CRANFIELD UNIVERSITY’S SCHOOL OF MANAGEMENT
COMMUNICATION ON PROGRESS (COP) IMPLEMENTING
UN PRME (PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION)

JANUARY 2013 – DECEMBER 2014
Cranfield School of Management is one of the oldest and most prestigious business schools in the UK. We are part of Cranfield University, the UK’s only wholly postgraduate university specialising in science, technology, engineering and management. Management has been part of the University since the 1950s. The University was founded on an old RAF site as the first postgraduate college of aeronautics. The School grew out of industrial need for management training and was formally established in 1967 (although the Cranfield MBA dates back further). The airfield the University grew up around is still in use. We are known for our excellence in leadership development and for our powerful industry links and real-world focus.

**Key activities**

- Leading-edge, collaborative research and consultancy.
- Postgraduate degree programmes (MBA, MSc, DBA, PhD).
- Executive development for middle and senior managers.
- Customised company programmes.

Our programmes are designed in flexible and innovative ways supported by state-of-the art learning technologies and geared to meet personal needs. You can study full-time or on a flexible modular or part-time basis. A key strength is our faculty who are actively engaged in consultancy and business relevant research and are closely in touch with the needs of business and government. They are committed to practicality, which means they are consistently current and topical in their teaching, and they bring not only experience but rigour to their programmes.

**Mission**

To transform the practice of management around the world by creating and disseminating applied knowledge.

**Vision**

- To be a world leading management school for responsible management thinking and practice.
- To conduct research that has a real impact on the practice of management around the world.
- To be an employer of choice for faculty who are passionate about transforming the practice of management.
Credentials

Cranfield is one of an elite group of schools worldwide to hold the triple accreditation of:
- AACSB International (the Association to Advance Collegiate Schools of Business).
- EQUIS (European Quality Improvement System).
- AMBA (the Association of MBAs).

Cranfield became a signatory of the UN PRME in 2008 and this is the third Communication on Progress (COP) since then.

UN PRME

**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 dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

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

Cranfield is proud to have been one of the earliest signatories of the UN PRME as well as a founder of ABIS (Academy of Business in Society). As one of the elite group of global business schools with triple accreditation (AACSB, AMBA, EQUIS), we recognise our responsibility to be a leader on the journey to embed responsible management education principles in what we do.

This Communication on Progress (COP) to the UN PRME Secretariat in New York describes what we have achieved since January 2013 when we last reported. We can demonstrate steady improvement. We know, however, that we are still in the early stages of our journey.

A new University-wide vision and strategy for Cranfield creates an opportunity to intensify our progress to embed responsible management education principles and sustainability as an integral part of ‘One Cranfield’. This includes exciting opportunities to combine the University’s expertise in technology and management to explore the potential and inform the practice of the circular economy. The University is proud to be one of the first global academic partners of the Ellen MacArthur Foundation, working on the circular economy.
COMMUNICATION ON PROGRESS (COP) AT CRANFIELD

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.

Example 1:
Students are encouraged and supported to participate in speaker events, conferences and business school competitions organised both by Cranfield and other institutions. Cranfield students regularly attend the annual EMERGE conference on social entrepreneurship and social activism held at Said Business School, Oxford; and participated in both the Hult and Nespresso sustainability international competitions for business schools. In 2014, the Cranfield team reached the regional finals of the Hult Prize Global Challenge. Travel bursaries have been provided for several years for students to attend the annual ‘Doing Good and Doing Well’ student conference hosted by IESE, Barcelona. The 2014 bursary holder, MBA student Leonard Della-Moretta, has pledged to sponsor a future student each year. See Leonard’s blog on his experience at the 2014 conference here: http://www.som.cranfield.ac.uk/som/dinamic-content/media/Doughty/DGDW%20Blog%20post.pdf

Example 2:
The University is a global partner of the Ellen MacArthur Foundation (EMF) and is working closely with them to develop research and teaching on the principles and practice of the circular economy. In June 2014, the University hosted the second annual MacArthur-Schmidt Fellowship Programme Summer School, with participants from a number of leading international universities and business schools including London Business School, MIT, Stanford and Yale. Cranfield is now investigating the feasibility of an executive, modular pan-University MSc in the circular economy, which would run in partnership with the EMF. Contact: Dr Fiona Charnley fj.charnley@cranfield.ac.uk

Example 3:
A number of high-profile business speakers have spoken at Cranfield during 2013-14 about creating sustainable value and a sustainable global economy. These included John Neill CBE (executive chairman and CEO of the Unipart Group of Companies), Ana Botin (CEO of Santander UK), Doug Baillie (Chief Human Resources Officer for Unilever) and Dame Ellen MacArthur (founder of the Ellen MacArthur Foundation).
Example 4
The University is being sponsored by the Bill and Melinda Gates Foundation to conduct research for the Reinvent the Toilet project. This is the challenge to develop a stand-alone toilet for developing countries, where many dwellings do not have water and sewage connections. The use of a toilet is a difficult topic to research as it is embarrassing for many and so special approaches are required. Cranfield’s Centre for Creative Competitive Design (C4D) is leading the project but Professor Keith Goffin from the School of Management has trained a group of PhD and masters students in techniques for identifying customers’ hidden needs. Having conducted fieldwork in Africa, the students have conducted a systematic analysis and taken into account both local requirements and cultural issues.
Contact Dr Leon Williams l.williams@cranfield.ac.uk

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.

Example 1:
Corporate responsibility and sustainability are now integrated into the core of the Cranfield MBA programme. We have also introduced a specific course on the challenges of leadership.

Example 2:
The School launched the MSc in Management and Corporate Sustainability in October 2014 with participating students from China, France, Germany, Kenya, Mexico, the Netherlands and Switzerland. As an integral part of the course, the students will attend MIT for a sustainability conference. Corporate sustainability is also a required, foundation course for the MSc in Management (MIM) which was launched in 2013 and which will also provide the spine for other, future, specialist masters.

Example 3:
There is now a specific ‘management theme’ on corporate responsibility and sustainability on the knowledge interchange within the School’s website which is regularly updated with details of relevant research, faculty articles, presentations and projects.

Principle 3
Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Example 1:
In collaboration with the Institute for Human Rights and Business, Cranfield’s Doughty Centre for Corporate Responsibility has produced teaching notes for MBA course lecturers to help teach a short module on business and human rights: http://www.som.cranfield.ac.uk/som/dinamic-content/media/Doughty/Teaching%20Business%20and%20Human%20Rights.pdf

Professor John Ruggie from Harvard University’s Kennedy School of Government has praised the teaching note. Professor Ruggie said: “Kofi Annan once said: ‘If globalisation cannot be made to work for all, in the end it will work for none’. To make globalisation work for all, human rights – the inherent dignity of every individual, everywhere – must become core elements of corporate policy and conduct. Chris Marsden’s fabulous module on business and human rights shows what companies must do, and what future executive must learn, to help achieve a socially sustainable globalisation.”
Contact: c.angus@cranfield.ac.uk
Example 2:
The Desso Collection brings together seven individual cases exploring the implications of committing to corporate sustainability at the 80-year-old, Dutch headquartered, carpet tiles maker Desso. Each case is designed to be free standing but the collection can also be used together to help students get a better understanding of the many different facets of organisational transformation required in moving towards corporate sustainability. The individual cases cover innovation, leadership, programme management, marketing, supply chain and logistics, human resources, and corporate responsibility. Collectively, they can also be used to explore change management. The cases examine how a new management team, introduced by acquiring private equity owners, drove a business transformation based on customer focus, innovation and a commitment to a cradle-to-cradle (circular economy) business model. The cases have been produced on a collaborative basis by faculty from Marketing, Supply Chain and Logistics, IHRM, Programme Management, Corporate Responsibility and Innovation. These cases are the final deliverable of Cranfield’s participation in the three-year Pears Business School Partnership in association with The Pears Foundation and Said (Oxford) and London business schools. 
Contact: c.angus@cranfield.ac.uk

Example 3:
In addition to dedicated modules and courses, Cranfield aims to integrate responsible management education across teaching programmes. One practical example of this is Dr Ruth Bender, Reader in Corporate Financial Strategy. Ruth’s lectures for graduate and executives on the shareholder-value debate emphasise that: “Shareholder value is NOT about next quarter’s profits. As originally construed – and indeed, the way we teach it at Cranfield – it is about the long term. Timescale is a fundamental part of the shareholder value equation. And that means you need to make trade-offs. Yes, I can increase this quarter’s profits. But if that cost-cutting makes my best employees leave, it hits the long term. Yes, I can get more sales. But if it then hacks off my leading customers, that destroys value. Or, yes I can reduce my tax down to zero – but if it makes people boycott drinking my coffee … the best way to think of it is that SV is basically, Warren Buffett’s philosophy slammed into a formula – his Owner’s manual at Berkshire Hathaway focuses on Intrinsic Value over the long term.”
http://ruth999-randomthoughts.blogspot.co.uk/2015/04/my-speech-at-cranfields-leadership.html
Contact: r.bender@cranfield.ac.uk

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.

A number of recent and current research programmes within the School are focused on responsible management practices and sustainability.

Example 1:
Dr Denyse Julien is currently involved in a major project to dramatically improve the food supply chain to meet the rising global demand for food and to protect the environment – Project SCALE (Step Change in Agri-Food Logistics Ecosystems). This three-year research project has the School as lead partner working with four partner organisations: the European Food and Farming Partnerships (EFFP), DHL, Wageningen University and the Université d’Artois. 
Contact: d.m.julien@cranfield.ac.uk

Example 2:
Professor Hugh Wilson and Dr Liz Varga are leading Cranfield’s contribution to EU-InnovatE, a multinational research programme funded by the European Union’s Seventh Framework Programme (FP7) facility on sustainable marketing and consumption. Cranfield’s contribution is
particularly looking at how to nudge consumers towards more sustainable lifestyles and the role of regulation in this. The School hosted an academic and then a practitioner sustainable marketing conference for participating academic researchers and some 100 marketing specialists to help to launch the EU-InnovatE programme and to access latest practitioner insights.

**Contact:** hugh.wilson@cranfield.ac.uk

**Example 3:**
Reducing the risks associated with negative social, environmental and economic (SEE) impacts as well as increasing opportunities from positive SEE impacts is increasingly seen as part of building organisational resilience. In ‘Roads to resilience: building dynamic approaches to risk to achieve future success’ in 2013, Professor Keith Goffin, Professor Marek Szwejczewski and Dr Elmar Kutsch analysed how organisations put risk management at the centre of their corporate culture.

**Contact:** k.goffin@cranfield.ac.uk

**Example 4:**
Professor David Grayson CBE joined forces with Jane Nelson, director of the CSR initiative at the Kennedy School of Government, Harvard, to research and write the first ever history and potential history of organisations promoting responsible business practices. Their book ‘Corporate responsibility coalitions: the past, present and future of alliances for sustainable capitalism’ was published by Stamford University Press and Greenleaf Publishing in 2013 and a Mandarin edition was published in China in 2014. A teaching note with ideas for how the book can be used in business schools and schools of public policy is in The Case Centre and Case-Place.

**Contact:** david.grayson@cranfield.ac.uk

**Example 5:**
The legal practice of gathering and analysing competitive intelligence by which companies deepen their understanding of environments, markets and rivals has diffused widely. Unfortunately, scandals of improper, illegal and unethical transgression have created associations of the practice with corporate espionage. Professor Patrick Reinmoller’s study in the *British Journal of Management* explains why such stigmatised practices persist. He uses the research in his teaching at all levels to raise awareness of how context may make unethical behaviour seem common sense and how to overcome this.

See the online article related to the paper here: [http://www.som.cranfield.ac.uk/som/n360/Is-competitive-intelligence-good-for-business](http://www.som.cranfield.ac.uk/som/n360/Is-competitive-intelligence-good-for-business)


**Contact:** patrick.reinmoeller@cranfield.ac.uk

**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.

**Example 1:**
Cranfield University and the Open University have launched a new research initiative, the Government Affairs Research Club (GARC). The aim of GARC is to provide thought leadership and a centre of excellence for cutting-edge business / government affairs and advocacy management research. It will provide an opportunity for
government / industry affairs directors to meet and discuss the challenges they face and how these can be overcome. The focus will be on discussing the actions that companies should take to improve public confidence in their organisational advocacy activity and the legitimacy of organisations arguing for their own interests, including responsible lobbying, transparency and accountability. GARÇ will provide the opportunity to access and inform future academic and practitioner research agendas around these themes, both within the UK and across Europe. The focus is upon developing strategic foresight and practical problem solving.

**Contacts:** Professor Paul Baines (Professor of Political Marketing)
[mailto:paul.baines@cranfield.ac.uk](mailto:paul.baines@cranfield.ac.uk)
Dr Tazeeb Rajwani (Senior Lecturer in Strategic Management)
[mailto:tazeeb.rajwani@cranfield.ac.uk](mailto:tazeeb.rajwani@cranfield.ac.uk)

---

**Example 2:**
Cranfield’s renowned Female FTSE Board Report, which monitors the number of women on the boards of the FTSE companies listed on the London Stock Exchange, has been instrumental in increasing the number of women on boards. As a member of the Davies Review of the composition of boards of large UK companies for the British Government, Professor Susan Vinnicombe CBE, Director of Cranfield International Centre for Women Leaders, has played a prominent role in creating more diverse UK boards. We are delighted that Susan’s work was recognised in the 2014 Queen’s Birthday Honours List with the award of a CBE. The most recent Female FTSE update suggests that the Davies target for 25% of FTSE board members being female by the end of 2015 will be achieved.

**Contact:** Professor Susan Vinnicombe CBE [mailto:s.m.vinnicombe@cranfield.ac.uk](mailto:s.m.vinnicombe@cranfield.ac.uk)

---

**Principle 6**
**Dialogue:** We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

**Example 1:**
Inspired by the founder of the School’s Doughty Centre for Corporate Responsibility, the late Nigel Doughty, and with the intellectual and practical sponsorship of David Pitt-Watson, a member of the School’s International Advisory Council and co-chair of the UNEP Finance Initiative, the Doughty Centre has been running an initiative on ‘renewing capitalism’. The Centre has worked with academics, politicians, think-tanks, business leaders, business organisations and NGOs to develop a taxonomy and mapping of organisations, initiatives and time-limited projects focused wholly or in substantial part on renewing capitalism. This includes clusters around capitalism with planetary boundaries (sustainable, breakthrough capitalism); clusters concerned with individual and organisational ethics and responsible business practices (responsible, conscious, moral capitalism); clusters concerned with inequalities and exclusion (inclusive capitalism); and clusters dealing with resilience, systems and systemic risk (long-term capitalism).

**Contact:** Professor David Grayson CBE (Professor of Corporate Responsibility)
[mailto:david.grayson@cranfield.ac.uk](mailto:david.grayson@cranfield.ac.uk)

---

**Example 2:**
Cranfield’s faculty are regularly moderating, chairing and keynoting / speaking at management and business conferences, participating in media interviews and a number of faculty are particularly active on social media such as Twitter. The School itself is also developing tailor-made courses for iTunes U including a well-received course on ‘Managing Supply Chains’ prepared and delivered by...
Professor Richard Wilding OBE. Research such as that developed by Cranfield International Centre for Women Leaders concerning women on boards is regularly influencing public policy and management practice.

*Codicil*

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

**Example 1:**
The School’s well-established Green Team and annual Green Week have been extended across the University.

**Example 2:**
The University as a whole has made a commitment to a 50% absolute reduction in carbon emissions by 2020 and is currently on track to achieve this.

**Example 3:**
The University’s efforts were recognised in the 2013 UK Green Gowns Awards for improving sustainability in higher education when Cranfield was highly commended in the ‘Most improved university in the past five years’ category.

**Example 4**
*In 2013 the School achieved ISO 14001 certification for Environmental Management*

Following an audit by the BSI (British Standards Institution), the School achieved certification to the ISO 14001 Environmental Management Systems Standard. The major objective of the ISO 14000 standard is "to promote more effective and efficient environmental management in organizations and to provide useful and usable tools - ones that are cost effective, system-based, flexible and reflect the best organizations and the best organizational practices available for gathering, interpreting and communicating environmentally relevant information." The achievement of ISO 14001 confirms the excellence of the School's environmental management system and will help to ensure all requirements of environmental legislation are met. The School has set itself objectives and targets to increase participation in environmental initiatives reduce the amount of power consumed and paper used and increase the proportion of waste recycled. Cranfield University has since achieved 14001 certification for the whole campus at Cranfield.

**Example 5**
*In 2015 the School achieved OHSAS 18001 certification for Health and Safety Management*

OHSAS 18000 is an international occupational health and safety management system specification. It provides a framework for putting in place policies, procedures and controls needed for an organization to achieve the best possible working conditions, for employees, customers and anyone else who comes into contact with the organisation, aligned to internationally recognized best practice. Adopting the policies and procedures of Cranfield University, over a period of 18 months the School implemented a series of activities to fully comply with all of these, set eight key objectives and targets, created tools, provided comprehensive training and put in place a systematic risk assessment process for the activities of staff, students, customers and on site-contractors. Following an external audit the School achieved certification to the OHSAS 18001 Health and Safety Management Systems Standard. Cranfield University is working towards OHSAS18001 certification for the whole organisation.

**Submission**

This Communication on Progress (COP) has been developed by the Cranfield School of Management ad-hoc UN PRME Taskforce from contributions submitted by members of faculty, staff, students and alumni.

It has been formally approved by the School Executive.

Cranfield School Of Management, Cranfield University, Cranfield, Bedfordshire MK43 0AL, UK