flow control. The budding social entrepreneurs continue to meet quarterly as an action learning set. These workshops also provided useful professional development for the Portsmouth Business School staff who gained much from meeting and discussing social enterprise with both the established and the budding social entrepreneurs.

Seed corn funding for this programme was obtained from the regional development organisation SEEDA through the Portsmouth and SE Hampshire Partnership.

The University is currently funding a short research project to evaluate the success of this programme in order to frame an appropriate ongoing strategy for the University towards the social enterprise sector.

## Tourists urged to travel with a conscience

### **Sheffield Hallam's School of Business and Finance**

Centre for International Tourism Research is playing its part in developing solutions to the world-wide eco-tourism challenge with a comprehensive programme of activity focusing on sustainable tourism, corporate social responsibility, fair trade tourism, and tourism and poverty reduction.

The Centre is a partner in the unique Tourism Industry Carbon Offset Service (TICOS) scheme, providing tour operators and tourists with an opportunity to offset the carbon emissions produced by their trips and, at the same time, the projects in which TICOS invests also aim to reduce carbon emissions in general as well as improving the lives of people in developing countries. Although the primary responsibility for the global impacts of aviation rest with the airlines, tour operators and travel agents also need to take action as a part of the holiday supply chain.

TICOS is being developed as an industry-wide programme to stimulate collective action by all operators and travel agents selling holidays which include air travel. It is supported by a number of international and national agencies including UNESCO, the IUCN World Commission for Protected Areas and the Association of Independent Tour Operators.

The scheme is unique because it looks at long-term projects that are going to benefit the environment, the economy of the area, and the lives of the people in those countries. The scheme is effectively a global outreach programme. It gives travellers the chance to have a really positive impact on the lives of people in developing countries, as well as offset their carbon footprint.





## **Inter-Disciplinary Ethics Applied Centre for Excellence in Teaching and Learning (IDEA CETL)**

**Leeds University Business School (LUBS)** takes part in an Inter-Disciplinary Ethics Applied Centre for Excellence in Teaching and Learning (IDEA CETL). The Centre promotes the teaching of ethics in 14 disciplinary areas at the University of Leeds, including in LUBS which has introduced a final-year module on Business Ethics. Deloitte, PriceWaterhouseCoopers (PWC), Enterprise Rent A Car, and the NHS are providing mentors for LUBS students to work in groups on ethical issues.

LUBS has already integrated ethics into its modules on Academic and Career Development (Year One) and From Study to Work (Year Two) which are taken by all students. Major recruiters of graduates, such as Accenture and PWC, provide much of the input for the latter module.

Students on the Leeds MBA undertake, as part of their Executive Skills module, evaluations of corporate social responsibility policies of organisations.

As part of a collaboration with employees from four national companies, Business in the Community's initiative Leeds Cares, and the University's School of Law, LUBS undergraduates undertook a voluntary task of creating from scratch The Growing Zone, an allotment for local residents in Leeds. The collaborative project was the third of its kind.

## **University of Surrey School of Management conducts leading research in sustainable tourism**

The **University of Surrey School of Management** has recently completed a study for the Department for the Environment, Food and Rural Affairs (Defra) on public understanding of sustainable leisure and tourism. The project was commissioned as part of a larger programme of work for the Sustainable Consumption Programme within Defra. The research showed the public held a poorly developed sense of how tourism could cause negative environmental impacts. Social impacts from tourism such as changes in the nature of a destination, commercialisation and traffic seemed to be identified before the relationship between tourism and climate change for instance. The research explored the willingness of respondents to change their behaviour towards more sustainable alternatives such as shifting an overseas holiday to a domestic holiday, reducing the amount of travel, travelling by less impacting forms of transport, or doing less impacting things whilst on holiday or at leisure. The report explains responses to these desired changes in more detail, but while there was some interest in doing things differently and with an eye to the sustainability implications of actions, there was little appetite for doing different things and a thorough rejection of travelling less. Dr. Miller, who led the project said: "The research has proved to be of interest to practitioners as it runs contrary to much of the overly positive survey evidence produced that suggests tourists are ready to flock to sustainable tourism products, but for which there is very little corroborating market evidence." Copies of the research report and appendices are available by emailing [g.miller@surrey.ac.uk](mailto:g.miller@surrey.ac.uk)

## **Edinburgh University Business School and the Climate Change Agenda**

Climate change, and our collective efforts to mitigate and adapt to it, will be one of the most significant strategic and operational issues for the business community in the coming decades. It is important that business schools provide the research and educational support to enable a successful response. In 2008, **Edinburgh University Business School** made business and climate change one of its three core areas for development.

For the 2008/09 academic year the Business School has launched an MSc in Carbon Management, in a unique collaboration with Edinburgh's School of Geosciences. It has also added an elective on climate change to its MBA programme, with more postgraduate courses under development. The Business School has also established a programme of executive education on business and climate change, including a Chevening Fellowship programme in Finance and Investment for a Low Carbon Economy.

On the research side, the School has established the Carbon Benchmarking Project ([www.carbonbenchmarking.org](http://www.carbonbenchmarking.org)) to enable companies to compare their climate change performance on a sector-specific basis. It is conducting a pilot carbon benchmarking project for the UK supermarket sector, with funding from Tesco, Asda, M&S and Waitrose. The School is also pleased to be part of one of the leading social science research efforts on climate change: the new ESRC Centre for Climate Change Policy and Economics, chaired by Sir Nicholas Stern.

This is the beginning of a long-term development agenda which will make Edinburgh a world class centre for business education and research on climate change.

## Campus goes green

Charging facilities for electric cars, 'live' information on public transport, extra storage space for bicycles and showers for cyclists are among the ways in which **Bradford University School of Management's** £12 million campus redevelopment will have care for the environment at its heart.

Based on Bradford's 'Ecoversity' principles of sustainable development, the new buildings will have solar panels for water heating and a biomass boiler to heat the rooms.

An atrium space for eating, drinking, socialising and working will form the new focal point for the campus. Like the atrium, the rest of the redevelopment – high-quality MBA teaching facilities, a learning resource centre that will integrate the law collection with the business and management library, and new teaching and office space – will make maximum use of daylight.

Professor Arthur Francis, the Dean, said: "The development will effectively join together a number of our current buildings – a mixture of Victorian and modern architecture – to provide state-of-the-art learning resources. The student experience has been at the forefront of our thinking throughout the planning and design of these exciting new facilities."

Building began this summer and will be completed early in 2010.

## Enterprising students take UK title for the fourth time

For an unprecedented fourth time, a team led by **Nottingham University Business School** won the 2008 UK Students in Free Enterprise (SIFE) Championship.

Working in teams, and mentored by a Business School adviser, SIFE students apply what they learn in the classroom to the real world, focusing on business ethics, financial management and entrepreneurship to create sustainable business projects.

Competing against 30 other UK universities and judged by a panel of senior business people from leading companies, the team showed off their extraordinary success with projects in Nottingham and Ghana.

SIFE Nottingham's 'Beevelop' project has catalysed the transformation of the beekeeping industry in Ghana, affecting the lives of more than 1800 people. In February, SIFE hosted 'Golden Opportunities,' Ghana's first ever beekeeping conference, held over two days at the Ministry of Education in the capital city, Accra. Over 130 delegates including representatives from the UN, local and national government, NGOs and 35 beekeeping co-operatives attended.

SIFE joined 30 co-operatives to create the Tichammah Co-operative, which has seen the average member triple their income. This success has given families enough income to send their children to school, many for the first time.

The project has been so successful that SIFE have expanded it to the similarly ethical Chase Group in the St Ann's community in Nottingham.

The Nottingham team will go on to compete in the SIFE World Cup in Singapore in October 2008.

## Pioneering new 'green' business school planned

MMU is investing £65 million in a new Business School and Student Learning Exchange. A site at All Saints is being cleared for the massive new building which designers say is at the 'forefront of green development' in the city.

In a highly original concept, three towers will sit under a single glass roof, separated by two atria or arcades. The jewel-shaped building has glazed facades which refract colours that react to the changing patterns of the sun and daylight.

Professor Huw Morris, Dean of **Manchester Metropolitan University Business School**, said: "Not only will this development look fantastic, it promises to be a very intelligent blend of leisure space and learning space which suits modern learners in a digital age. The sustainable features will place the building at the forefront of green building development in Manchester."

Solar panels on the large south-facing roof and ground source heat pumps will generate power for the building which is designed to let in the maximum amount of natural light. The building also recycles rain water and features an outdoor winter garden, as part of the University's commitment to renewable energy and the environment.

The 20,000 square metre structure will be home to over 5,000 students and 250 staff from MMU Business School, one of the most popular business schools in the UK and an important part of Manchester's financial and professional services sector.

Feilden Clegg Bradley, who have won the Building Design Award for Education Architects for the past two years, believe the design fits the new model of 21st century learner who effortlessly blends study with leisure and socialising – "an environment which nurtures the social and intellectual needs of MMU's business students."

Building work will start in 2009 and be completed in 2011.



## **‘Growing Luton Businesses’ scheme**

A new project designed to drive and support sustainable business growth in Luton has been launched by the **University of Bedfordshire’s Business School**.

The University is offering free training opportunities to those living or working in the town under the ‘Growing Luton Businesses’ scheme, to tackle the shortage of business skills amongst Luton’s workforce.

Recent research from City Growth Luton – an initiative that looks at the economic regeneration of the town – indicated two main factors facing local businesses in the area: a shortage of skills and gaining overseas opportunities.

The new programme is helping to overcome barriers to growth by providing free business training thanks to funding from the European Social Fund. This includes:

- An Introductory Diploma in Management, accredited by the Chartered Management Institute for people wanting to develop their management skills
- Intensive beginner level language courses aimed at giving delegates as much language exposure as possible in helping to overcome initial language barriers with clients
- One-day business growth workshops covering a variety of topics including coaching and mentoring, meet the investors, maximising marketing strategies and effective leadership skills for managers.

Eamonn Keenan, Associate Director for the University’s Knowledge Hub, said: “The opportunities on offer through this new programme are an excellent way to promote sustainable business growth in the town by tackling the skills shortage in Luton. The courses and workshops will enable businesses to grow and employees to develop at no cost to the company.”

For further information visit:  
[www.beds.ac.uk/knowledgehub/glb](http://www.beds.ac.uk/knowledgehub/glb)

## **Research in the School of Business and Enterprise, University of Cumbria: Sustainable public procurement and SMEs in the local economy**

Recent research in the **School of Business and Enterprise at the University of Cumbria** has explored issues for business that arise from Government policies to promote ‘sustainable procurement’. This term refers to the principle that public sector procurement should not only seek to achieve value for money and efficiency but also needs to consider the environmental, social and economic consequences of the way in which decisions are made in awarding contracts. One consequence of these policy interventions is that the procurement process is increasingly characterised by a complex bureaucracy that seeks to demonstrate compliance with various national and regional policies for the environment and socio-economic development. At the same time, procurement professionals must also comply with EU level regulation that promotes market liberalisation and economic efficiency.

It has been recognised that the increased bureaucracy in bidding for contracts and the pressures on local authorities to improve efficiency has tended to disadvantage small local businesses. A recent survey of suppliers to the Local Authorities in Cumbria conducted by the School’s Centre for Regional Economic Development (CRED) has shown that a wide range of SMEs in construction, transport and social care rely on tendering for contracts in the public sector for a significant proportion of their turnover. These public sector contracts provide a relatively stable source of income for such companies where risks are lower and payment usually made on time. The research suggests, paradoxically, that implementation of sustainable procurement might generate even more bureaucracy that could compound the difficulties for small businesses that are intended to be beneficiaries of the policy. This remains a significant challenge for practitioners involved in public procurement.

## **CSR at the sharp end: Analysing what small businesses think of ethical issues**

Dr. Denise Baden and colleagues from the **University of Southampton School of Management** have just completed research into how small and medium-sized businesses regard Corporate Social Responsibility (CSR).

“It is no longer the business of business simply to make profits,” said Dr. Baden. “Nowadays companies, large and small, are coming under pressure to demonstrate social and environmental responsibility in their day-to-day activities. Large buyers such as multi-national corporations and the public sector, are increasingly asking their suppliers to demonstrate their credentials with questions regarding their social and environmental policies.”

Results from the research, funded by the Economic and Social Research Council, found a quarter of small businesses said they would be put off from tendering their services in the face of social and environmental criteria which they would need to comply with. However, most said including social and environmental requirements would increase their motivation to engage in CSR (82 per cent for environmental criteria and 55 per cent for social criteria).

Sixteen School of Management academics have joined forces to create a Corporate Responsibility Community of Practice working on issues including ethical supply chains, green logistics and social entrepreneurship. Newsworthy items are shared through the blog: <http://sotoncsrcommunity.wordpress.com>

Among the members of the group is Visiting Professor Dr. Alan Knight, who advises on sustainable development for the Virgin Group, Wyevale Garden Centres, Fortnum and Mason and Furniture Village. He also co-chaired the UK Government’s Roundtable on Sustainable Consumption and serves on the UK Sustainable Development Commission.



# HEALTH CHECK

## SOME KEY FIGURES ON BUSINESS AND MANAGEMENT EDUCATION

Business and management education delivered by ABS members continues to be the most popular single subject of study for students in UK universities. From the latest data available, in the academic year 2006/07, almost 1 in 7 of all students was studying business and management. This represents 282,000 individual students or 226,000 full-time equivalents (FTE) at all levels of higher education: from foundation degree, through traditional three and four year undergraduate courses, specialist Masters, MBAs and doctorates.

### Undergraduate

During the last twelve years, the period for which data are available, the number of undergraduate students studying for a degree in the UK has increased by 28 per cent, while those studying business and management has grown by 59 per cent.

Business and management foundation degrees have seen healthy growth since their introduction in 2001/02, with over 4,000 students starting one in 2006/07.

Business and management students are much more likely to take a sandwich year to gain valuable work experience than students studying other disciplines, with 25 per cent of first degree students choosing this option.

### Postgraduate taught

There has been spectacular growth in students taking postgraduate taught (PGT) qualifications in recent years, which include the MBA and specialist qualifications in finance, marketing and human resource management. While the number of students studying for all PGT level qualifications in UK universities has risen by 53 per cent in the last twelve years, business and management has seen a 78 per cent rise. More than 50,000 FTE students registered in 2006/07. MBA students number around 26,000 with a third each studying full-time, part-time and by distance learning. Around 1,800 students are registered on Executive MBA programmes.

### Postgraduate research

Business and management has not traditionally had large numbers of postgraduate research students studying for PhDs and DBAs compared to other subjects, but recent growth has been strong in this area. The 79,000 FTE postgraduate research students attending UK universities in 2006/07 represent a 34 per cent increase over the last twelve years. During the same period, business and management has grown twice as fast, with 3,800 FTEs registered in 2006/07.

### International

As befits the area of study in the global era, 30 per cent of business and management students come from outside the UK, and 23 per cent from outside the EU. In 2006/07 students from over 200 different countries came to the UK to study business and management, from Azerbaijan to Zambia, with students from China, India, Germany, France, Pakistan and Greece the most numerous. The number of students from the USA coming to the UK to study business and management has doubled in the last six years to reach 1,000 in 2006/07. UK business schools and departments of management are clearly providing an education that is attractive and relevant to students from around the globe.

**Joe Clark, Policy Development Officer**  
**Email: [jclark@the-abs.org.uk](mailto:jclark@the-abs.org.uk)**

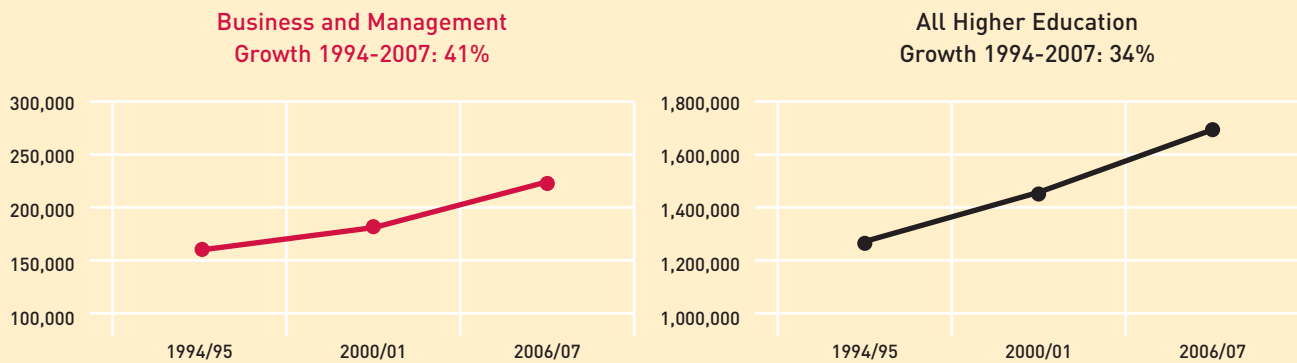
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# HEALTH CHECK

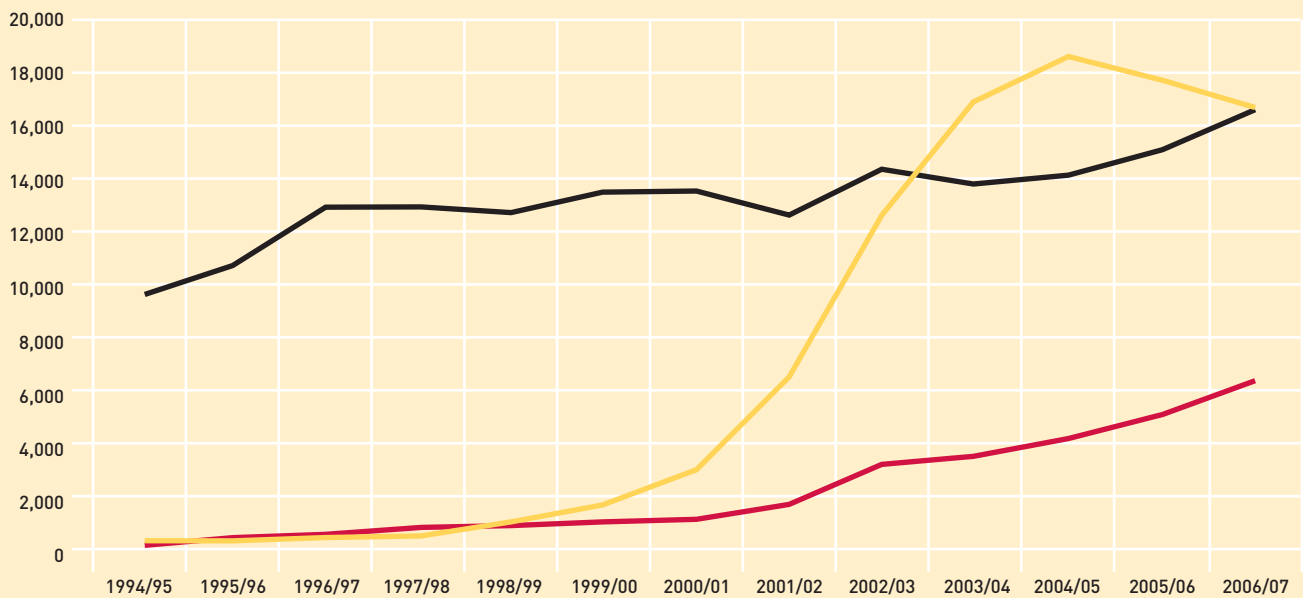
## SOME KEY FIGURES ON BUSINESS AND MANAGEMENT EDUCATION

**Figure 1** The growth of the student population for all HE and Business and Management (FTE)



**Figure 2** Overseas student FTE at UK business schools, selected countries

China India EU (not UK, 2005)



ABS STAFF PROFILES



**Joe Clark**  
Policy Development  
Officer

Joe Clark is a Policy

Development Officer, specialising in the analysis of business school data. He is also Secretary of the ABS Programmes and Third Stream Steering Committees and manages the ABS Development Programme for Directors of Learning and Teaching (DPDLT). Previously he spent four years in the analytical services group of the Higher Education Funding Council for England (HEFCE), managing the annual student number survey and calculating widening participation funding.

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**Julie Davies**  
Head of Research  
and Development

Julie Davies is Head of

Research and Development. She supports the Executive and Research Steering Committees, directs the International Deans' Programme and is researching the changing roles of business school leaders. Julie is a law graduate, Fellow of the AUA (Association of University Administrators), CIPD and HEA and previously worked at SOAS, UCL and City University. She co-lead AUA study visits to North America and Australia. Julie currently lectures on management development programmes for Birkbeck and the Open University Business School. She is an Assessor for AUA's Postgraduate Certificate in Professional Practice.

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**Pam Essien**  
Office Co-ordinator

Pam Essien is the office

Co-ordinator at the Association of Business Schools; she is responsible for the smooth running of the office, and is also the main contact for external/internal conference room bookings for the ABS meeting rooms. Pam previously worked for the Council of National Academy Awards (CNA) and the Open University Validation Services (OUVS) as Receptionist and Conference Organiser Manager and Administrative Secretary.

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**Vicky Reid**  
Training and Events  
Manager

Vicky Reid is the Training and

Development Programmes for Deans and Directors, Heads of Department and Senior Managers. Vicky also organises the ABS Annual AGM and Conference. Vicky has a BSc Hons in Business Information Systems from the University of Wolverhampton and previously she has worked at the Association of Colleges, British Cardiac Society and the London School of Economics in similar roles.

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**Victoria Robinson**  
Head of Marketing  
and Communications

Vicky Robinson is Head of

Marketing and Communications; she supports the Business Development and Membership Service Committee, directs the Development Programme for Marketeers and is responsible for all marcomms and public relations activities. Vicky is a Member of the Chartered Institute of Public Relations and an Associate Member of the Chartered Institute of Marketing, she is currently finishing off her Postgraduate Diploma in Marketing and hopes to start an MA shortly after.

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**Lucila da Silva**  
Accounts Assistant

Lucila was born in Portugal.

She has worked as an Accounts Controller for small-to-medium sized companies for years, here in the UK and in South Africa. She has also worked as a Secretary and in office administration in Brazil. Lucila is responsible for maintaining ABS accounts, cash flow and credit control.

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used very widely in the UK and increasingly internationally. At a meeting held at the British Library, it was confirmed that the ABS Guide was highly valued and is now used to inform the policy on acquisitions and display at the Library.

## PARTNERSHIPS AND NETWORKS

### BMAF

ABS has encouraged the Higher Education Academy to review its funding methodology, to reflect better the diverse sizes of subject centres in relation to staff and student numbers within their remit and therefore to increase the future allocation to BMAF (hosted by Oxford Brookes University Business School).

A series of round table meetings between ABS, BMAF and relevant professional bodies has taken place over the year to discuss policies towards quality assurance and enhancement. A series involving the Chartered Institute of Management, Chartered Institute of Marketing and the Chartered Institute of Personnel and Development was concluded with the publication of a briefing note. A new round involving all of the major professional bodies in accounting, finance and financial services has been initiated.

ABS contributed to a BMAF project looking at the issue of part-time teachers in business, management, accountancy and finance together with health sciences. ABS also hosted a BMAF key contacts meeting in July 2008.

### EQUAL

During the year, Jonathan Slack became Chair of the EQUAL Group. With the additional membership of AACSB International, the Canadian Federation of Business School Deans and GMAC, EQUAL

members now represent collectively circa 1,500 business schools, 150 major corporations and 150,000 managers.

EQUAL has commissioned two pieces of work on behalf of the network. The first of these is a study of 'Resource allocation to business and management students – A comparison of seven European countries; The project was led by Civilekonomerna in Sweden for publication in Autumn 2008.

The second project builds on ABS's development of a glossary of higher education terms and is being led by EFMD. EQUAL also has two working parties. The first is updating the EQUAL guidelines on first degrees in the light of the Bologna reform process and the second is developing new guidelines for work-based and experiential learning.

As Chair of EQUAL, Jonathan Slack is also a member of the EQUIS Steering Committee.

### BAM and AIM

ABS and BAM have agreed a new process for communication and collaboration. A small group has been formed involving representatives of ABS, BAM and AIM to look at the issue of ethics and staff in business schools and whether the development of guidelines might be useful and desirable. This work is ongoing.

ABS has continued its partnership with the National Federation of Enterprise Agencies (NFEA) and The Prince's Trust in the New Entrepreneur Scholarships Programme.

During the year, NES was subject to a full independent review by the Learning and Skills Council (LSC) which funds it. The review was extremely positive on all key aspects of NES. However, LSC is itself being reviewed and unfortunately funding for NES has been removed.

## EVENTS

The Special Fifteenth Anniversary Annual General Meeting and Conference was held on 22-23 October 2007. This included the inaugural launch of the ABS Companions scheme (please see page 6 for the companions list). Other events were held throughout the year including: a PR event in central London; the annual research conference at Nottingham University; DBA conference at Bradford University; ABS/BMAF workshop and annual senior managers' network meeting at Aston Business School; third stream conference at Warwick Business School, to name but a few. ABS has now developed, ratified and implemented its own sustainability policy. This involves a wide range of actions in terms of recycling, purchasing policy and reducing our carbon footprint. The annual health and safety audit report has been accepted by the ABS Executive. Action points from all ABS committees are placed on the ABS website for improved transparency for members.

ABS is pleased to be able to welcome the following as new full members: University of Sussex; Brighton Science, Technology and Policy Research (SPRU); Canterbury Christchurch University Business School; School of Business and Enterprise, University of Cumbria; the School of Management and Languages, Heriot Watt University and Wrexham Business School, Glyndwr University. The Chartered Institute of Marketing and European Foundation for Management Development (EFMD) have been welcomed as associate members.



# ABS ACTIVITIES

## NATIONAL POLICY DEVELOPMENT

ABS responded to several national

consultation exercises over the year. These included: a DIUS exercise on 'Indo-British Management and Executive Education' in October 2007. Our recommendations

included additional financial support to those business schools that are already engaged in this type of activity and rejected the notion of creating a new government-led academy.

We responded to the HEFCE consultation exercise on the 'Research Excellence Framework' in Spring 2008. This followed a high level meeting of the Executive and members of HEFCE with a view to being positive about exploring the practicalities and likely impacts of a move toward the use of a range of metrics, while preserving an element of peer review and achieving a lighter touch in future.

ABS also responded to the DIUS consultation on the 'Withdrawal of funding for equivalent or lower level qualifications (ELQs)'. Our response, which was highly critical of the Government's proposals, was included in full in the House of Commons Report published in March 2008. The Report accepted all of the points made by ABS. Unfortunately, the Government proceeded with the proposals.

ABS also responded to HEFCE's consultation on 'Sustainable Development in Higher Education' in September 2008. The response stressed the need for the business case for sustainability to be recognised and rewarded in universities and for high profile projects with maximum visibility to students, staff and the wider world to be encouraged and financially supported.

ABS is being represented by Jonathan Slack on the Chartered Management Institute's 'Greening Management' project.

The steering committee is being led by Dr. John Roberts, former CEO of United Utilities, with a view to conducting major research into changing attitudes and practices with regard to sustainability and producing a report and guidance to the CMI membership and more widely.

The ABS Committee for Wales, chaired by Professor Bob McNabb, met twice over the past year. The main item being taken forward is a collaborative bid to HEFCW involving all business schools in Wales with the support of the Wales Management Council.

The ABS Committee for Scotland, chaired by Professor Charles Harvey, met at Stirling University on 16 October. Each school contributed a paper reflecting their core research strengths and these were assembled into a matrix to provide a pan Scotland overview. The paper will be used in future discussions with the Scottish Funding Council in terms of expanding existing collaborations and seeking additional funding for new initiatives.

The ABS Chair and officers met with Hugh Tolleyfield of DIUS at HEFCE in London in December 2007 to discuss policy and funding in relation to third stream activities. HEFCE's commitment and support for innovation in this area was reinforced and the role of business schools was highlighted as an important part of the way forward. The ABS Management, Organisation and Community Development Committee, chaired by Professor Chris Prince met twice during the year. It covers the broad range of third stream activity and has taken capacity building as its main theme and devised appropriate events and data collection in support of this.

The ABS Programmes Committee, chaired by Professor Jean Woodall has met during the year with a focus on learning, teaching and assessment.

## ENHANCING QUALITY

### The Deans' Project

The ABS Research Committee, chaired by Professor Howard Thomas, met twice during the year. The main activities have been the support of the *ABS Academic Journal Quality Guide* and business school capacity building in conjunction with other relevant organisations.

Development at ABS, is conducting a project on the role of deans and leadership in UK business schools. This has involved an extensive literature review, individual case studies, surveys and group discussions. The Advanced Institute of Management helped with some of data capture and this resulted in the joint ABS/AIM Executive Briefing Report 'Leadership of Business Schools – Perceptions, Priorities and Predicaments' in Spring 2008.

ABS is represented by Jonathan Slack on the QAA's Subject Benchmarking Group. This group considers all applications for new subject benchmarks and acts as a think tank for wider aspects of the overall QAA infrastructure. One area which has been explored in terms of developing a new subject benchmark is 'Financial Services' and *ifs*, (the former Chartered Institute of Bankers) has been involved in this. It has been agreed with QAA that ABS will lead on the development of new Financial Services' benchmarks.

During the year, under the remit of the ABS Research Committee, the second edition of the *ABS Academic Journal Quality Guide* was produced and disseminated. There had been around 300 items of feedback received and considered and certain modifications to the original guide have been made. The Guide is now being



University of East London



Sheffield Hallam University



Newport Business School

ASSOCIATED ORGANISATIONS

Association of Graduate Recruiters (AGR)  
Association of MBAs  
Bath Spa University College  
Chartered Institute of Marketing  
Chartered Institute of Personnel and Development  
Chartered Management Institute  
European Foundation for Management Development (EFMD)  
*ifs* School of Finance

London College of Fashion, School of Management and Science  
London South Bank University  
Loughborough University Business School  
**M** Manchester Business School  
Manchester Metropolitan University Business School  
Middlessex University Business School  
**N** Napier University Business School  
Newcastle Business School, Northumbria University  
Newcastle University Business School  
Northampton Business School, The University of Northampton  
Norwich Business School, University of East Anglia  
Nottingham Business School, Nottingham Trent University  
Nottingham University Business School  
**O** Open University Business School  
Oxford Brookes University Business School  
**P** Plymouth Business School, University of Plymouth  
University of Portsmouth Business School  
**Q** Queen Mary University of London, the School of Business  
and Management  
Queen's University of Belfast, School of Management  
and Economics  
**R** University of Reading School of Business  
Roehampton University, School of Business and Social Sciences  
Royal Agricultural College School of Business  
Royal Holloway, University of London, School of Management  
**S** Said Business School, University of Oxford  
University of Salford  
Sheffield University Management School  
Sheffield Hallam University, School of Business and Finance  
Southampton Business School, Southampton Solent University  
University of Southampton, School of Management

Staffordshire University Business School  
University of St. Andrews School of Management  
University of Stirling, Faculty of Management  
University of Strathclyde Business School  
Sunderland Business School, University of Sunderland  
University of Surrey School of Management  
Swansea Business School, Swansea Metropolitan University  
Swansea University  
University of the West of Scotland Business School  
**T** Teesside Business School, University of Teesside  
Thames Valley University Business School  
**U** University of Ulster, Ulster Business School  
**W** University of Wales, Aberystwyth, School of Management  
and Business  
Wrexham Business School, Glyndwr University  
University of Wales, Newport Business School  
Warwick Business School, University of Warwick  
Westminster Business School, University of Westminster  
Wolverhampton Business School, University of Wolverhampton  
**Y** York St John University College

# MEMBERS OF THE ASSOCIATION OF BUSINESS SCHOOLS

ABS Members as at October 2008

**A** Aberdeen Business School, Robert Gordon University  
University of Aberdeen Business School  
University of Abertay, Dundee Business School  
Ashcroft International Business School, Anglia Ruskin University  
Aston Business School, Aston University

**B** University of Bath, School of Management  
Bangor Business School, University of Wales Bangor  
University of Bedfordshire Business School  
Birmingham Business School, University of Birmingham  
Birmingham City University Business School  
Bolton Business School, University of Bolton  
Bournemouth University, Institute of Business and Law  
Bradford University School of Management  
Brighton Business School, University of Brighton  
University of Sussex, Brighton, Science, Technology and Policy Research (SPRU)  
Bristol Business School, University of the West of England  
University of Bristol, Management Research Centre  
Brunel Business School  
Buckinghamshire Business School, Buckinghamshire Chilterns University College

**C** Judge Business School, University of Cambridge  
Canterbury Christchurch University Business School  
Cardiff Business School, Cardiff University  
Cardiff School of Management, University of Wales Institute, Cardiff  
Cass Business School, City University  
University of Central Lancashire, Lancashire Business School  
University of Chester Business School  
Coventry Business School, Coventry University  
Cranfield School of Management  
Croydon College Business School  
School of Business and Enterprise, University of Cumbria



Oxford Brookes University Business School



University of Portsmouth



Lancaster University Management School

**D** De Montfort University, Leicester Business School  
Derbyshire Business School, University of Derby  
Durham Business School, University of Durham  
**E** The East London Business School, University of East London  
Edge Hill University  
University of Edinburgh Business School  
ESCP-EAP European School of Management  
University of Exeter, School of Business and Economics  
**G** University of Glamorgan Business School  
University of Glasgow Business School  
Caledonian Business School, Glasgow Caledonian University  
University of Gloucestershire Business School  
University of Greenwich Business School  
University of Hertfordshire Business School  
School of Management and Languages, Heriot Watt University  
Huddersfield University Business School  
University of Hull Business School  
**I** Imperial College Business School  
**K** Kent Business School, University of Kent  
Kingston Business School, Kingston University  
**L** European Business School London, Regent's College  
Lancaster University Management School  
Leeds Business School, Leeds Metropolitan University  
Leeds University Business School  
University of Leicester Management Centre  
University of Lincoln, Faculty of Business and Management  
Liverpool Business School, Liverpool John Moores University  
Liverpool Hope University College, Management and Business Centre  
University of Liverpool Management School  
London Business School  
London Metropolitan University

# DEVELOPMENT PROGRAMMES

ABS offers a growing and popular range of development programmes to support strategic leadership, management and networking in UK business schools and internationally.

## DEANS AND DIRECTORS DEVELOPMENT PROGRAMME (3DP)

Professor Martin Timbrell, Dean of Business and Management, Regent's College London, facilitated this flagship programme for the eighth cohort. The sixteen participants were associate deans and directors and those aspiring to become deans. The programme comprises seven lunch-to-lunch sessions spread throughout the year. It focuses on strategy, quality, the global environment, financial management, external relations, internal communications and personal development. 3DP speakers include expert business practitioners. 3DP 2008 visited three member schools at Bath, Bristol and Cardiff.

## DEVELOPMENT PROGRAMME FOR HEADS OF DEPARTMENT (DPHOD)

Professor Jean Woodall, Director of BMAF and Dean of Westminster Business School, facilitated this programme, now in its third year. The eight participants on the current programme participated in a joint visit with the Senior Managers Development Programme (DPSM) to Oxford Brookes and Said Business Schools.

## DEVELOPMENT PROGRAMME FOR DIRECTORS OF LEARNING AND TEACHING (DPDLT)

The second cohort of this five session programme was again facilitated by Chris Shiel, Director of the Centre for Global Perspectives at Bournemouth University. Thirteen delegates enjoyed presentations and workshops from sector leaders in the L&T field, along with opportunities to network and share good practice, including a visit to GlaxoSmithKline and Newport Business Schools.

## DEVELOPMENT PROGRAMME FOR DIRECTORS OF RESEARCH (DPDOR)

Professor David Tranfield, Director of Research at Cranfield School of Management, facilitated the joint ABS/BAM Development Programme for Directors of Research (DPDOR) in 2007/08. There were a dozen participants. The six sessions included guest speakers from the civil service, France and a range of UK business schools including Ashridge, Cranfield, Durham, Kingsston, Manchester, Portsmouth, Imperial College and Warwick. Following Professor Tranfield's retirement, Professor Richard Thorpe, Leeds University Business School and a member of the 2008 RAE main panel, is facilitating the DPDOR in 2008/09.

## INTERNATIONAL DEANS PROGRAMME (IDP)

The first cohort of the International Deans' Programme (IDP), facilitated by ABS and EFMD, was successfully launched in December 2007. Twenty-two deans from Europe (including six from the UK), South America, the US and the Middle East participated in the three modules at IMD, at five business schools in Boston and in Lisbon. The programme comprises case studies, psychometric assessments, extensive reading and a focus on personal strategic issues, particularly in relation to differentiation, talent management, internationalisation, the management of research and new types of students, as well as fund and friend raising. A graduate from the first cohort at Petrobras University, the Brazilian state oil company's corporate university, is hosting the first module for 2008/09 in Rio which will be followed by study visits to Madrid and Bled.

## DEVELOPMENT PROGRAMME FOR SENIOR ADMINISTRATORS AND MANAGERS (DPSM)

Caroline Haste, School Manager at the School of Business and Economics, University of Exeter, facilitated the programme for the seventh cohort of twelve participants. The programme consists of six sessions throughout the year and focuses on Strategic Planning, Resources, Quality, Human Resources and Communication. DPSM 2008 visited Oxford Brookes, Said and Cass Business Schools.

## DEVELOPMENT PROGRAMME FOR MARKETEERS (DPMAR)

Fully endorsed by The Chartered Institute of Marketing and attracting the full 35 CPD hours allowance, the first cohort was successfully facilitated by Professor John Saunders from Aston Business School. The second cohort is now fully booked and will feature speakers such as Professor Malcolm McDonald (Cranfield) and Dr. Lyndon Simkin (Warwick).


## STRATEGIC DEVELOPMENT EVENT

All alumni of the ABS development programmes are invited to an Annual Strategic Development event, which is an opportunity to maintain and enhance the networking benefits available within ABS and to up-date and share good practice. This year the event was held at University of Edinburgh Business School and Napier University Business School and there were twenty-six participants.




# ABS COMPANIONS


In celebration of its fifteenth anniversary (last year), the Association of Business Schools was delighted to announce the award of the title of ABS Companion to:




**Professor Sir George Bain**  
Retired from London Business School




**Professor Dame Sandra Dawson**  
Formerly of Judge Business School, Cambridge



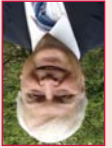
**Professor Peter McKiernan**  
School of Management, University of St Andrews




**Professor Andrew Pettigrew**  
Retired from School of Management, University of Bath



**Professor Howard Thomas**  
Dean  
Warwick Business School



**Professor Stephen Watson**  
Formerly of Henley Management College, currently AACSB



**Professor Jean Woodall**  
Dean  
Westminster Business School

This title recognises their significant contribution towards:

- The leadership of one or more UK business schools.
- Successful promotion of business and management education, development and research at national and international levels.
- Policy development at regional, national and international levels which has made a positive difference to the UK business school sector.
- Achievements which are outstanding and innovative and which demonstrate distinction and high quality.

For the current member business schools and the Executive of ABS, the Companions represent an impressive pool of experience upon which they can draw in future, as well as a way of celebrating their previous contributions and success.



**Professor Sue Cox**  
Dean  
Lancaster University Management School



**Professor Arthur Francis**  
Dean and Director  
Bradford University School of Management



**Professor Andy Lock**  
Emeritus Dean  
Leeds University Business School



**Professor Robin Wensley**  
Director of AIM  
Warwick Business School

The new Companions for 2008 are:

<div>Dr. Gareth Griffiths Aston Business School</div> <div>Janet Handley Huddersfield University Business School</div> <div>Professor David Head Lincoln Business School</div> <div>Professor Paul Jackson Manchester Business School</div> <div>Mike Kelly Leeds Business School, Leeds Metropolitan University</div> <div>Dr. Bobby Mackie Caledonian Business School</div> <div>Dr. Peter Morgan Bradford University School of Management</div> <div>Dr. Kim Parker Kent Business School</div> <div>Mark Richardson Worcester Business School</div> <div>Chris Shiel Centre for Global Perspectives, Bournemouth University</div>	<div>MANAGEMENT, ORGANISATION AND COMMUNITY DEVELOPMENT COMMITTEE</div> <div>Professor Chris Prince (Chair) Birmingham City Business School</div> <div>Professor David Hamblin (Vice Chair) Lancashire Business School</div> <div>Peter Betts Westminster Business School</div> <div>Professor Clare Brindley Nottingham Business School</div> <div>Dr. Ian Brooks Northampton Business School</div> <div>Professor David Brookesbank Cardiff School of Management</div>	
	<div>COMMITTEE FOR SCOTLAND</div> <div>Professor Huw Morris (Chair) Manchester Metropolitan University Business School</div> <div>Gordon Fletcher Salford Business School</div> <div>Professor David Hamblin Lancashire Business School</div> <div>Gemma Lines Cass Business School</div> <div>Dr. Phil Megicks Plymouth Business School</div> <div>Alastair Thomson Teesside Business School</div>	
	<div>COMMITTEE FOR WALES</div> <div>Roger Delves Ashridge</div> <div>Professor Christos Kalantardis Salford Business School</div> <div>Daljit Kang School of Business and Social Sciences, Roehampton University</div> <div>Dr. Fiona Lettice Norwich Business School, UEA</div> <div>Professor Wendy Lomax Kingston Business School</div> <div>Dr. Lorraine Watkins-Mathys Buckinghamshire New University</div>	
	<div>COMMITTEE FOR SCOTLAND</div> <div>Professor Alan Lovell University of Glamorgan Business School</div> <div>Professor Phil Molyneux University of Wales, Bangor</div> <div>Professor Paul Osbourne Swansea Business School</div> <div>Professor Nicholas Perdikis University of Wales, Aberystwyth</div> <div>David Pritchard University of Wales Institute, Cardiff</div> <div>Dr. Rhys Roland-Jones Wrexham Business School</div>	
	<div>BUSINESS DEVELOPMENT AND MEMBERSHIP SERVICES COMMITTEE</div> <div>Professor Angus Laing University of Glasgow</div> <div>Professor Rita Marcella Aberdeen Business School</div> <div>Professor Peter McKiernan University of St Andrews</div> <div>Professor Nick Oliver University of Edinburgh Management School</div> <div>Professor Alexander Russell Dundee Business School, University of Abertay</div> <div>Professor George Stonehouse Napier University Business School</div> <div>Professor Martin Tognetti Caledonian Business School</div> <div>John Turner University of the West of Scotland Business School</div>	

# ABS COMMITTEES

## 2007/08

### EXECUTIVE COMMITTEE MEMBERS



**Professor Michael Osbaldeston OBE (Chair)**  
Director  
Cranfield School  
of Management



**Professor Paul Cronney**  
Dean  
Newcastle Business School



**Andy Dyson**  
Head of Administration  
Co-opted  
Manchester Business School



**Professor David Hamblin**  
Dean  
Lancashire Business School



**Professor Charles Harvey**  
Formerly Dean  
(until 31st March 2008)  
University of Strathclyde  
Business School



**Professor Mike Hughes**  
Head of School  
University of Aberdeen  
Business School



**Professor Bob McNabb**  
(Treasurer)  
Dean  
Cardiff Business School



**Professor Huw Morris**  
(Vice Chair)  
Dean and Pro-Vice-Chancellor  
Manchester Metropolitan  
University Business School



**Professor Jonathan Michie**  
Formerly Dean  
Birmingham Business School



**Professor Bob O'Keefe**  
Dean  
Faculty of Management and  
Law, University of Surrey



**Professor Chris Prince**  
Dean  
Birmingham City Business  
School



**Ann Ridley**  
Dean  
Portsmouth Business School  
Co-opted



**Professor Howard Thomas**  
(Chair Designate)  
Dean  
Warwick Business School



**Professor Jean Woodall**  
Dean  
Westminster Business School

### RESEARCH STEERING COMMITTEE

**Professor Howard Thomas (Chair)**  
Warwick Business School

**Professor Bob O'Keefe (Vice Chair)**  
Faculty of Management and Law, University  
of Surrey

**Professor Rob Blackburn**  
Kingston Business School

**Professor Graham Kelly**  
University of Central Lancashire

**Professor Sharon Mavin**  
Newcastle Business School

**Professor Bob McNabb**  
Cardiff Business School

**Professor Naresh Pandit**  
Norwich Business School

**Professor David Parker**  
Cranfield School of Management

**Professor Ken Peasnell**  
Lancaster University Management School

**Professor Russ Vince**  
University of Bath School of Management

**Professor Les Worrall**  
University of Wolverhampton Business School

### PROGRAMMES STEERING COMMITTEE

**Professor Jean Woodall (Chair)**  
Westminster Business School

**Professor Paul Cronney (Vice Chair)**  
Newcastle Business School

**Dr. John Brinkman**  
Liverpool Hope University

**Professor Mark Fenton O'Creavy**  
Open University Business School

**Professor Kate Greenan**  
School of Accounting, University of Ulster

# FINANCIAL REPORT

## TRADING, PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 JUNE 2008

	2008	2007
<b>INCOME</b>		
Subscriptions	290,104	255,177
Development Programmes	156,875	177,603
Conferences	54,253	57,860
BAM*	2,616	65,765
NES	29,500	29,402
Other	81,419	63,177
Bank Interest	14,355	12,149
<b>Total Income</b>	<b>629,122</b>	<b>661,133</b>
<b>EXPENDITURE</b>		
Salaries	271,612	329,109
General Office	99,213	103,299
Public Relations	28,726	20,352
Development Programmes	107,265	123,032
Conferences	49,556	44,743
Other	63,622	49,729
<b>Total Expenditure</b>	<b>619,994</b>	<b>670,264</b>
<b>Profit/Loss</b>	<b>9,128</b>	<b>-9,131</b>
<b>BALANCE SHEET AS AT 30 JUNE 2008</b>		
<b>FIXED ASSETS</b>		
	29,543	37,130
<b>CURRENT ASSETS</b>		
Debtors	96,888	50,168
Bank	163,647	229,644
<b>Sub Total</b>	<b>260,535</b>	<b>279,812</b>
<b>CURRENT LIABILITIES</b>		
	-47,042	-83,034
<b>NET CURRENT ASSETS</b>	<b>213,493</b>	<b>196,778</b>
<b>Total Assets Less Current Liabilities</b>	<b>243,036</b>	<b>233,908</b>
<b>RESERVES</b>		
Pre-incorporation Surplus	25,916	25,916
Income and Expenditure Account	217,120	207,992
	<b>243,036</b>	<b>233,908</b>

\* Included in the salaries figure are BAM staff costs of £47,305 for 2007.



# CHIEF EXECUTIVE'S REPORT

## JONATHAN SLACK

Chief Executive, The Association of Business Schools



Last year, the opportunity afforded by our fifteenth anniversary enabled us to reflect on the recent history of ABS and to celebrate the considerable development and success of UK business schools over that period. This has been most helpful as a starting point to look forward and shape the development of a new strategic plan for the Association which will take us through to 2012. Currently, membership of ABS stands at an all time high with 110 members and 7 associates. As a reflection of the dynamic and increasingly diverse nature of educational provision and partnerships in the field, we are anticipating even greater demand for membership in the future.

It is always a pleasure to report on new and successful initiatives which exemplify our developmental, honest-broker role. In particular, the new International Deans' Programme run in joint partnership with the EFMD was successfully piloted over the year and the second programme for 2008/09 is already over subscribed. Our new programme for business school marketeers is a similar success story. In all, 130 people participated in our range of development programmes, taking the overall total beyond 500. Having now conducted a strategic review of our provision, we will bring forward refinements and significant new services in 2009/10.

Another focus over the year has been to conduct research into the issue of deans and leadership in business schools. As both expectations and complexity around this vital area increase, it is hoped that our events and publications will help those already in and those new to such leadership positions.

I would like to acknowledge and thank all ABS staff for their considerable contribution to another successful year and also to the Executive, our committees, BMAF and other partners and the general membership for their time and commitment in taking ABS forward to achieve the many outcomes outlined in more detail in this report.

As our Chair, Professor Michael Osbaldeston, steps down from the role, it is timely and a pleasure to thank him on behalf of ABS for his commitment and enthusiasm over the last sixteen years and to congratulate him on his recent OBE for services to national and international higher education. It is a similar pleasure to welcome and thank Professor Howard Thomas, Dean of Warwick Business School, as the incoming Chair of ABS up to 2010.

# ANNUAL REPORT 2007/08

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**OUR ROLE**

The Association of Business Schools (ABS) is the representative body and authoritative voice for all the leading business schools of UK universities, higher education institutions and independent management colleges.

With over 100 members, ABS promotes the study of business and management to help improve the quality and effectiveness of managers in the UK and internationally. Formed in 1992, ABS works with similar organisations in Europe and around the world to influence the international management education community.

## OUR MISSION

To promote the interests of our members and the business and management education, training, research and development they provide, nationally and internationally, so as to improve the quality and effectiveness of management, entrepreneurship and leadership for the benefit of society at large.

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# ANNUAL REPORT 2007/08

