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PILLARS OF THE SUSTAINABLE ECONOMY
2008/09

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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.
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.
UNIVERSITY OF EDINBURGH MANAGEMENT SCHOOL RECEIVES FUNDING FROM ABBEY
Abby 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.
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.

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.

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.

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.

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.

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.
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.

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’.

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.

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.

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.

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.
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.”

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 AWARDED 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 Said 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.
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.

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.

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.

SHEFFIELD HALLAM UNIVERSITY SHARPENS YOUR THINKING
“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 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.

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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
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 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.”
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

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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.

PILLARS OF THE SUSTAINABLE ECONOMY 2008/09
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) – 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 Said 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 Said 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
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). Similarly, 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 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.
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.

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

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) 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 Manchesters’ 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.
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/glbu

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 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.

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.
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
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Continued over page >
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)

Business and Management
Growth 1994-2007: 41%

All Higher Education
Growth 1994-2007: 34%

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

China  India  EU (not UK, 2005)
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 Association of University Administrators (AUA), Fellow of the Chartered Institute of Personnel Development (CIPD) and Fellow of the Chartered Institute of Higher Education (CIHE). Julie is a former law graduate and head of law at the University of Northumbria (formerly the University of Northumbria at Newcastle).

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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 (CNAA) and the Open University Validation Services (OUVS) as Receptionist, Conference Organiser and Administrative Secretary.

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Victoria 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. Victoria 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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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 finds the following key areas of improvement:

- Full implementation of the recommendations of the final report of the LSC.
- Improved management of the funding process.
- Improved monitoring of the delivery of the programme.
- Improved financial management of the programme.
- Improved communication and reporting to stakeholders.

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 transparency.

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, Glyndŵr University. The Chartered Institute of Marketing and European Foundation for Management Development (EFMD) have been welcomed as associate members.

**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; and third stream conference at Warwick Business School, to name but a few.

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ENHANCING QUALITY

The year with a focus on learning, teaching, research and assessment.

The ABS Programmes Committee, chaired by Professor Jean Woodall, met to discuss and consider the final version of the ABS Research Committee, chaired by Professor Chris Prince, met twice during the year. It covers the broad range of third stream activities, including the management of student loans, the role of deans and leadership in third stream initiatives. Professor Bob McNabb, met twice over the year. The main item being taken forward was a project on the role of deans and leadership in third stream activities, including the Management and Executive Education framework.

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The Deans' Project, which is a collaborative bid to HEFCW involving all business schools in Wales with the support of the ABS Committee for Wales, chaired by Professor Charles Harvey, met at Stirling University on 16 October. Each school will lead on the development of new subject benchmarks and acts as a node for the wider world to be encouraged and recognised. The project is being represented by Jonathan Slack on the Chartered Management Institute's 'Greening Management' project.

The ABS Academic and business school (the former Chartered ABS Academic Journal Quality Guide) was produced and disseminated. The ABS Research Committee, chaired by Professor Jean Woodall, met to discuss and consider the final version of the ABS Programmes Committee, chaired by Professor Chris Prince, met twice during the year. It covers the broad range of third stream activities, including the management of student loans, the role of deans and leadership in third stream initiatives. Professor Bob McNabb, met twice over the year. The main item being taken forward was a project on the role of deans and leadership in third stream activities, including the Management and Executive Education framework.

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The Association of Business Schools

Members as at October 2008

The Association of Business Schools (ABS) is an umbrella organization for business schools in the United Kingdom.

The ABS represents the interests of its member schools and promotes high standards in business and management education.

The ABS has 60 members as of October 2008, including business schools from a variety of universities and institutions.

The ABS provides a platform for collaboration and the exchange of ideas among business schools, and offers resources and support to its members.

The ABS is committed to the promotion of excellence in business and management education and research, and to the development of new and innovative approaches to learning and teaching.

The ABS seeks to ensure that its members continue to meet the highest standards of quality and to remain at the forefront of business and management education.

The ABS is a member of the Association of European Business Schools (AEGSB) and the European Alliance of Business Schools (EAIBS).

The ABS is funded by its members, which includes universities, business schools, and other organizations involved in business and management education.

The ABS is based in London, United Kingdom, and operates under the leadership of its Board of Directors, which is elected by member schools on an annual basis.

The ABS is committed to promoting the interests of its members and to supporting them in their efforts to provide high-quality business and management education.

The ABS provides a range of services to its members, including accreditation, research, and professional development programs.

The ABS is a recognized and respected organization in the business and management education sector, and it plays an important role in shaping the future of business and management education in the United Kingdom and beyond.
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 Saïd 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 Glamorgan 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, Kingston, 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, the 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 Lisbon.

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.

DEVELOPMENT PROGRAMME FOR MARKETERS (DPMAR)
Fully endorsed by The Chartered Institute of Marketing and attracting the full 35 CPD points, 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).

STRAEGIC DEVELOPMENT EVENT
Dr. Judy Simkin (Warrington) and Professor Malcolm McDonald (Cranfield) led the workshop entitled ‘Leading and Managing Successful Business School Change’ at the ABS conference in Brighton.

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.
This title recognises their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. It is the recognition of their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. It is the recognition of their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. It is the recognition of their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. It is the recognition of their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. It is the recognition of their significant contributions and success in previous contributions and success in drawing upon which they can draw in the future. 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Management, Organisation and Community Development Committee

Professor Chris Prince (Chair)
Birmingham City Business School

Professor David Hamblin (Vice Chair)
Lancashire Business School

Peter Betts
Westminster Business School

Professor Clare Brindley
Nottingham Business School

Dr. Ian Brooks
Northampton Business School

Professor David Brooksbank
Cardiff School of Management

Professor Phil Morgan
Bradford University School of Management

Dr. Kim Parker
Kent Business School

Mark Richardson
Worcester Business School

Chris Shiel
Centre for Global Perspectives, Bournemouth University

Committee for Wales

Professor Bob McNabb (Chair)
Cardiff Business School

Professor Andrew Henry
Cardiff Business School

Professor Bob Welsh (Chair)

Committee for Scotland

Professor Mike Hughes (Chair)
University of Aberdeen Business School

Professor Susan Hart
Strathclyde Business School

Professor Angus Laming
University of St Andrews

Professor Angus Laming
University of Glasgow

Committee and Community Development Management, Organisation and Community Development Committee

Professor Huw Morris (Chair)
Manchester Metropolitan University Business School

Gordon Fletcher
Salford Business School

Professor David Hamblin
Lancashire Business School

Gemma Lines
Cass Business School

Dr. Phil Megicks
Plymouth Business School

Alastair Thomson
Teesside Business School

Dr. Cathy Griffiths
Caledonian Business School

Dr. Chris Shiel
Manchester Metropolitan University Business School

Professor Dave Bevan
Nottingham Business School

Professor Clare Brindley
Wolverhampton Business School

Peter Betts
Lancaster Business School

Professor Dave Hamblin (Vice Chair)

Birmingham City Business School

Committee for Wales

Professor Bob McNabb (Chair)
Cardiff Business School

Professor Andrew Henry
Cardiff Business School

Professor Bob Welsh (Chair)

Committee for Scotland

Professor Mike Hughes (Chair)
University of Aberdeen Business School

Professor Susan Hart
Strathclyde Business School

Professor Angus Laming
University of St Andrews

Professor Angus Laming
University of Glasgow
EXECUTIVE COMMITTEE

PROFESSOR MICHAEL OSBALDESTON OBE (Chair)
Professor Paul Croney
Dr. John Brinkman
Professor Howard Thomas
Professor Huw Morris

RESEARCH STEERING COMMITTEE

Professor Howard Thomas (Chair)
Professor Huw Morris

PROGRAMMES STEERING COMMITTEE

Professor Jean Woolall
Professor Bob McNabb
Professor Mike Hughes
Professor Charles Harvey
Professor Howard Thomas (Vice Chair)
Professor Mark Fenton O’Crey
Professor Paul Croney (Vice Chair)
Professor Howard Thomas
Professor Huw Morris

2007/08
ABS COMMITTEES

ANNUAL REPORT 2007/08
### Income

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriptions</td>
<td>£270,992</td>
<td>£271,720</td>
</tr>
<tr>
<td>Development Programmes</td>
<td>£25,916</td>
<td>£25,916</td>
</tr>
<tr>
<td>Conferences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAM*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>£290,104</strong></td>
<td><strong>£296,875</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>£96,778</td>
<td>£104,942</td>
</tr>
<tr>
<td>General Office</td>
<td>£83,304</td>
<td>£81,763</td>
</tr>
<tr>
<td>Public Relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Programmes</td>
<td>£2,616</td>
<td>£2,104</td>
</tr>
<tr>
<td>Conferences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>£196,095</strong></td>
<td><strong>£200,829</strong></td>
</tr>
</tbody>
</table>

### Profit/Loss

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profit/Loss</strong></td>
<td><strong>£2,616</strong></td>
<td><strong>£6,045</strong></td>
</tr>
</tbody>
</table>

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### Balance Sheet As At 30 June 2008

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>£255,177</td>
<td>£249,638</td>
</tr>
<tr>
<td>Bank</td>
<td>£177,603</td>
<td>£163,926</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£432,780</strong></td>
<td><strong>£413,564</strong></td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank</td>
<td>£57,860</td>
<td>£50,352</td>
</tr>
<tr>
<td>Debtors</td>
<td>£57,860</td>
<td>£50,352</td>
</tr>
<tr>
<td>Other</td>
<td>£5,765</td>
<td>£5,154</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£120,685</strong></td>
<td><strong>£105,761</strong></td>
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<tr>
<td><strong>Net current assets</strong></td>
<td><strong>£312,095</strong></td>
<td><strong>£307,803</strong></td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td><strong>£632,900</strong></td>
<td><strong>£613,564</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank</td>
<td>£29,402</td>
<td>£29,402</td>
</tr>
<tr>
<td>Debtors</td>
<td>£55,765</td>
<td>£55,765</td>
</tr>
<tr>
<td>Other</td>
<td>£29,402</td>
<td>£29,402</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£114,579</strong></td>
<td><strong>£114,579</strong></td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-incorporation surplus</td>
<td>£29,402</td>
<td>£29,402</td>
</tr>
<tr>
<td>Income and expenditure account*</td>
<td>£29,402</td>
<td>£29,402</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£58,881</strong></td>
<td><strong>£58,881</strong></td>
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<tr>
<td><strong>Net current assets</strong></td>
<td><strong>£354,019</strong></td>
<td><strong>£248,922</strong></td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td><strong>£632,900</strong></td>
<td><strong>£613,564</strong></td>
</tr>
</tbody>
</table>

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*Figure are Bank staff costs included in the salaries.

### Income

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bank Interest</strong></td>
<td>£1,429</td>
<td>£1,471</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subsidiaries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>£1,556</strong></td>
<td><strong>£1,541</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
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<th>2007</th>
<th>2008</th>
</tr>
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<tbody>
<tr>
<td><strong>Bank Interest</strong></td>
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</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>subsidiaries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>£1,556</strong></td>
<td><strong>£1,541</strong></td>
</tr>
</tbody>
</table>

### Profit/Loss

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profit/Loss</strong></td>
<td><strong>£9</strong></td>
<td>£6**</td>
</tr>
</tbody>
</table>

---

**Bank Interest**

*Includes in the salaries.

**Revenue**

- Includes Bank interest.

**Expenses**

- Includes Bank interest.

---

**Bank Interest**

*Includes staff costs.
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 in terms of focusing our mind on how best to use that momentum and enthusiasm 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 of 110 for the first time ever. Our association with the EFMD and other partnerships and the general membership of our Executive and committees, in particular, to another successful year and also to the Executive, our committees, and members in business schools, for their efforts and commitment to develop and lead the ABS in business schools. 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 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 those new to such leadership positions.

I would like to acknowledge and thank all ABS staff for their considerable commitment in achieving this year’s forward to achieve the many outcomes outlined in the report.

In addition to those new to such leadership positions, there is always a pleasure in reporting 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.

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ASSOCIATION OF BUSINESS SCHOOLS
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 education, training, research and development they provide, nationally and internationally, so as to improve the quality and effectiveness of management, entrepreneurship, business and management education, training, and leadership for the benefit of society at large.

OUR MISSION

To promote the interests of our members and the business and management education, training, research and development they provide, nationally and internationally. Formed in 1992, ABS works with similar organisations in Europe and around the world to influence the international management education community, to promote 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, to promote 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, to promote 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, to promote the study of business and management to help improve the quality and effectiveness of managers in the UK and internationally.

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