



# **United Nations Principles of Responsible Management Education**

**Royal Holloway, University of London,  
UK Sharing Information on Progress  
Report: 2010**

**PRiME** Principles for Responsible  
Management Education

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## 1. Who we are



Royal Holloway enjoys an international reputation for the highest quality teaching and research across the sciences, arts and humanities. The famous Founder's Building, one of the most spectacular university buildings in the world, was officially opened by Queen Victoria in 1886. Since then, Royal Holloway has continued to grow in size and status,

building on the excellence of our scholarship and the talents of our students. Today, a combination of distinctive character, academic vision and membership of the University of London has established Royal Holloway among the top research-led university institutions in the country.

Royal Holloway is renowned for having a friendly environment - home for a vibrant community of 7,700 undergraduate and postgraduate students of all ages and backgrounds and from more than 130 countries. Our spacious 135 acre campus provides an impressive range of modern academic and social facilities in a parkland setting in Surrey, close to London and the UK's major communications network.

Royal Holloway has earned a world-class reputation for developing original research. Our students join a community in which faculty are working at the frontiers of their subjects, and degree courses, interdisciplinary programmes and specialist research centres reflect current thinking and the latest developments.

Research is enhanced by successful relationships and collaborations with industry and commerce. Royal Holloway continues to play an important role in the economic and cultural profile of the South East region, and in South West London. Thriving business partnerships provide a platform for productive links between the College, multinational corporations and local enterprises. Through West Focus, a partnership between higher education, the local community, and businesses in South & West London and the Thames Valley, the College encourages the exchange of knowledge and skills available in the region.

Royal Holloway College was founded by the Victorian entrepreneur, Thomas Holloway as a college for the higher education of bright young women. Almost 100 years later, Royal Holloway merged with Bedford College, another pioneering institution founded in 1849 by Elizabeth Jesser Reid. The colleges became part of the University of London before the turn of the century, when the University first awarded degrees to women. Both began to admit male undergraduates from 1965. The relocation of Bedford to the Royal Holloway campus in 1985 has built on the strengths of each institution to create a first-class academic environment for generations to come.

## **2. Our commitment to PRiME**

**Professor Rob Kemp**

**Acting Principal, Royal Holloway, University of London**



Royal Holloway, University of London is well versed in the need for universities to take a leading role in contemporary social challenges. The College has a tradition of education dating back several centuries. Today, sustainability is an important part of our outlook and we value the contribution which the Principles of Responsible Management Education make to this agenda.

As this report shows, our commitment is wide ranging, including interdisciplinary teaching in the School of Management and Department of Geography, and research led by the Centre for Research into Sustainability. Our newly launched Annual Sustainability Lecture offers the opportunity for business, academics, students and local people to come together to hear a high profile speaker on the subject. We are also conscious of the need to engage directly with sustainability as an institution, and are striving to improve our own contribution to society, reduce our impact on the physical environment and ensure the long term prosperity of Royal Holloway, University of London.

## Professor Chris Smith

### Head, School of Management



The School of Management was established in the early 1990s with a mission to produce research with a historical and international orientation, relevant for the modern international manager. Teaching within the School applies the best elements of this research for students and executives who face an increasingly global economy, where comparative and cross-national cultural and social awareness are critical ingredients to management action and strategy. The School has expanded in the areas of Public Sector Management and Corporate Social Responsibility where environmental

management is forcing all organisations to re-think their use of resources and ways of working. We delivered new Masters' courses in Entrepreneurship, International HRM and Marketing in 2009, and are supporting further growth in innovative areas of management and organisations in 2010. Responsible management education is at the heart of these developments, not least in terms of our innovative new offering for 2010/2011, the MBA (with Sustainability).

We are a dynamic School of Management bringing together talented students with academic staff who are working at the frontiers of their subjects. Our mission is to enrich lives and careers through research and teaching – we provide an intellectually challenging and relevant education for students intending to pursue managerial, business and professional careers.

As a School of Management, our students will be the business leaders and policy makers of tomorrow, out in front helping to meet the challenges of a globalising economy, climate change and shifting balances of power. So it is crucial that we instil in them today the values of inclusivity, solidarity and sustainability that will help them to square up to those challenges - and for that reason we firmly adhere to the Principles of Responsible Management Education.

## Dr Laura J. Spence

### Director, Centre for Research into Sustainability



The Centre for Research into Sustainability (CRIS) is proud to be the leading group at Royal Holloway, University of London for promoting responsible management education. Our core theme is one of sustainability, which we understand in environmental, social and economic terms. With our well-established flagship Masters programme the MSc in Sustainability and Management at its centre, we are able to supply a wide range of teaching to other programmes at both undergraduate and post-graduate levels. We are also the portal to sustainability research at the College, reaching out to all three faculties. We have a developing profile in consultancy which draws on our research expertise to help business navigate the complex waters of sustainability.

The support for the promotion of sustainability from across the College is an inspiration to our work, coupled with the interaction we achieve with the student body, business and the local community. It is our goal to integrate our academic work with a practical contribution to policy and practice, not least in the life of our own College, but also at a national and international level.



### **3. Major achievements**

#### **a) Teaching**

The past two years have seen a consolidation and development of our teaching around the areas of responsible management education. This has been enabled by the recruitment of staff with specialist interests, and through the explicit acknowledgment of responsible management teaching in education standards such as AMBA, EQUIS, AACSB and, of course, PRiME itself.

#### **Undergraduate**

The school offers a range of undergraduate programmes with specialisms, as well as joint programmes with other departments such as BSc Management with Mathematics.

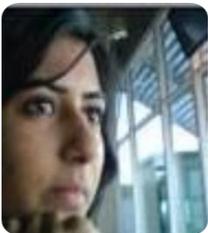
The academic year 2009/10 saw the introduction of the first core subject on responsible management on our undergraduate programme.

#### ***Business, Sustainability and Society***

Students reading for a degree in BSc Management with International Business are required in their final year to take the Business, Sustainability and Society course. This is also available across our undergraduate programmes as an elective. In its initial year a vibrant programme was offered which enabled the students to use frameworks from business ethics and corporate social responsibility as well as environmental sustainability to analyse contemporary business issues. The course was supported by guest lecturers;

1. Mary Salmon, Environmental Projects Manager at Sainsbury's
2. Andy Hix, from social enterprise Student Switchoff

A number of students were particularly inspired by the course and have gone on to apply for specialist Masters courses in the area. One, Amarina Sandhu, developed a social enterprise idea based on her course assignment and has been recognized by the charity Save the Children as a 'Business Hero' for her idea to forge links between clothes retailers, NGOs and charities.



"Just wanted to express my deepest gratitude and thanks for teaching this course. (The teachers) inspired me to do something in this field and I received a first class mark on the individual assignment we had. It was the same essay that prompted my business idea where I was elected a Business Hero for Save the Children UK. This was my favourite subject ."

Amarina Sandhu, BSc Management with International Business

### **Accounting for Corporate Accountability**

Our strength in sustainability accounting is reflected in the successful final year elective Accounting for Corporate Accountability. Students reading for a degree in BSc Management with Accounting are required to take this course which is also available as an elective to other students. It aims to: develop students' knowledge and understanding of key contemporary issues involved in discharging corporate duties of accountability to third party stakeholders; develop students' knowledge and understanding of subjectivities inherent in externally published accounting information and develop students' appreciation of the economic consequences of corporate reporting practices.

### **Postgraduate**

Postgraduate provision in responsible management education has been well established for some years but has benefitted from the introduction of a number of courses and a new programme in recent months.

### **Masters Programmes**

The school is proud to offer two distinctive programmes in responsible management at the postgraduate level.

### **MSc in Sustainability and Management**

The flag ship postgraduate programme in responsible management education at Royal Holloway is the MSc Sustainability & Management which has continued to grow steadily in the last two years. It represents an innovative and constructive collaboration between the School of Management (Faculty of History and Social Sciences) and Department of Geography (Faculty of Science) at Royal Holloway. Indeed, it is the largest postgraduate programme for the Department of Geography with a healthy intake of around 40 students annually. The programme is accredited by the Economic and Social Research Council.



The Deputy Director of the programme, Dr Mary Dengler, was cited in an article in the UK national newspaper, *The Independent* as saying 'the new emphasis on sustainability in business and management departments is because businesses are recognising, particularly in light of the Stern Review of 2006, that spending now on long-term environmental issues will be beneficial and cost-effective in the long term. "The business case now is incredibly compelling," she says. "Before, it was something businesses saw as relating just to public relations, but now there's a firm

business case for sustainability and it's really something where it affects the core business practice. You can see that if you look at various corporations. Their head of sustainability often has a seat on the board these days. That's a real shift." (A clearer future: Why sustainability graduates are in hot demand, By Ellie Levenson, 29 October 2009)

## Student Testimonials



"The MSc Sustainability and Management has been a very rewarding and stimulating programme for me. It has provided me with an understanding of how corporations can integrate sustainable development into their business and how they can become more environmentally responsible. The compulsory individual volunteer project at Christian Aid UK was an exciting experience for me as I was able to experience "governance" in practice. The academic support I received, coupled with the huge volume of up to date material supplied in the library greatly assisted me in my research. If I had decided to study for a degree again, I would definitely come back to the School of Management." Victoria Ndoh, Student on MSc Sustainability and Management

Jon Abu-Nackly, 24, studied for an MSc in sustainability and management at Royal Holloway. He now works as a carbon consultant for the logistics company DHL

"My undergraduate degree was in geography, also at Royal Holloway. During that, we covered some sustainability topics. That was great as it was an issue that was in the press a lot and which interested me. My dissertation, on coastal impacts of tourism on the Gran Canaria coastline, also included elements of sustainability and management.

I wanted to study for a Masters, and my tutor suggested the sustainability and management course. It really appealed to me, because it covered both the environmental and political aspects of the subject, so it allowed me to carry on learning about green issues but also to learn about management.

I was very lucky with the course, because it all went well. Even the bits I wasn't looking forward to, such as the volunteering element. I worked for the Egham and Staines Conservation Volunteers with work such as building small bridges across streams – I loved it and I'm still volunteering with them.

I was offered a six-month internship after the course with the logistics company DHL and they were impressed with the knowledge I had of sustainability, so they took me on permanently." (Source: *The Independent*, 29 October, 2009)

### ***MBA (with Sustainability)***

This year, 2010, has also seen the approval of a new pathway on our MBA programme, the MBA (with Sustainability):

This specialist pathway on our existing MBA offers interested students the rare opportunity to gain a post-experience sustainability qualification. With the 'green' sector one of the few growth areas in the UK economy and further afield, this will equip them for the contemporary and future challenges facing business in its social, economic and environmental context.

In addition to these two programmes, the MBA International Management has a commitment to integrate sustainability into its individual courses.

A wide range of individual courses in the area of responsible management are available to our students:

#### ***Corporate Social Responsibility***

This course is core on the MSc in Sustainability and Management, compulsory for the MBA (with Sustainability) and an elective for the MBA International Management. The course covers all elements of the role of business in society through the lens of corporate social responsibility.

#### ***Leadership & Behaviour in Organisations***

This course is core for the MBA International Management and MBA (with Sustainability). Students study a wide range of leadership perspectives including organizational politics; business ethics, morality and sustainability. Furthermore, they will also learn about the management of diversity and difference.

#### ***Philosophy of Management***

This course is core for the MBA International Management and MBA (with Sustainability). Students on the course systematically reflect on issues posed by management theory with reference to their own management practice, and describe how and why the thinking and approaches of some of the key Western philosophical thinkers are relevant to management.

#### ***Principles of Environmental Sustainability***

This course is core on the MSc in Sustainability and Management and is taught in the Department of Geography. The course explores the linkages between environment, socio-political and economic issues in modern society. By the end of the course students will be knowledgeable about key theories pertaining to modernity's shift to environmental governance for sustainability and understand how these theories are relevant towards developing practical approaches to manage different types of environmental and human resources.

#### ***International Sustainability Management***

This course is compulsory for students on the MBA (with Sustainability). It is an elective on the MSc in International Management and the MBA International Management. Students study issues surrounding corporate social responsibility in a global context including perspectives from politics, economics, culture, international and capital markets and corporate strategy.

**Business Ethics**

This is a compulsory course for the MBA (with Sustainability). It is an elective on the MSc in Sustainability and Management, MA in European Business, MSc in Entrepreneurship and the MBA International Management. The course provides an opportunity to explore ethical issues in the business world and offers a number of frameworks particularly from moral philosophy, to analyse moral dilemmas.

**Corporate Governance**

This course is an elective on the MSc in Sustainability and Management, MA in European Business and MSc in Entrepreneurship. The aim of this course is to introduce students to the growing importance of corporate governance for businesses and to stimulate an intellectual debate with international and theoretical approaches.

**Marketing Ethics**

This course, new for 2009/10, is an elective on the MA in Marketing. Students on this course develop critical understanding of the scope and nature of marketing ethics. They identify and evaluate moral issues that arise both in day-to-day marketing mix decisions and in the ideology of marketing management more broadly.

**Responsible Entrepreneurship**

This course, new for 2009/10, is an elective on the MSc in Entrepreneurship and to our knowledge is a unique course in the UK. The course explores the role of entrepreneurship in society. This is achieved through a focus on entrepreneurial social responsibility, business ethics, small business and social enterprises. A range of pedagogical approaches are employed to instil a personal critical awareness in reflecting on the process of entrepreneurship in society.

**Sustainability & Accounting**

This course is an elective on the MSc in International Accounting. The course aims to develop knowledge and understanding of contemporary issues in the theory and practice of sustainability accounting and accountability. It does so by: critically appreciating key issues and research relevant to sustainability accounting and accountability; fostering a critical and theoretical understanding of the role of accounting in corporate social responsibility; and promoting a critical appreciation of developments and rationales for sustainability accounting.

**Practices of Sustainability in Developing areas (taught in the Department of Geography)**

This course is an elective on the MSc in Sustainability and Management. Detail of course required.

**Beyond the School of Management**

It is a testament to the importance of sustainability across the College that related courses are available outside of the School of Management. In some cases it is possible for interested and qualified students to take single modules from outside of the School to complement their programme.

Sustainability related programmes and courses outside of the School of Management include:

## Undergraduate

### ***BSc Ecology & the Environment (School of Biological Sciences)***

This degree programme is concerned with the interactions of plants, animals and their environment. The first year's aims cover basic biological concepts in plant and animal diversity, ecology and genetics. In subsequent years a range of courses, several of which include fieldwork, cover diverse aspects of ecology including both terrestrial and aquatic ecosystems, conservation and behavioural ecology.

### ***BSc Environmental Geology (Department of Earth Sciences)***

This 3-year programme covers all aspects of geology but investigates in more detail the those geological processes which may have a detrimental effect on our environment (e.g. volcanoes, earthquakes) and the effect of humans on the natural environment (e.g. pollution, climate change).

### **Miscellaneous individual undergraduate courses:**

1. Department of Geography: Cities: Ecologies & Economies; Soils & Water: Interactions and Management; Environmental Change
2. Environment & Society; Reconstructing the Past.
3. Department of Politics and International Relations: Human Rights in Theory and Practice
4. Department of Philosophy: Social Justice: from theory to practice
5. Department of Music: Music, Environment and Ecology
6. Department of Drama and Theatre: Ecologies of Performance: Theatre and the Biosphere

## Postgraduate

### ***MSc Environmental Diagnosis & Management (Department of Earth Sciences)***

This MSc Programme has been designed for recent science and engineering graduates, and for early- and mid-career graduates with working experience, who wish to begin or advance careers in the environmental sector.

### ***MSc Environmental Geoscience (Department of Earth Sciences)***

The MSc programmes build on the learning outcomes in the BSc programmes, taking the level of study to the forefront of the academic and professional discipline, developing originality in the application of knowledge, and dealing with complex issues systematically and creatively. Students completing these courses have had a high level of success in finding employment in the hydrocarbon and environmental professions, or in continuing into further research degrees.

### ***MSc Practising Sustainable Development (Department of Geography)***

All sustainable development issues are a complex and dynamic web of natural, social, political and economic processes, and it is this unique interdisciplinary approach which drives the MSc in Practising Sustainable Development.

**Miscellaneous individual postgraduate courses:**

- Development and environment
- Theory and policy
- Globalisation and governance
- Hazards and vulnerability
- Livelihoods and sustainability
- Participatory environmental monitoring
- Water and development
- Tools for development and environment

We have also been able to contribute to responsible management education discussions outside of Royal Holloway:

1. 4th Annual Excellence in Teaching Conference, King's College London Dr David Bevan invited keynote speaker on the subject of "the contribution of reflexivity to responsible teaching practice" June 15 2010.
2. Principles for Responsible Management Education/British Academy of Management: Responsible Management Education. Dr Laura Spence was an invited Plenary Speaker: 'Teaching Beyond Multinationals: Responsible Entrepreneurship', 19 June 2009, Aston University.

## **b) Student Engagement**

### **Grow Your Own**

Outside of direct teaching members of the Centre for Research into Sustainability regularly engage with the wider student body. Indeed an associate member of the Centre is the Sustainability Officer of the College, Anna Simpson, has engaging with the student body as part of her remit. A particularly inspiring initiative is the 'Grow your own' project launched in June 2010.

Royal Holloway students to grow their own for a taste of 'the good life'.



Royal Holloway, University of London, has launched its Campus Community Garden to encourage students to grow and eat their own fresh vegetables.

With help from the College's gardeners an area of wasteland on campus, measuring 152 square metres, has been turned into vegetable patches ready for students to cultivate.

The scheme, in partnership with Homebase and the National Union of Students (NUS), will provide students with plants, seeds and garden tools, as well as advice and support from the local Homebase store to get them started.

Once the scheme is developed it is hoped it will lead to the creation of Grow Your Own Societies and the sale of produce back to fellow students and local communities.

Anna Simpson, Royal Holloway Sustainability Officer, said, "We're really proud of the transformation from wasteland to community garden. We hope that students will discover the joy of home-grown, organic vegetables and take the growing skills they learn with them when they leave the College."

Drama student Emily Cookson, who is in her final year, has signed up to become part of the scheme and has already been busy planting some runner beans on her patch. She said, "This project is a really nice idea and it's really good for the environment as well. It's a great way to bring everybody together and to create a nice student community as well as giving us the opportunity to grow fresh fruit and vegetables."

Matthew Compton, Category Manager of Garden Horticulture at Homebase said, "This initiative is about creating a generation of graduates with healthier, greener and more pocket-friendly eating habits. If students learn at this influential life-stage to grow healthy, fresh food for themselves and their local communities we hope they will take those skills and that passion on into later life. The GYO category has

increased 30% year on year and we want students to be able to benefit from this social trend."

### Royal Holloway Rainforest Project

[www.royalhollowayrainforest.com](http://www.royalhollowayrainforest.com)

The Student's Union are actively committed to environmental protection and have established the Royal Holloway Rainforest Project which aims to save an area of highly threatened Ecuadorian rainforest the size of the university campus (135 acres). They are working with the World Land Trust to raise funds that will see the land bought at a relatively inexpensive cost.

"We, the Sabbatical Officers for 2009-10 have decided to donate our own acre to the Rainforest Project, preserving an area of extraordinary biodiversity and helping in the fight against global warming. This is a fantastic project, the SU takes environmental matters very seriously and preserving the rainforest is an important part of that. Please go online to donate your own!"

Sabbatical Officers 2009-10, James Pidgeon, Charlotte Bassam-Bowles, David Cummins, Emma Montague.

"Royal Holloway, University of London, is proud to support this project. In making a contribution to the World Land Trust, we hope that RHUL and the surrounding community will leave a legacy to future generations and set a precedent for similar institutions to be innovative when tackling environmental issues"

Adam Tickell, Vice-Principal, Research, Enterprise and Communications, RHUL

### How entrepreneurial are you? Do you have the 'E' factor?



Postgraduate students undertaking the MSc in Entrepreneurship recently took part in an 'E-Factor Challenge'. Students were assigned to six teams and given the task of using only £10 as seed capital for something 'entrepreneurial' (to buy something and trade it up, to build something, or to invest in something, for example).

Students documented the decisions they made and the challenges they faced over the two academic terms, and discussed these and the final result in a presentation at the end of the spring term.

Projects were evaluated according to the following four criteria: social awareness, creativity, added value and evidence of learning.

### **‘The Age of Stupid’**

As the launch of an initiative to encourage environmental awareness, the Student’s Union showed the film ‘The Age of Stupid’ to a full house. The Students Union turned the Windsor Building green to launch Are we the Age of Stupid?, their contribution to the nationwide initiative to cut carbon emissions by 10% in 2010. 400 students, staff and members of the local community packed the Windsor Building for a screening of the drama-documentary which features Pete Postlethwaite living in a devastated future who asks, “Why didn’t we stop climate change when we had the chance?” Afterwards guest speakers from the NUS and Student Switch Off demonstrated how cutting carbon emissions was a realistic and achievable aim. In the Windsor Building foyer were displays by environmental groups such as Greenpeace, Student Switch Off, People and Planet and the Centre for Research into Sustainability.



Other student engagement activities include:

1. Student’s Union Go Green Week Panel, Feb 10h 2010. Dr Laura Spence spoke on ‘Sustainability at RHUL: What’s happening on the academic side?’
2. Royal Holloway Science Open Day 2010. Theme: Working for a Green Future. Centre for Research into Sustainability participation. February 27<sup>th</sup>2010.

## **c) Research**

### **CRIS Re-launch**



The Centre for Research into Sustainability (CRIS) was re-launched on 18 February with the 'Celebrating Sustainability at Royal Holloway' conference. First established in 2004, CRIS is now under new management and its members are busy refreshing their portfolio of activities.

This flagship event brought together around 50 people from across the College, all interested in a wide variety of aspects of sustainability. Presentations included such diverse topics as atmospheric monitoring, sustainability standards, fair trade, human responses to environmental transitions, socially responsible consumption, urbanisation and environmental change, social responsibility in small and medium sized enterprises and placing a value on sustainability.

The keynote speaker at the event was Professor David Jackman, Chair of the British Standards (BSI) Committee on Sustainable Development, who spoke on the topic, 'Standards as a means of managing and reporting sustainability: a systems thinking approach'.

'The event was a great success for CRIS and presented many expert speakers on the issues surrounding sustainability, with contributors from all three faculties', says Dr Laura Spence, the Director of CRIS. 'The feedback from participants has been very positive indeed. It was particularly advantageous to hear high level research presentations alongside more grounded approaches such as innovations in teaching sustainability, reflections on Royal Holloway as a sustainable community from Archives, and the activities of the College's Sustainability Officer. The event underlined the College's commitment to sustainability in multiple ways'.

#### **Presentations at the CRIS Re-Launch**

1. No Shame: Creative Consumers and the Ethics of Disposal (Alan Bradshaw, Andreas Chatzidakis and Pauline Maclaran, Management)
2. Response of Humans to Abrupt Environmental Transitions (RESET\*) (Martin Menzies, Earth Sciences)
3. Creative Capitalism: An old wine in a new bottle, a fad or fashion? (John Ahwere-Bafo, Management)
4. Sustainability at RHUL (Andy Hix, Sustainability Officer, Facilities Management)
5. Ethics 2.0 - Using the Internet to empower ethical consumers (Dorothea Kleine, Geography)

6. Sustainability education: Not another 'aside' subject (Jose-Rodrigo Cordoba-Pachon, Management)
7. Climate hindcasting from cave records (David Matthey, Earth Sciences)
8. Stakeholder dialogue through the internet: An empirical analysis of stakeholder engagement initiatives of UK FTSE100 companies (Leonardo Rinaldi with Alessia D'Andrea and Jeffrey Unerman, Management)
9. Keynote speech. Chair: David Bevan
10. Standards as a means of managing and reporting sustainability: a systems thinking approach, Prof. David Jackman, Chair, BSI Committee on Sustainable Development. Primary author, BS8900 Managing Sustainable Development
11. Using Tradition to Build Sustainable Futures for Marginalised Children: Messages from Georgia (Anna Gupta, Health and Social Care)
12. Placing a value on sustainability (Jeffrey Unerman, Management)
13. Urbanisation and Global Environmental Change (David Simon, Geography)
14. Answers in the Wind: Atmospheric Monitoring at Royal Holloway (Srimathy Sriskantharajah, Earth Sciences)
15. Active learning approaches to sustainability (Mary Dengler, Geography)
- 4.16. Achieving Sustainable Transport in UK; Car Consumption amongst University of London Students (Chijioke Uba, Management)
- 4.17. Poverty as ontological force (Margherita Pascucci, English)
- 2.18. Consumers' Socially Responsible Decisions from a Cultural Perspective (Nuria Rodriguez Priego, Management)

## **Publications**

The publications in the area of CSR, business ethics and sustainability are concentrated among the members of the Centre for Research into Sustainability.



An article by Dr Lutz Preuss entitled "Addressing sustainable development through public procurement: The case of local government" published in *Supply Chain Management: An International Journal* has been chosen as an Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2010. This paper was selected as it was one of the most impressive pieces of work the team had seen throughout 2009.

Further information regarding the Awards for Excellence can be found at [www.emeraldinsight.com/literati](http://www.emeraldinsight.com/literati).

### **A sample of CRIS member publications from 2008-2010:**

Agyemang, G (2009), "Responsibility and accountability without direct control? Local Education Authorities and the seeking influence in the UK schools sector". *Accounting Auditing, and Accountability Journal*, Vol 22 (5) pp 762-788.

Agyemang, G (2010), "Accounting for needs? Formula funding in the UK Schools sector" *Accounting, Auditing, and Accountability Journal*, Vol 23, (1), pp 82-110.

Agyemang, G, Awumbila, M and O'Dwyer B (2009), "A critical reflection on the use of focus groups as a research method: lessons from trying to hear the voices of NGO beneficiaries in Ghana." *Social and Environmental Accountability Journal*, Vol 29 (1),pp 4-16.

Agyemang, G, Awumbila, M, Unerman, J and O'Dwyer, B (2009), 'NGO accountability and Aid Delivery' ACCA, London

Bevan, D. & Gitsham, M. (2009). "Context, complexity and connectedness: dimensions of globalization revealed." *Corporate Governance Journal* Vol. 9 iv

Bevan, D. & Hartman L. P. (2007) "European Perspectives on Business Ethics: a challenge for polyphony". *Business & Society Review*, December

Bevan, D. (2008). "Continental philosophy: a grounded theory approach and the emergence of convenient and inconvenient ethics". In M. Painter-Morland & P. Werhane (Eds.), *Cutting-edge issues in Business Ethics: Continental Challenges to Tradition and Practice* New York, NY: Springer

Bevan, D., & Hartman, L. P. (2008). Editorial introduction: interpreting ethical polyphony. *Business Ethics: A European Review*, Vol. 17 i

Bevan, D. (2008). Continental philosophy: a grounded theory approach and the emergence of convenient and inconvenient ethics. In M. Painter-Morland, & P. Werhane (Eds.), *Cutting-edge issues in Business Ethics: Continental Challenges to Tradition and Practice*: 131-152. New York, NY: Springer.

Bevan, D., Fontrodona, J., & Lenssen, G. (2010). Corporate responsibility and governance: the responsible corporation in the global economy (Editorial). *Corporate Governance*, 10(4).

Bevan, D., & Ten Bos, R. (2010). Sustainability. In M. Painter-Morland, & R. Ten Bos (Eds.), *Business Ethics and Continental Philosophy*. Cambridge: Cambridge University Press.

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## **Research seminars**

There is a lively seminar series which further stimulates debate within Royal Holloway around topics relating to responsible management education. Below are some of the key ones for 2008-2010, embracing both internal and external speakers, with a particular emphasis on international contributions.

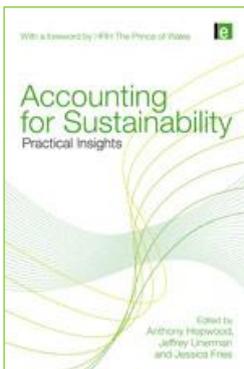
1. 17th February 2010. School of Management Seminar: 'The Corporate Political Activities of Multinational Enterprises: The Automotive Industry and Environmental Regulations in the EU' Sigrun Wagner, RHUL
2. 3rd February 2010. School of Management Seminar: 'Perceptions of how regulators respond to environmental performance: evidence from Argentina' Dr Catherine Liston-Heyes, RHUL
3. 4th November 2009. CRIS Research Seminar: 'Reporting on sustainable development: a case study of Manaaki Whenua' Prof Jan Bebbington, University of St Andrews
4. 28th October 2009. CRIS Research Seminar: 'Corporate identity, responsibility, and the ethics of complexity' Minka Woermann, University of Stellenbosch, South Africa
5. 4TH March 2009. School of Management Seminar: 'Entrepreneurial Social Responsibility' Dr Laura Spence (RHUL) and Dr Richard Blundel (Open University).
6. 16th December 2008. CRIS Research Seminar: 'The Conditions of our Freedom: Foucault, Organization and ethics', Professor Andrew Crane, York University, Canada.
7. 5th November 2008. School of Management Seminar: Social Entrepreneurship and Market Orientation: The Struggle for Organizational Legitimacy, Dr Alex Nicholls, Oxford Saïd Business School. University of Oxford.
8. 10th November 2008. CRIS Research Seminar: 'Are Sustainability and Human Rights Frameworks for Understanding the Ethical Obligations of Corporations Compatible?' Professor Wesley Cragg, York University, Canada
9. 27th October 2008. CRIS Research Seminar: 'Exploring a new realm of stakeholder communication' Abdul Razeed, University of Sydney, Australia and 'Sustainability reporting in local governments: the Italian case' Dr Benedetta Siboni, University of Bologna, Italy.

#### **d) Partnership**

Members of CRIS have been working closely with the Prince of Wales' Accounting for Sustainability Project and the supermarket chain Sainsbury's and British Telecom as part of a high profile UK initiative to promote the combined reporting of sustainability and financial data.

CRIS members support Prince of Wales' Accounting for Sustainability Project One initiative taking hold at the heart of UK businesses to tackle climate change is the Prince of Wales' [Accounting for Sustainability Project \(A4S\)](#). As HRH The Prince of Wales says,

"There was a time when we could say that there was either a complete lack of knowledge, or at least room for doubt, about the consequences for our planet of our actions. That time has gone. We now know all too clearly what we are actually doing and that we need to do something about it urgently. Better accounting must be part of that process."



Five members of the Centre for Research into Sustainability at Royal Holloway have been working with other leading sustainability accounting academics, and the Accounting for Sustainability team to help advance our understanding of how businesses embed sustainability into their decision-making and accounting business processes. A book resulting from this research aimed at influencing business leaders called 'Accounting for Sustainability: Practical Insights', launched on 24th June at the Aviva head office in London. »

CRIS members have had a significant involvement in the project. Professor Jeffrey Unerman, one of the co-editors of the book, recently left Royal Holloway to join Manchester Business School. As well as the editorial contribution, Professor Unerman worked with CRIS visiting Professor Brendan O'Dwyer on a case study on British Telecom. Dr Laura Spence (CRIS Director) and Dr Leonardo Rinaldi have contributed a case study on Sainsbury's, a project also supported by Dr David Bevan (CRIS Deputy-Director). Dr Spence said

"We in CRIS are very proud of our contribution to the Prince of Wales' project and are hopeful that the book and our research will help to make real inroads into understanding and addressing the practical issues faced by businesses who want - and need - to embed sustainability in their fundamental business processes".

The book, available from Earthscan publishing, has already been widely acclaimed.

"Most companies still don't have a clue about the full extent of their impacts on the environment – let alone the full monetized cost of those impacts. The eight case studies provide an invaluable starting point in terms of accounting more intelligently for those impacts."

Jonathon Porritt, Founder Director, Forum for the Future

## e) Dialogue

### Our activities

The Centre for Research into Sustainability has made significant steps to open dialogues with business, policy makers and the local community. The flag-ship event is the newly launched Annual Sustainability lecture, but other activities – many of which have involved work with colleagues engaged in PRiME member institutions\*\* - include:



Dr David Bevan, Deputy Director of CRIS serves as Academic Director to the Academy of Business in Society (Brussels) which promotes CSR teaching and research in over 70 business schools and university management departments. ABIS is a co-convenor of PRiME at the UN. Dr Bevan is the Organisational Stakeholder for the Global Reporting Initiative at RHUL.

1. The Social and Sustainable Business Conference, \*\*HEC Paris 28/29 May 2010  
Dr David Bevan chaired a panel on the subject of "Sustainability: myth or reality" in the course of this 7th Annual Conference.
2. European Commission Towards a greater understanding of the changing role of business in society" 22 April 2010 - a milestone event in the development of a new research agenda for corporate responsibility and governance. The participation of representatives from 10 Directorate-Generals underlined the growing and transversal significance of these topics to EU policy-makers. Dr David Bevan assisted with the organization of the day organized in association with the \*\*Academy of Business in Society.
3. St. James' Palace 2009. Dr Spence was an invited participant to the Prince of Wales' Accounting for Sustainability Forum. December 17<sup>th</sup> 2009.
4. \*\*Audencia Business School, Nantes December 2009 Dr David Bevan gave a keynote address at the opening of this two day seminar which considered 25 years of Freeman's Stakeholder Theory and its contribution to more responsible management.
5. Global Entrepreneurship Week 2009. Dr Spence was a judge for the 'Make your mark challenge', youth green entrepreneurship competition. Royal Holloway, University of London. November 27<sup>th</sup> 2009.
6. Postgraduate Speaker Session 2009: 'Sustainable Supply Chains'. Jon Bumstead, Neutral Consulting. November 25<sup>th</sup> 2009.

7. House of Commons 2009. Dr Spence was an invited guest to the launch of the 21st Century Charter. October 13<sup>th</sup> 2009.
8. Oakfield First School, Windsor 2009. Dr Spence gave a talk on Sustainability for their 'C' is for Conservation week. October 2<sup>nd</sup> 2009.
9. House of Lords 2009. Dr Spence invited as a Business Ethics Expert to the House of Lords for a cross-party round table discussion on Internet Privacy. Lead panellist, Sir Tim Berners Lee, inventor of the World Wide Web. March 11th.
10. European Commission. 2009. European Multi-Stakeholder Forum on Corporate Social Responsibility. Dr Spence invited as an Academic representative to the European Commission meeting. Nominated by the European Association of Business in Society. February 10<sup>th</sup> 2009.
11. International Labour Organization, Geneva, January 2009 Dr David Bevan joined a standing committee of academics on "Decent Work" a project initiated by Juan Somavia, Director-General, ILO. The committee is deigned to bring together academics who are united in the desire to promulgate the 'Decent Work' agenda through higher education. "Decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men." ILO

Other workshops and seminars reflecting an interest in PRiME agenda at or in association with \*\*Nottingham, \*\*Warwick, \*\*Bocconi, \*\*IESE, \*\*Copenhagen Business School, King's College London, \*\*Hull University Business School, \*\*INSEAD.

The First Royal Holloway Annual Sustainability Lecture was jointly organised by the Centre for Research into Sustainability (CRIS) and the Politics and Environment Group (Department of Geography, RHUL), and held at Royal Holloway in March 2010.

## Driving Change: Meeting the Transport Technology Challenges of the 21st Century

Professor Julia King, Vice-Chancellor of Aston University

Monday 8th March 2010,



Drawing on her work for the King Review on Low Carbon Cars, the Technology Strategy Board Low Carbon Vehicle Innovation Platform, the World Economic Forum Global Agenda Council for the Future of Transportation and the Committee on Climate Change, Professor King will look at the changes and opportunities, the importance of technology, innovation and consumer behaviour, and the role the UK is playing in international developments.

**Abstract:** In developed countries, transport accounts for between a quarter and a third of total CO2 emissions, second only to energy generation. With a target for 2050 to reduce emissions by at least 50% globally and 80% in the developed world, emissions reductions in transport must make a major contribution.

And yet personal mobility is a critical driver of economic growth and personal well being. The aspiration to own a car is high in the developing world and some predictions suggest that the number of motor vehicles world-wide could rise from over a billion today to two billion by 2020.

We need radical solutions to deliver both personal mobility and emissions reduction, and we need them urgently.

The challenge is urgent, but the future doesn't have to be bleak.

## **f) A sustainable Royal Holloway**



The instigation of the Carbon Steering Group with senior academic and administrative participation to work with the Sustainability Officer and the Energy Manager is a clear indication of commitment to reduce the greenhouse gas emissions caused by the College. In combination with all the activities mentioned above, there is a genuine feeling of a focus on sustainability across the College which is a long-term commitment.

### **4. Key objectives for the next 18 months**

Key objectives for the next 18-month period with regard to the implementation of the Principles focus on the following

1. Review of the undergraduate teaching programmes and how these can be developed to ensure that undergraduate students graduate with an awareness of responsible management perspectives.
2. Integration of sustainability teaching beyond specialist programmes.
3. Development of a PhD programme in sustainability.
4. Further consolidation of opportunities for dialogue with business, policy makers and the local community.

#### **Desired support**

1. Locally based PRiME events which go beyond the 'usual suspect' case examples to inspire PRiME initiatives.
2. High profile media and professional community promotion of PRiME to enhance credibility across the institution.
3. Financial support for PRiME initiatives.

**Contact information:**

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## **Annex One:**

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

#### Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

#### Principle 2: Values

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

#### Principle 3: Method

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

#### Principle 4 :Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

#### Principle 5: Partnership

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

#### Principle 6: Dialogue

We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students. Major achievements in relation to the implementation of one or more Principles during the last 18 months;