



Nottingham University  
Business School

UNITED KINGDOM · CHINA · MALAYSIA

# nubiz

The magazine for the Nottingham University Business School alumni community

Issue 11 / Spring 2014



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#### Feature

Creativity and innovation in business plans

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#### Research

It's the strength of the team that counts

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#### Career special

Love what you do to be successful

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#### Celebrating Business Excellence

Business School marks 25 years of MBA education

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# Welcome

## Welcome to nubiz, the exclusive magazine for the Nottingham University Business School alumni community.

It has been a busy and exciting time since the last edition. The Business School welcomed Adrian Mateo as Alumni Manager who joined in March 2013, replacing Hilary Vaughan-Thomas. Kerry Millward also returned to the team from maternity leave as proud mum of a beautiful daughter. At our international campuses Carol Chen and Salinee Ganeson are doing a fantastic job coordinating alumni activities. Carol is responsible for Business School alumni at the Ningbo China campus (read more on page 40), and Salinee has an institution wide alumni role at the Malaysia campus.

Providing the services, activities and information you want, when you want is our top priority. During the latter half of 2013, we participated in an international research survey called 'Alumni Matters' which examines what alumni want and expect from the relationship with their business school. Read more about the survey on page 20.

We have been working hard to improve communication channels and build more effective professional networking opportunities for our alumni. New alumni associations have been established in Romania and Cyprus and membership of our dedicated social media groups continues to grow and be used as a key vehicle to connect and share news and experiences. A new bi-monthly e-bulletin was introduced last year and has proved very popular. Over 30 Business School alumni networking, reunions, business speaker seminars, community events, and visits were held during 2013 in cities all around the world. Our Business Leaders Series continues to attract high profile industry figures from global organisations such as Tesco, Ford, and Paul Smith Ltd. In November a landmark alumni event - 'Celebrating Business Excellence' - was held to mark the 25 year anniversary of MBA education at Nottingham. Read more about some of our fabulous events in these pages.

This edition features numerous highlights of the past two years for the Business School, including the introduction of new exciting study programmes and success in various global rankings and accreditations. We also showcase a selection of just a few of the many incredible achievements and stories from around our amazing alumni community.

If you have any news, stories or events to share we would love to hear from you.

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**nubiz** is the magazine for current students, graduates, staff and associates of Nottingham University Business School. The views expressed in nubiz are not necessarily those of the editorial team, alumni or the Business School. If you have any news, stories or events to share with the NUBS alumni community we would love to hear from you. Please contact us at [businessalumni@nottingham.ac.uk](mailto:businessalumni@nottingham.ac.uk)

School news

# Business School celebrates rankings and accreditation success

## EQUIS accreditation

**In 2013, Nottingham University Business School in the UK, China and Malaysia secured a prestigious second term as part of a world-leading group in the field of business education.**

The globally-respected European Quality Improvement System — EQUIS — is an accreditation scheme for leading providers of business education, run by the European Foundation for Management Development in Brussels. The scheme was created in 1997 with the aim of raising the standard of management education worldwide.

Only a select few business schools have achieved EQUIS accreditation and Nottingham is the only one to hold accreditation for its business schools in three locations.

Nottingham University Business School was first awarded EQUIS accreditation in 2010. The award is held for a term of three years and the Business School has received re-accreditation for a further three years.

EQUIS accreditation covers all programmes offered by an institution from first degree up to PhD.

Institutions that are accredited by EQUIS must demonstrate not only high standards and quality in all their activities, but also a high degree of internationalisation.

Accreditation is a rigorous process that includes a three day visit from a peer review team to assess all the School's programmes, staff, and facilities, as well as interviews with alumni and visitors from business and industry.



## Double Economist MBA ranking success

**In The Economist 2013 top 100 full-time MBA league table, the School rose 12 places to 74th globally against tough competition from North America, Europe, Asia, and Australia.**

Adding to this success, our Executive MBA Programme also placed 40th worldwide and 6th in the UK in the inaugural Economist 2013 Global Executive MBA ranking.

It is the first time Nottingham has entered an executive MBA ranking and the School placed ahead of many other prominent international business schools.

Dr John Colley, Director of MBA and Executive Programmes said:

“We have focused on ensuring our MBA students are well equipped with entrepreneurial and leadership skills so they can be effective in their careers. Increasing practical engagement and international exposure through business study tours to USA, China, Chile and Argentina in 2013, together with a wide variety of senior industry speakers and live case studies, further prepares our students for the major challenges they will face ahead.”

“The Economist rankings focus on the student experience and the Nottingham MBA provides excellent preparation for senior management challenges.”





## FT Masters in Finance

The School retained its top 40 position among an exclusive group of business education institutions in the 2013 Financial Times Top Global Masters in Finance ranking, published in June.

The ranking surveys alumni who graduated three years ago - in this case, our MSc Finance and Investment students who graduated in 2010 completed the FT's survey about salary progression and career routes.

On a measure of how well alumni had achieved their aims after graduation, the School scored in the top ten, indicating a high level of alumni satisfaction with their career progress.



## Global Green MBA Survey

In the inaugural Global Green MBA survey, an annual list conducted by Canadian magazine Corporate Knights that examines how universities are faring at integrating sustainability into the academic experience, Nottingham University Business School rated 2nd in the UK and 5th in the world.

Nottingham has been a leader in sustainable and ethical business teaching and research since it launched its International Centre for Corporate Social Responsibility in 2002.

## Chartered Banker Institute accredits MSc Banking and Finance

**The MSc Banking and Finance programme, aimed at producing the next generation of financial business leaders has attracted a prestigious endorsement of its quality.**

The Chartered Banker Institute (CBI) has confirmed its accreditation of the MSc Banking and Finance programme, making it one of a select few masters programmes to be offered this level of recognition. Chartered Banker status is the gold standard for professionals working in the banking sector. Holders of the title are recognised as highly qualified, professional bankers with a detailed knowledge of the modern banking sector and its ethical and professional requirements.

Professor James Devlin, Associate Dean and Director of the Centre for Risk, Banking and Financial Services said:

“The formalisation of our relationship with the Chartered Banker Institute via full accreditation of our MSc programme is an exciting development and one which endorses the School’s excellence and heritage in the areas of banking, risk and financial services.

## Nottingham among the world’s best in new ranking of individual subjects

The ‘QS World University Rankings by Subject’, shows that The University of Nottingham has improved its position significantly - appearing in the world’s elite institutions (top 200) in 29 out of 30 subjects.

The new rankings also features 16 Nottingham subjects in the top 100, and eight in the top 50, including Accounting & Finance which was ranked 45th. More than 3,000 universities worldwide were evaluated as part of the survey, with 689 ranked in total.

The QS World University Rankings by Subject series takes into the account the opinion of academics and employers via a global survey. The rankings series is the only international evaluation that allows prospective students to compare universities in their particular area of interest.



# Nottingham is number one for employers

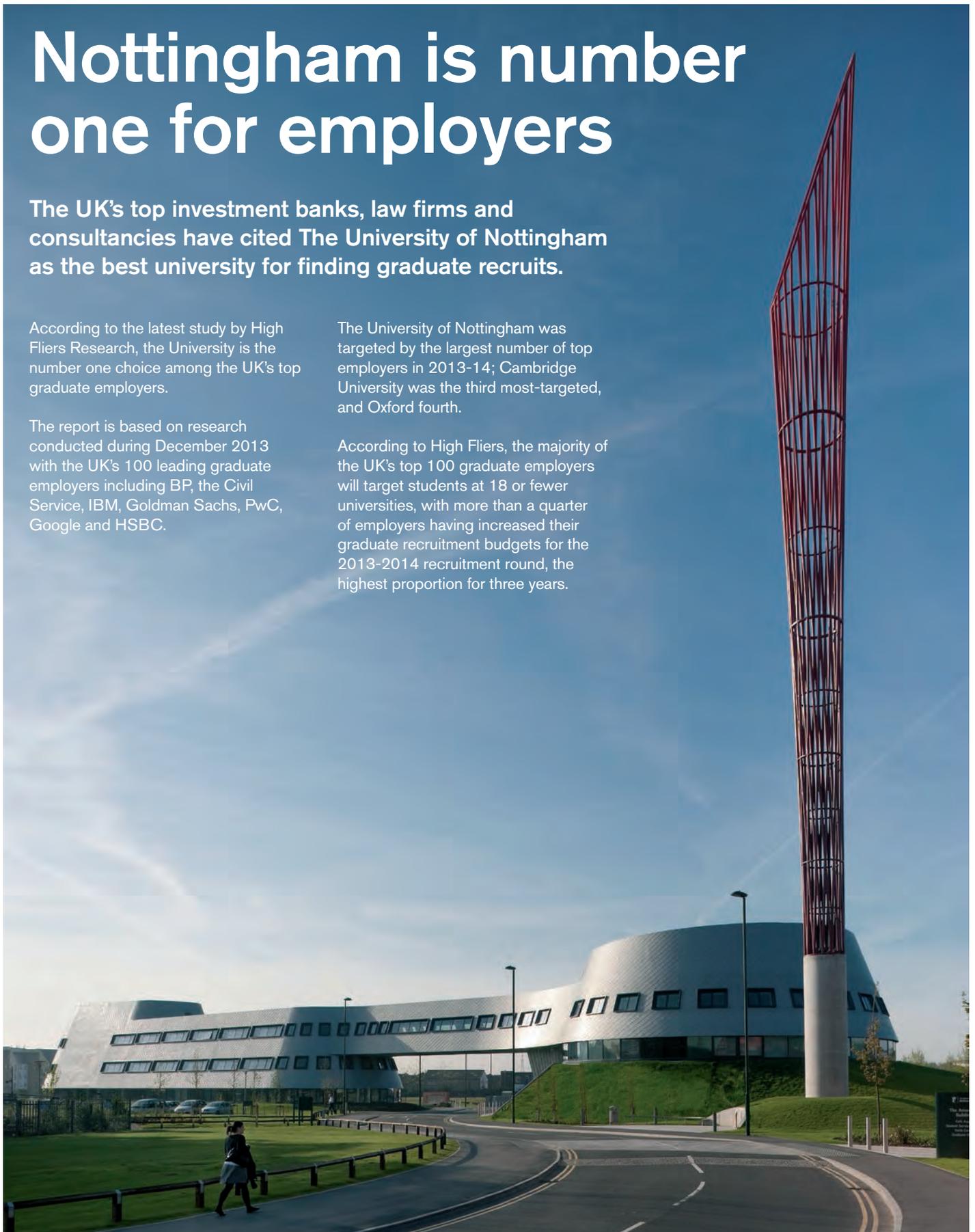
The UK's top investment banks, law firms and consultancies have cited The University of Nottingham as the best university for finding graduate recruits.

According to the latest study by High Fliers Research, the University is the number one choice among the UK's top graduate employers.

The report is based on research conducted during December 2013 with the UK's 100 leading graduate employers including BP, the Civil Service, IBM, Goldman Sachs, PwC, Google and HSBC.

The University of Nottingham was targeted by the largest number of top employers in 2013-14; Cambridge University was the third most-targeted, and Oxford fourth.

According to High Fliers, the majority of the UK's top 100 graduate employers will target students at 18 or fewer universities, with more than a quarter of employers having increased their graduate recruitment budgets for the 2013-2014 recruitment round, the highest proportion for three years.



# Local charity endows business institute

**The Haydn Green Charitable Trust donated £1.5million to The University of Nottingham in 2013 to promote innovation and entrepreneurship.**

The substantial gift will build on the achievements of the University's Institute for Enterprise and Innovation (UNIEI), which since its launch in 2000 has become a key national centre for entrepreneurship education.

The UNIEI was founded at Nottingham University Business School and now helps hundreds of students every year – at undergraduate, postgraduate and MBA level – to develop the entrepreneurial skills that will enable them to thrive as business leaders. The gift of £1.5m will build and develop that work in the years to come.

In honour of the endowment, UNIEI was re-named The Haydn Green Institute for Innovation and Entrepreneurship.

## Celebration of entrepreneurship

**Dr Vince Cable MP, Secretary of State for Business Innovation & Skills, joined Trustees of the Charity and other special guests at a celebration event on Jubilee Campus on Monday 18 February.**

The Haydn Green Charitable Trust was set up in memory of the late Haydn Carrick Green, who passed away suddenly in 2007. Haydn was a successful Nottingham businessman, whose entrepreneurial flair brought innovative financial products to the market.

The trustees intend to also help build innovative and entrepreneurial structures within charitable or voluntary sectors by collaborating or by providing financial assistance to those organisations, which are working towards similar goals.

The endowment will allow the Institute to build its education programmes and research to benefit both students and the regional business community, meeting a key Government agenda by helping to develop entrepreneurial skills.

Based in the Business School, UNIEI was launched in 2000 by Professor Martin Binks, with support from the Department of Trade and Industry and the East Midlands Development Agency.

## Entrepreneurial education



Professor Binks, now Dean of the Business School, has led entrepreneurship education that includes our popular MBA in Entrepreneurship, MSc, numerous cross-disciplinary MSc Entrepreneurship programmes in the University; as well as thriving undergraduate entrepreneurship programmes in the UK, China, and Malaysia that involve the support of business people and entrepreneurs who mentor hundreds of Nottingham undergraduates every year.

Professor Binks said:

**“The resources generated by this donation will enable the Institute, the Business School, and the University to broaden and deepen the development of entrepreneurial skills that are so important in today’s economy. This will encourage innovation and growth in the short, medium, and long term both regionally and nationally.”**



School news



# New degree will get aspiring accountants off to a Flying Start

The BSc Accountancy Flying Start programme, which welcomes its first intake later this year, is being offered as part of an exciting new collaboration between the Business School, multinational professional services firm PwC (formerly PricewaterhouseCoopers) and the Institute of Chartered Accountants in England and Wales (ICAEW).

In addition to offering a qualification from a leading, EQUIS-accredited business school, the degree will give aspiring accountants a competitive edge by providing paid work placements with PwC's Assurance practice — with the chance of being offered a full-time position by the firm at the end.

Professor Martin Binks, Dean of the Business School, said:

**“We are delighted to be working in partnership with other prestigious organisations to offer a truly integrated learning experience, which is enhanced by our unique global presence and perspective. Students will benefit from world-leading academic insights from the Business School, as well as leading-edge professional practice from time on placement with PwC and the endorsement of the ICAEW.”**

## The benefits

Students signing up to the Flying Start programme will qualify more quickly as a Chartered Accountant and will get both the traditional university experience as a full-time student and exposure to world-class clients through the paid work placements at PwC, one of the Big 4 accountancy firms.

Provided graduates have successfully completed the programme and have achieved a 2:1 or above, they may be offered a full-time position with PwC at Senior Associate level.

Graduates who take up this offer can look forward to entering PwC employment one year ahead of traditional graduate entry level employees and becoming a fully qualified Chartered Accountant just over a year after graduation (after successfully completing the Advanced Stage papers of the ACA qualification).

There will also be the possibility of secondment to overseas offices and other parts of PwC's business as well as the opportunity to support and mentor new students on placement at the firm.

Gaenor Bagley, PwC Head of People, said: “We have long believed that employer-led degrees have a critical role in building the skills, knowledge and learning discipline of

students who know what they want out of a career. The Flying Start programme is a degree designed around a career, targeting high performing, motivated students, who want to work in accountancy and business. The unique mix of theory and practice means that when they join PwC, graduates from this programme will be one year ahead of their peers.”

Shaun Robertson, Head of Learning at ICAEW, added: “We've worked in partnership with PwC and Nottingham University Business School in designing this new integrated strategic degree programme. The endeavours of all three partners will ensure that students will have the opportunity to obtain an excellent degree, to complete 80% of the ICAEW Chartered Accountancy modules and to undertake relevant practical experience.

“Applying theory in the workplace is core to qualifying as an ICAEW Chartered Accountant. We look forward to a long successful partnership and seeing many inspirational students on the course graduate from the programme and go on to rewarding and fulfilling careers.”



**A prestigious new degree programme offering undergraduates a sought-after accountancy qualification and an accelerated route into employment was launched at the Business School.**



Further details on the Flying Start programme at Nottingham are available from:

Professor Jim Devlin  
Deputy Dean of Nottingham University Business School james.devlin@nottingham.ac.uk  
[www.nottingham.ac.uk/business/ug/FlyingStart](http://www.nottingham.ac.uk/business/ug/FlyingStart)

## Dr Peter Samuel 1957 – 2013

Dr Peter Samuel, who died suddenly of a stroke in December, was a colleague and dear friend to many at Nottingham University Business School.



Peter joined the School in 2005 as Lecturer in Employment Relations, a position he continued to hold until his death.

During this time, he taught many undergraduate and postgraduate students on a range of human resource management courses in Nottingham and on the MBA delivered in Singapore. He also provided pastoral care and advice to students from University of Nottingham Ningbo Campus as an undergraduate exchange tutor.

Peter developed a very fruitful research collaboration with Professor Nick Bacon. Peter and Nick published influential articles surveying the development of partnership arrangements across UK business in Work, Employment and Society, and launched a major new study of partnership working in the National Health Services of the devolved governments of Scotland and Wales. The results of this ESRC-funded research will be published from 2014 onwards. Peter was part of a successful bid for funding from the ESRC in 2011 to examine the impact of devolution on employment relations that brought together researchers from Cardiff, Nottingham, Edinburgh, and Strathclyde. The School held a lecture in Peter's memory on 26th February 2014.

Peter will be sorely missed by both staff and students.

Student news

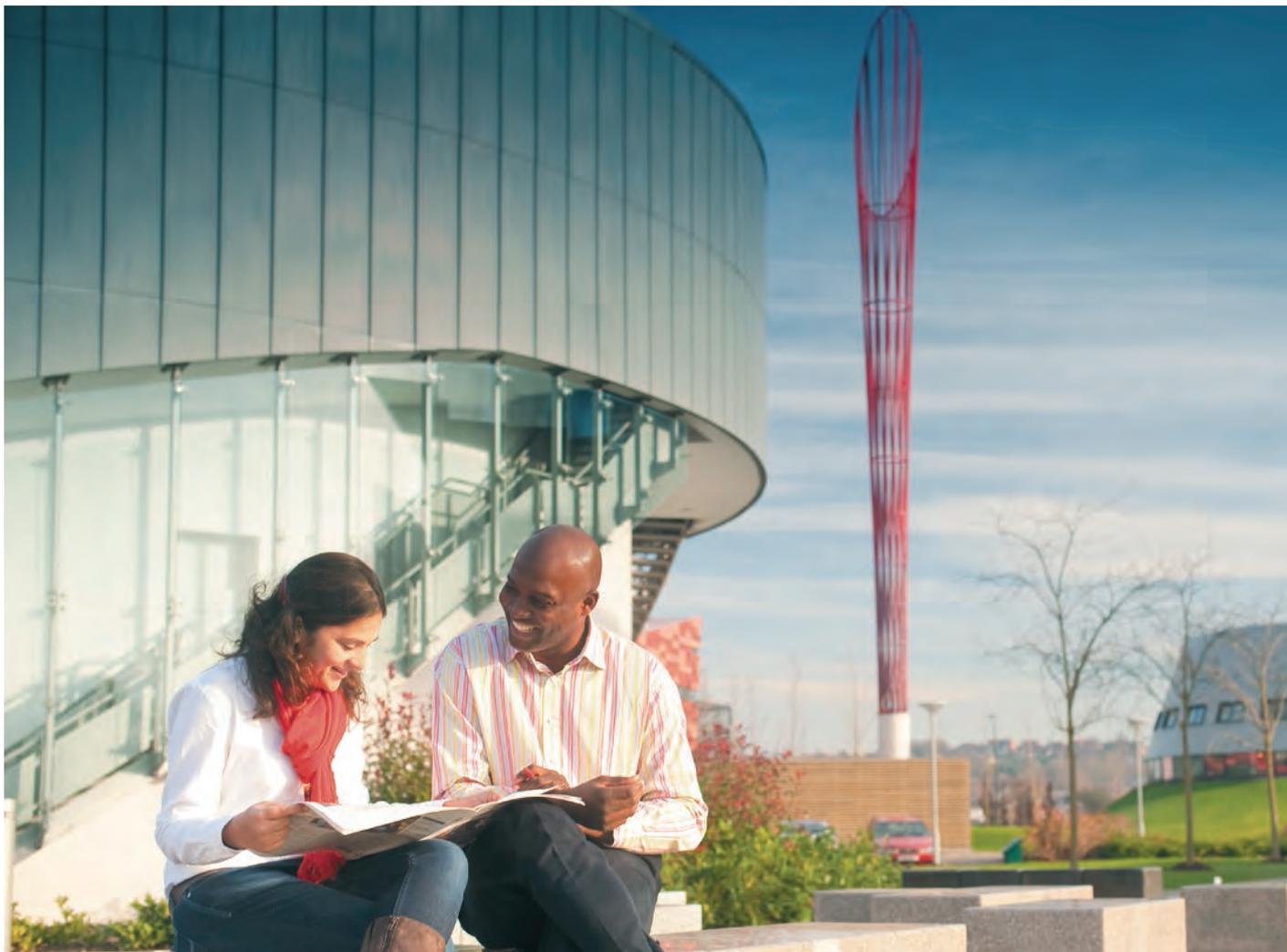
# PhD gender and entrepreneurship research award

**PhD student Angela Martinez Dy won the Michael Christie award for Best New Researcher Paper in Gender at the 2013 Institute of Small Business and Entrepreneurship (ISBE) Conference.**

Angela, a 2010 graduate of our MSc Entrepreneurship, is in the third year of her PhD which focuses on women's online entrepreneurship. Her supervisors, Dr Lee Martin and Professor Susan Marlow, are experts in creativity and gender at the School's Haydn Green Institute for Innovation and Entrepreneurship.

Angela said, "It feels really encouraging to be recognised as a new researcher in gender, especially by an audience of people outside of my immediate university circle. It was also good to see an award for gender research specifically and the positive focus on this area."

Professor Marlow, who attended the conference with Angela said, "This conference is the largest European event for UK entrepreneurship researchers and to be recognised as a leading young researcher here is a real achievement. It is so gratifying to see Angela's hard work and excellent research acknowledged; as a PhD student, this bodes very well for her future career."



Every 20 seconds a child dies from a water related disease. Dirty water kills more people every year than AIDS, malaria and tuberculosis combined. These stark and distressing realities prompted Nottingham University Business School undergraduate Matt Clements to initiate an entirely student led project to provide safe drinking water to communities where access is limited.



# Entrepreneurial student project is a life saver

Project AquaAid was originally set up in 2013 under the auspices of Enactus, a global organisation that uses entrepreneurial action to run projects locally and internationally. Since then Matt and the team have primarily been working alongside development charity Reignite in north-west Cameroon but will now expand the project to reach homes in Western China and Malaysia thanks to a £15,000 grant from the University of Nottingham's Cascade fund.

The AquaAid solution to the threat posed by contaminated water is innovative, effective and like all the best ideas, devastatingly simple. The project team has developed the 'Biosand Filter', an in-house filtration system filled with layers of specially selected sand and gravel which purifies contaminated water by removing harmful organisms responsible for the spread of water borne diseases.

Matt, who is currently in his final year of a BA (Hons) Management Studies said:

**"We have adapted the traditional concrete biosand filter and developed a plastic version that can be easily and cheaply made out of waste plastic containers and PVC pipes. This cheap alternative will therefore allow each household to afford a filter and have access to a source of clean water. As the filters are produced from waste materials this will also ensure our project has a positive environmental impact."**

Due to its campuses in China and Malaysia, Nottingham students will be able to coordinate the entire project. The production of the filters will be managed within China, where there is an abundance of plastic containers and PVC pipes. This will also provide long term employment opportunities for local disabled people, some of the most disadvantaged individuals in China. The finished filters will then be distributed to project partners allowing the scheme to give communities access to clean water.

Matt was keen to stress however that the long term success of the project depends on it working as a business: "We do not believe in the power of charity. We are passionate that empowering individuals and forming sustainable change is the most powerful form of action. Our mission is to enable progress through entrepreneurial action by providing communities with a technology that meets a basic need, while also creating employment opportunities for those without work.

"Our long term approach will also enable us to make a lasting impact upon the communities themselves as our members will teach the local communities the importance of clean water. This is arguably one of the most important factors in the project, because if a community understands the importance of sanitary issues they will continue to educate long after we step away."

Cascade supports projects which enhance the skills, confidence, social awareness and employability of students, while making a significant impact on communities, both locally and globally.

The Cascade fund is made possible thanks to donations from alumni and friends of the University who want to help students achieve something special during their time at Nottingham. Staff or students who have a great idea for a project which will benefit the student experience can apply for a grant of up to £25,000. Since the fund was established in 2007 over £1.3 million has funded more than 150 projects.

To find out more please visit [www.nottingham.ac.uk/impactcampaign/cascade](http://www.nottingham.ac.uk/impactcampaign/cascade)



Enactus is a global organisation present in 37 countries whose aim is to foster a community of student, academic and business leaders committed to using the power of entrepreneurial action to transform lives and shape a better, more sustainable world. Enactus Nottingham is one of the top 5 Enactus teams in the UK and over the years we have changed the lives of thousands of individuals across the world.

Student news

# Undergraduates demonstrate that nothing is impossible

Many might find the challenge of significantly raising the profile of a major website, armed with a budget of just £10; a single phone call; and a rigid timescale of two and a half hours, pretty daunting. However, that's exactly what three Nottingham University Business School undergraduate students did as part of 'The Campaign Challenge' - an intensive one day competition for young people led by young person's charity YouthNet and leading Nottingham based employer Capital One - becoming the winning team in the process.

Three BA (Hons) Management Studies students Nayaab Sattar, Wahid Sarafan Chaharsoughi, and Lisa Murkin, proved the old adage that 'Nothing is impossible to a willing heart' when they put into practice all their business knowledge and communication skills to launch a social media campaign and help spread the word about the mental health services provided by TheSite.org, YouthNet's online guide aimed at 16-25 year-olds in the UK.

The three students came up with the simple but highly effective idea of reaching out to their peers by encouraging them to post a sad 'selfie' - a self-portrait photograph - on the website's Twitter feed, with the accompanying tweet 'Feeling low? Share a #sadselfie and let's talk on @TheSite'. The viral impact of the tweet was immediate and within minutes attracted a flood of new followers as well as being picked up and retweeted by mental health support organisations such as the Men's Health Forum.

Winning team member, Lisa Murkin said:

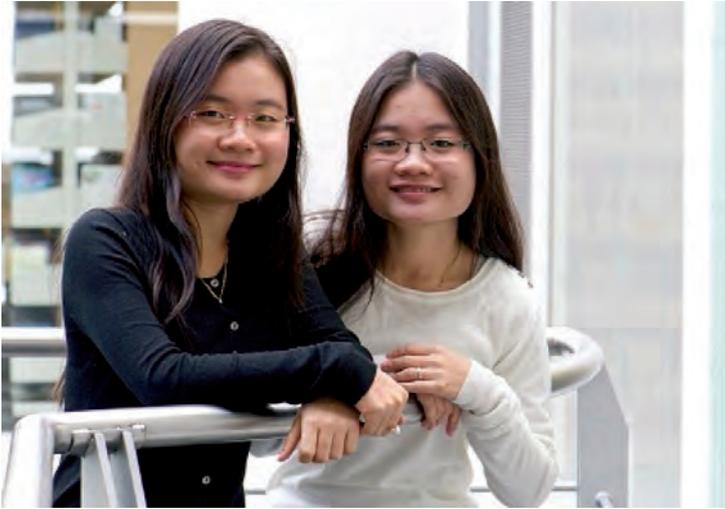
"The challenge really tested our imaginations but some of the skills and knowledge we have developed at the Business School like entrepreneurship and strategic planning definitely helped. Our thinking behind using social media as a way to get the message across was that it is instantaneous and our target audience could really relate to it, plus it's free. We all had a great day out."

The Campaign Challenge is a dynamic, exciting and engaging way for students to develop their workplace skills in five key areas:

- Creativity
- Planning and strategy
- Communication
- Evaluation
- Team work

The challenge is also an excellent opportunity to learn more about the world of work and how businesses and charities can work together. By spending the day with a top UK employer and learning from their mentors, each young person gains confidence and new insights about the skills and attitudes required to be successful in employment.





## Double trouble — Cambodian twins set to maximise their business potential at Nottingham

Inspired by their grandmother's entrepreneurial resilience during the Cambodian genocide of the 1970s, twin sisters Meyka and Meyta Chea have enrolled at Nottingham University Business School in the hope of following her entrepreneurial lead.

Meyka and Meyta's grandmother Kuy Van managed to build businesses over and over again to support her family while living under the rule of Cambodia's Pol Pot. That's why — despite never living outside their native country before — the 21-year-old sisters chose Nottingham's MSc in Entrepreneurship to help maximise their business potential.

Meyka said:

**“Our grandmother is a very entrepreneurial type person. She is very confident and looks for all the opportunities around her. During her life she has faced many problems — including the Khmer Rouge Genocide.”**

The twins' grandmother owned a jewellery shop and then, following the genocide, sold jewellery at a large local market in the Cambodian capital Phnom Penh. And so, from a very early age, the twins saw how to build a business from scratch.

Meyta said: “She did not run any big businesses, but to us my grandfather and grandmother are very admirable. They raised eight children and eight nieces and nephews; and, while some Cambodian people didn't

value education then, my grandparents saw its importance and sent all 16 children to school.

“My grandmother managed to save the lives of all the children and after the regime ended she could start over her business again from zero. Later in her life she was robbed and lost all the money again. Seeing another business opportunity, she had to force herself and my grandfather to move to another province and left her children in the city for education. After a few years doing business in the province, she earned quite a lot of money and was able to move back to the city to live with her children.”

The 21-year-old twins — who dress similarly and spend most of their time together — make most of their decisions as a pair. In fact, they also studied the same undergraduate degrees back in Cambodia.

Meyta said: “We don't mind doing things separately, but most of the time we have similar interests — we always discuss our

future plan and choices with each other. That's why we always choose the same things, including university.”

Despite having never lived outside Cambodia, the twins — after weeks of research — decided that Nottingham's course was the best option for helping them to achieve their goals.

Meyta said:

**“Through my rigorous search for the right programme in my selected field, I discovered The University of Nottingham offers the best programme available. The University can enrich me with a set of core analytical and technical skills of business approaches and decision making applicable to Cambodian companies.”**



Research

Major research into consumer attitudes has concluded that the very thing customers want most is the very thing Britain's banks do worst.

# Bank customers want a fair share of the pie

According to an extensive study conducted over the course of several years, most people do not think they get a fair deal from financial institutions. The finding emerges from data collected for the influential Centre for Risk, Banking and Financial Services at Nottingham University Business School.

Professor James Devlin, the Centre's Director, said: "The general feeling among consumers is one of 'They're getting more out of this than I am'. People want what we might call a fair share of the pie when it comes to their dealings with banks and other financial services providers. That means the benefits of the relationship are generally equally split and consumers get good service and reasonable terms and conditions. Unfortunately, that's not the average customer's perception. Instead it's much more a case of 'They get more from me than I get from them!'"

## Fairness Index

The Centre has been compiling its Fairness Index, which is the only independent benchmark of its kind in the UK, since 2009. The data is taken from the responses of thousands of consumers who participate in online surveys, usually carried out biannually.

Institutions are divided into banks, building societies, general insurers, life insurers, investment firms, financial advisers and credit card companies. They receive index scores out of 100 – below 50 indicating perceptions of unfairness, above 50 reflecting increasing fairness and 50 neutral.

Overall, the lowest-ever measure of fairness, with an index score of 44.06, came in late 2009, when the financial crisis was still at its height. The figure rose to a high of 47.56 in early 2010, fell to 45.33 in early 2011 and has recovered to 47.30 in the latest round of data collection.

## Distributive fairness

Meanwhile, in the case of "distributive fairness" – the "share of the pie" scenario – the index score has only once risen above 43. It stood at 41.35 in early 2009, slid to a low of 40.37 in late 2010, rebounded to a high of 43.03 late last year and now stands at 42.55.

Professor Devlin, Professor of Financial Decision Making, said

"We've now collected seven waves of data over the course of more than two years. That puts us in a strong position to comment on the relative importance various sub-dimensions of fairness have in consumers' overall perceptions. It's immediately clear that by far the most significant is distributive fairness, whose scores are five to 10 points lower than other considerations. Financial institutions should be concerned that they perform so poorly in what is by far the biggest influence on how they're regarded as a whole."

Based on research carried out in 2012

## Centre for Risk, Banking and Financial Services

The Centre for Risk, Banking and Financial Services (CRBFS) is an inclusive, collaborative research centre based at Nottingham University Business School. Its aim is to produce world-leading research, insight and commentary focused on financial services consumers, markets and institutions.

[www.nottingham.ac.uk/business/businesscentres/crbfs](http://www.nottingham.ac.uk/business/businesscentres/crbfs)

## Centre for Risk, Banking and Financial Services



# Chauvinism to blame for decline in union power, according to ground-breaking study

The research, the first of its kind in the UK, reveals how the changing male-female mix in the workplace has underpinned a dramatic decline in union membership. According to the study, carried out by Nottingham University Business School, many women employees are reluctant to join unions because they perceive them as sexist. But even more significant is the fact that many men withdraw their membership because they feel threatened by the prospect of greater female involvement. The resulting decline is likely to be halted and reversed only if unions fully recognise and embrace the diversity of workplaces in the 21st century, says the research.

## Union membership falls as more women enter workplace

Dr Getinet Haile, who carried out the study, said: "Some 53% of Britain's workers were union members in 1979, but by 1999 that figure had fallen to just 28%. Various factors have been blamed for this drop, but the principal reason, by common consent, has been a failure to organise workers in new establishments.

"In terms of why unions have struggled in this regard, it's worth noting that the fall in membership has coincided with a marked rise in women's share of the labour market. Also worth considering is the long-held and widespread perception – justified or otherwise – of gender discrimination within the union decision-making structure.

"Taking these issues into account, we set out to see whether chauvinism has played a part in lessening unions' appeal and, as a consequence, eroding their power. We clearly demonstrate that antagonism between the sexes has been a significant factor – but that it's men, not women, who are really at the heart of the problem."

The study drew on the 2004 British Workplace Employment Relations Survey, which contains information representative of all UK businesses with five or more workers. The key variables available from the data, regarded as the most authoritative of its kind, are workplace gender diversity (WGD) and workplace union density (WUD).

These allowed researchers to measure for the first time the relationship between the male-female composition of a business and employees' union participation. It was found firms where over half the workforce is female experience a fall in WUD of up to 15 percentage points relative to those where over half the employees are men. In addition, in female-dominated workplaces union membership actually increases along with overall diversity – that is, as more men enter the workplace.

## Men resisting change

Dr Haile, a lecturer in industrial economics, said: "People might be surprised to learn a male-dominated organisation's decline has more to do with men than women. But group competition theory suggests a dominant group becomes more hostile towards a subordinate group if the latter threatens the former's advantage. It therefore seems reasonable to argue that women's greater presence in the labour market over the past 30 years has intensified antagonism between the sexes.

"Predictably, this results in some women being deterred from joining a male-dominated union – but it also prompts some men to withdraw their membership. These are the men who hold chauvinist views and fear their 'traditional' approach is being challenged. In short, these are the men who resist change."

Dr Haile said the findings demonstrated that, despite workplace diversity changing radically in recent decades, unions have not fully moved with the times.

Prime Minister David Cameron recently described trade unions as a "threat to our economy" amid the continuing threat of a general strike involving millions of workers.

**Dr Getinet Haile is a Lecturer in Industrial Economics at Nottingham University Business School and author of the research paper *Union Decline in Britain: Is Chauvinism Also to Blame?*, which was published in 2012.**



Research



# Clinical leaders need to turn their knowledge into power

**Clinical leaders are crucial to patient safety, argues Professor Justin Waring. Writing in the Health Service Journal, he discusses the findings of a three year study into procedures in large NHS hospitals in England.**

One of the recurring messages to emerge from the Mid Staffordshire scandal is that clinicians' voices should be heard. So what are we doing about it?

Over the course of three years, a team of researchers from Nottingham University Business School's Centre for Health Innovation, Leadership and Learning investigated procedures at a number of large acute hospitals in the English NHS to examine methods of knowledge brokering, which is increasingly seen as an essential component of organisational learning and central to strategies dedicated to improvement and innovation.

In a healthcare setting its dual aim is to ensure knowledge embedded in day to day practice is learnt by others and to allow new evidence and safety guidelines to be shared with those involved in care delivery.

## Four categories

Based on extensive observation of and interviews with staff, the study divided knowledge brokers into four categories: risk managers, risk officers, professional leads and clinical leaders.

Some favoured formalised procedures. Some favoured engagement with the clinical community. All confronted two main challenges in fulfilling their duties to best effect: first, the notion that clinical practice is principally informed by experiential know-how, which is difficult to articulate and share; second, the close ties between practice based knowledge and group membership. In other words, the act of knowledge brokering is hampered by professional

boundaries. Clinicians, for instance, tend to share knowledge among close colleagues instead of using formal reporting channels and do not necessarily regard designated safety managers or experts as part of the team. As a result, a significant "learning gap" exists.

Of course, we can seek to apportion blame for this situation. We can squabble and finger point and pass the buck. But it's more productive simply to give proper thought to who is most likely to bridge the divide between the clinical and organisational communities.

## Hybrid managers

Findings strongly suggest "hybrid" clinical managers – those clinicians who hold departmental or team leadership positions – are best placed to close the gap. Why? They have a foot in both camps. They benefit from being legitimate members of both communities – the clinical and the organisational. They understand the experiences and know-how of their colleagues and can also work with safety experts to support wider learning. They represent the ideal "bridge".

As one clinical manager interviewed in the study remarked: "I like the idea of having an open door so that I'm still part of the humdrum, I'm still part of the team... I'm here to listen to the concerns of my team, and I hope they feel they can approach me." Compare this with the words of a dedicated risk manager: "We can't actually make change happen. We're too far removed from what goes on. The way I see it is that we're here to provide that additional insight – the

more detailed or bigger picture, if you like – but really it has to be those on the ground who make change happen."

It's time to accept that a reliance on formal learning systems, including the National Reporting and Learning System, is unlikely to engender the kind of practice based learning and change envisaged in policies. More explicit reporting cannot offset a lack of engagement with clinical practice. The passive communication of information is no match for active participation. Again, it's the difference between "know about" and "know-how".

This sort of problem exists everywhere. Just as we have to accept the healthcare arena isn't immune from it, so we shouldn't somehow convince ourselves we are unique in having to confront it.

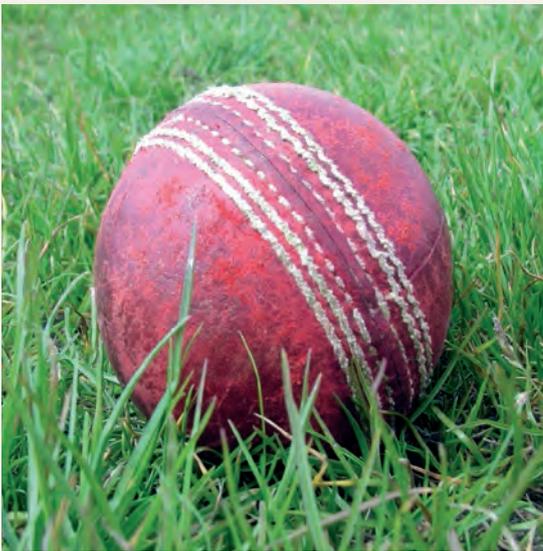
What we absolutely have to appreciate, though, is that the consequences of failing to address it – as we have already seen – are likely to be far more devastating in this environment than in those in which matters of life and death are not a daily concern.

**Justin Waring is Professor of Health Services Management at Nottingham University Business School and Director of its Centre for Health Innovation, Leadership and Learning.**

[www.nottingham.ac.uk/business/businesscentres/chill](http://www.nottingham.ac.uk/business/businesscentres/chill)

# It's the strength of the (cricket) team that counts

The strength of the team — not the promise of a close contest — is the biggest draw to crowds in international cricket, new research has found.



The findings from the study, published in the journal *Applied Economics*, appear to contradict previous research which suggested that attendance is largely determined by how closely matched the two teams are during a game.

Economists Dr Abhinav Sacheti and Professor David Paton from Nottingham University Business School, in collaboration with Dr Ian Gregory-Smith from the University of Sheffield, analysed the number of spectators at around 400 Test matches that took place in England, Australia and New Zealand between 1980 and 2012.

The new research found that the closeness of contest has only a small effect and the most important factor affecting crowd numbers is the absolute strength of teams.

## Strong teams versus equal contest

The findings come hot on the heels of recently agreed changes to the structure of international cricket which have placed more power in the hands of the national boards of India, England and Australia.

Dr Sacheti explained:

**“Our results suggest that crowds want to watch good players even if the match ends up being an unequal contest. So, from the point of view generating crowds, you are better off having a strong team play a weak team than two mediocre teams playing each other.**

**“While the attraction towards strong home teams is unsurprising, the interest in strong away teams suggests fans are interested in watching high quality cricket even if the team they support may be likelier to lose. This result holds up even when we control for other factors such as ground size, weather conditions, timing of the games and income levels.”**

To illustrate the actual effect of team strength, the economists report that an increase in ten points (using the official ICC ranking system) for the away team leads to more than 500 extra spectators per day on average. An increase of 10 ranking points for the home team leads to about 1,400 extra spectators per day.

The findings have implications for the way in which Test cricket might be restructured. One idea which has frequently been proposed in recent years is to split Test cricket into two tiers. Although such a split is likely to lead to more contests between teams of similar strengths, the latest research suggests this would have little impact on crowds. Indeed, by depriving weaker teams of games against the strongest opposition, the disparity between crowds across countries may well increase.

“Uncertainty of Outcome or Strengths of Teams: An Economic Analysis of Attendance Demand for International Cricket” by Abhinav Sacheti, Ian Gregory-Smith and David Paton is published in *Applied Economics*



# Creativity and innovation in business plans: A pragmatic approach

Nottingham University Business School's expert Paul Kirkham outlines his practical approach to developing a creative business plan.

**He explains that a creative and innovative business plan is not just about having a great idea. It must also include the strategic intelligence and practical framework necessary to harness these ideas and take them to market.**

Is your idea as good as you think it is? The American entrepreneur John Osher listed 17 mistakes entrepreneurs need not make including mistake number one, failing to spend enough time researching the business idea to see if it's viable. If you are writing a business plan around a new innovation this is absolutely essential.

Nottingham University Business School visiting Professor David Falzani remarks that: "of unsuccessful technical start-ups 10% fail because the technology fails; the other 90% fail because the business model fails, in short they are making things that no-one wants." So don't jump into the business plan until you are certain that your big idea really does have legs.

## **It's all in the timing.**

You may think that you have the best idea in the world, but any realistic business plan will question why the optimum timing for the launch of your new product or innovation is right now. The Apple Newton, which some people see as a precursor to the iPad is a good example of trying to launch an innovation before the world was ready for it. There are certain products and innovations that are more likely to do well in a recessionary climate and others that capitalise on economic growth.

Investors will pay particular attention to this point.

## **What are you up against?**

If you are in any kind of business you will have competitors. Start by creating a list of key competitors and then put yourself in their shoes – how might they react to the launch of your innovation? Could they try and copy your innovation or take a loss and try to freeze you out? Use this analysis to add competitive advantage to your own strategy and incorporate the insight gained into your business plan.

## **Agility.**

When it comes to delivering innovation it's crucial that the business plan is flexible and caters for the alteration of the product or service at short notice. The chances of any innovation being absolutely right first time are extremely slim, and so being responsive to feedback is essential. Early stage changes will incur lower costs and less disruption. Factor this variable into the business plan.

## **Disruptive propositions.**

Be aware that a radical idea may require internal changes within your own business. When you are creating a business plan around a new innovation or proposition, get as many people on board at the earliest possible stage. As an example at Nottingham we run problem-solving programmes for growing businesses. There was one company who actually stalled work on their solution whilst they listed everyone likely to be involved in the life-cycle of the project. In this way, they could bring them on board at the very beginning and get their buy-in to help make it work.



### What can go wrong or right?

The excitement and drive behind a new idea or innovation can make those who are less certain within the business reluctant to voice their reservations. Writing in Harvard Business Review, Gary Klein recommends a project pre-mortem where the team sits down to identify all the things that could possibly go wrong over the next 12 months. Alternatively, what does too much of a good thing look like? Try a forward flip and ask whether or not the business has the necessary resources to deal with unexpected growth or a run-away success. Would you need to recruit more people and/or could certain elements be outsourced.

### Test, test, test.

No matter how stellar your creative idea or innovation, it is important for the business plan to include budget for market research and marketing testing. It's a major oversight to skip this stage in the innovation process. At the most basic level, this can be done through leveraging your own network. And even if it's proved to be a good idea, there may also be barriers to acceptance from current and potential customers if it is too new and different. Above all, don't be daunted if you don't have a big budget, be creative.

### Can the team deliver innovation?

When preparing a business plan for funding, a VC backer will ask whether team members have been involved with fast-growth or innovation previously. Have they got what it takes to communicate a novel proposition to the marketplace? If you or your current team does don't have the experience of driving innovation, it's worth considering partnering with someone credible in that space. Or, if you are planning to sell will these people be able to deliver the exit strategy?

Above all remember that innovations are by definition doing things differently. You ought not expect to find a perfect business plan on the shelf. The key is to tailor one to your particular needs.

**Paul Kirkham is research consultant at the Institute for Enterprise and Innovation at Nottingham University Business School.**

**He is the co-author of Ingenuity in Practice – A Guide for Clear Thinking**

## Indian school inspired by innovative 'green' buildings at Jubilee campus



**A UK based entrepreneur has taken inspiration from the sustainable buildings at the Jubilee campus, where he successfully completed an MBA in 2009, to construct a new 'green' school in India.**

Shail Chauhan is a leading figure in a newly formed family education trust, the Captain Chauhan Foundation, which focuses on school education. The Foundation recently launched the Pearson School in Jaipur in partnership with Pearson Education Services. The school offers quality world-class K12 education and the launch of the primary section marks the first phase in its construction.

Shail explained: "When our Trust embarked on construction of first phase of the 90,000 sq ft school campus, inspired by the innovative green buildings of Nottingham University, we made a decision to make our building green and energy efficient, something which is done very well in buildings at Jubilee Campus.

"In its first phase 31,000 sq ft energy efficient primary school building is operational. Jaipur, located in the west of India, experiences hot weather for majority of the year, so it was essential for us to use innovative design and technology to keep the building cool and reduce use of energy especially in the peak summer months. After research we agreed on using Geo Thermal Energy to cool the air which is being pumped

in the building via wind catchers and use of innovative architecture to keep away direct sun glares but without losing the sunlight. The use of geo thermal technology to cool air in this way is being used for the first time in entire state of Rajasthan."

The new school building boasts numerous green initiatives including:

#### Air Flow - geo thermal energy

Natural air flow through combinations of slits and atrium voids making air lose its temperature due to pressure change. For peak summer months, mechanical airflow system cools air via Geo Thermal Tunnels, keeping the overall temperature of the building down by 10-12%.

#### Eco-friendly materials

Use of fly ash bricks that provide better insulation and are also eco-friendly.

#### Innovative energy efficient design

Building orientation in a specific direction to avoid solar cut i.e. direct sunlight thus reducing heat gain.

#### Indoor (classrooms) glare protection

Orientation of windows in a way that avoids any direct sun glares in classrooms eliminating any need for artificial lighting during the day.

#### Water conservation

Rain water harvesting and water reusing facility.

# Professor Christine Ennew ushers in new era for University of Nottingham Malaysia Campus

Thirteen years since she was instrumental in setting up The University of Nottingham Malaysia Campus (UNMC), Professor Christine Ennew, returned full-time in 2013 to a country she loves to take up the helm as CEO and Provost at UNMC. Professor Ennew has held various academic and managerial posts within the University and still has close links with Nottingham University Business School, maintaining her role as Professor of Marketing.



Professor Ennew sees her new role as an opportunity to look ahead, to strengthen and develop UNMC's position not only in Malaysia, but also across ASEAN – the association of ten south-east Asian countries, of which Malaysia is a member.

"Thirteen years of experience, knowledge and understanding of how things work in Malaysia and the broader ASEAN region has put us in a strong position," Professor Ennew commented. "But there are increasing opportunities for the University to work much closer with businesses, particularly in terms of being able to support the professional development of staff, particularly those who have degrees but are looking to enhance their skills and abilities.

"I think there's a lot we can do working with business, in terms of research and development, and increasingly I would see UNMC very much as the University of Nottingham's base in ASEAN and an opportunity for us not just to work in Malaysia but also with businesses and other university partners throughout the region."

## Enhanced student experience and research to address region's needs

On the agenda over the next five years are a range of new courses and plans for more students on existing courses. Professor Ennew is keen to focus attention on how her team can enhance the student experience on campus and recreate a Nottingham-style environment which engages and challenges students and helps them develop the skills they need for future employment.



Hand-in-hand with student experience is research activity, which Professor Ennew hopes to further develop, to contribute to the issues and challenges facing Malaysia and ASEAN, particularly in areas where Nottingham has special expertise. The roll call of research specialties at UNMC currently includes bio-product processing, oil palm residues, renewables, elephant conservation and digital technologies and global food security, especially through its Crops for the Future Research Centre. For Professor Ennew, one of UNMC's biggest assets is its people.

**“We’ve got some tremendously talented colleagues here and I think my role as the person responsible for leading and developing the campus is really to help support them to help them achieve what they want to achieve,” she said. “Because if they do that, then we’ll achieve what we want to achieve.”**

### **Changes in international education**

Since the University of Nottingham came to Malaysia, international education in the region has seen some big changes, with the country vying to become a hub for higher education; something which Professor Ennew has witnessed first-hand.

**“The way in which international education in Malaysia has changed has been really interesting. Malaysia’s long had a significant private higher education sector and I think there’s a lot others can learn from the way that sector has developed and has been managed,” explained Professor Ennew. “Malaysia started with a vision of making the country a hub for higher education and that, of course, was one of the reasons why they wanted to attract international universities to establish campuses here.”**

UNMC was a small core of only four international universities in the country, but there has since been an expansion, with a number of international universities setting up in the Iskandar region, to the south.

**“There’s been a lot of consolidation; many of the private colleges have become universities and the higher education sector has matured significantly, with much more focus around quality and with an increased interest in research and business engagement.”**

### **The allure of south-east Asia**

Malaysia has always been close to Professor Ennew’s heart, with the cultural side being the perfect complement to her work.

**“I was fortunate enough to come and live in Malaysia when we set up the campus and that I found it a really great place to live. The climate is fantastic, the food is wonderful, people are friendly, welcoming, and you very quickly feel at home. It’s a very cosmopolitan environment and ever since I’ve lived here, whenever I come back, I always feel a bit like I’m coming back to my second home. Who wouldn’t want to be here? It is a fantastic, vibrant, exciting environment.”**



# What do alumni want from their business school?

During the latter half of 2013, Nottingham University Business School participated in an international research survey called 'Alumni Matters' which examines what alumni want and expect from the relationship with their business school.



The research was conducted by specialist University and Business School marketing agency CarringtonCrisp, in partnership with the Association of Business Schools and European Foundation for Management Development, using an online questionnaire.

We would like to thank all those who participated in the survey which has provided us with invaluable information on what you want from alumni relations, how you would like us to communicate with you, and how you might be able to best support the school.

Here you will find a summary of the main survey results and the actions we are taking to address your current and future needs.

## Your experience

The table below shows your responses to a series of statements asking about your experience of Nottingham University Business School:

Statement	Agree/strongly agree
My experience as a student was positive	89%
I am proud to be an alumnus of my business school	86%
My experience was life enhancing and I would recommend NUBS	85%
Studying for my business degree prepared me for my career	76%
My business school remains relevant in my working life	67%

## Connections and communication

### What you told us:

The most often used route to keep in touch with the School is through the Alumni Relations team although some of you said that you are not in touch with the School at all. Almost of half of you expect to hear from the School on a regular basis via an electronic newsletter and through postings on social media sites. Around a third of you still expect an annual alumni magazine. The alumni website is not widely used and some of you were not even aware it existed. Only one in six of you are involved with a local alumni network and some of you don't have access to a network where you live.

### What we're doing:

To get maximum benefit from our full range of services and to track down old classmates you may have lost touch with, we recommend you register online. You can also stay in touch with the School and other alumni through our exclusive and very active social media groups LinkedIn, Facebook and Twitter or contact us at our dedicated alumni e-mail address [businessalumni@nottingham.ac.uk](mailto:businessalumni@nottingham.ac.uk). Our LinkedIn group is especially popular as a way of staying in touch and making professional connections. It currently has a membership in excess of 2800 and there are also several specialist sub-groups you could join such as MBA, CSR, and new sub-groups for Cyprus and India. For all the latest news, developments and events check out the Business alumni website where you can also find details of local alumni networks right across the world. Last year we introduced a bi-monthly electronic newsletter featuring stories and events from all three of our campuses in China, Malaysia and the UK. You are now reading a new edition of the printed nubiz magazine.

## Purpose and benefits of the alumni community

### What you told us:

Over a third of you told us that the main role of alumni relations should be to facilitate collaboration and networking,

particularly to build a network that supports your career/business. You also told us that we need to improve provision and networking opportunities for international alumni in particular.

### What we're doing:

We have been working hard to build effective alumni networks, particularly internationally. Our campuses in China and Malaysia have facilitated an active alumni community with many events and reunions regularly taking place. A Business School networking took place in Kuala Lumpur on 1st March which you can read about on page 34. In India, the Business School has alumni coordinators in regional centres across the country and a major Pan-Indian event is currently being explored to take place later in the year. A new exclusive Indian alumni LinkedIn group was set up in September and an active Facebook group already exists. New networks were recently established in Romania and Cyprus. The inaugural meeting of the Romanian network was held in December and the Cyprus group will meet in May or June but have now set up both a LinkedIn and Facebook site. We are also looking to set up Business School networks in Hong Kong and closer to home in the London area where a significant proportion of UK based alumni live and work.

In 2013 we held over 30 Business School alumni events including networking, reunions, business speaker seminars, community events, and visits. These were held in cities around the world e.g. Nottingham, London, New York, Hong Kong, New Delhi and Bucharest. Our Business Leaders Series attracted high profile industry figures from organisations such as Tesco, Ford, and Paul Smith Ltd. In November we organised the landmark alumni event 'Celebrating Business Excellence' to mark the 25 year anniversary of MBA education at Nottingham which fused topical business sessions with an evening reunion dinner (read about the event on page 35). Planned for 2014 are networking events in the UK, Bangkok, Kuala Lumpur, Cyprus and India as well as leading industry and academic speakers as part of the Business Leaders Series and other business seminars due to be held in for example Nottingham, London and Singapore.

## Support

### What you told us:

Most of you said that you either have or would be willing to support the School by offering professional experience/knowledge, being a speaker at an event, mentoring a current student, providing internships and projects, or acting as an ambassador to promote the School. In terms of specific support you would like from the Business School you told us that amongst the most valuable alumni benefits are good career services and support, speaker events, access to library services and research papers, and continued learning opportunities.

### What we're doing:

The Business School is fortunate to have its own Postgraduate Careers Team who provide a wide range of services to help individuals build their career and professional networks. More information is available on their website and blog You can also read our careers feature in this edition of nubiz. We often plan and organise joint events with the Careers Team and our aim is to incorporate a career dimension wherever appropriate into future alumni events. The University will be introducing a new e-Mentoring initiative later this year that will enable alumni to provide career mentoring to current students, regardless of where they are located. The Business School will be an active partner in encouraging uptake of the new software and we hope our alumni community will get involved.

Business Source Alumni Edition is a high quality business database that provides over 1500 full text business magazines and journals including publications in nearly every area of business. Business School alumni have free access through the alumni website. Our alumni can also consult the University's OnLine Catalogue UNLOC, to see what is held within the University library system and access a limited set of free resources or borrow items for a small fee.

Please get in touch with us if you or your organisation would like to get more involved with the Business School. We welcome your knowledge and expertise.

Feature

# MBA alums join forces and launch innovative stand-up comedy social enterprise to help recovering addicts



## From touching a nerve to finding their funny bone — people affected by addiction problems are being asked to draw on their own life experiences to devise material for a stand-up comedy routine, as part of a new social enterprise devised by two Nottingham entrepreneurs.

Laughing Matters coaches people affected by past alcohol, drugs and gambling problems through the strategies and cues used by professional comedians in their act in a bid to improve their communication, confidence and self-esteem.

The aim is to offer them a new range of skills that will aid them in their recovery, help them to reintegrate into society and improve their prospects, including future employment opportunities. The venture is the joint brainchild of a graduate and current student from Nottingham University Business School — Mark Christian who has previously run a charity offering counselling to recovering addicts, and Kirstie MacDonald, a former investment banker who worked for huge multinationals including Goldman Sachs in New York.

The idea was born when the pair collaborated on a Social Entrepreneurship module while studying at Nottingham University Business School, Mark on a full-time MBA course and Kirstie a specialist MBA in Corporate Social Responsibility.

Kirstie said:

“We’d hit on the idea of stand-up comedy workshops and as a result of his past life as a counsellor Mark suggested that we use them to benefit recovering addicts.

**“It’s a well-known adage that laughter is the best therapy but we thought we would turn the tables on that idea and use the skills that comedians employ to increase confidence, create a stage presence and rebuild the self-esteem that people may have lost as a result of their experiences. We looked into this and found that nobody else is offering this type of rehabilitation.”**

Mark added: “It’s less about teaching them how to be funny, more to do with helping them to recover by turning what may have been negative experiences in their life into something altogether more positive within a supportive environment. We are now considering extending the course to other vulnerable groups such as young people coming out of care and older people who are socially excluded.”

And the project has attracted the support of local comedy club venue Just the Tonic, based in the Cornerhouse in Nottingham, which has opened its contacts book to bring Laughing Matters to

the attention of three high-profile comedians, Harry Hill, Tony Law and Paul Foot. The funny men agreed to come to Nottingham to perform an evening of comedy at the city’s Royal Concert Hall on Friday 13th September to raise funds for the venture.

Kirstie added:

**“We were really keen to explore how companies can use their skills and expertise to impact positively on social outcomes in the communities in which they work. Even the smallest companies can give something back and that is how Just the Tonic came on board — they wanted to give something back in a way that would have more impact than simple cash donations.”**



The first series of Laughing Matters workshops were delivered by professional stand-up comedy coach Sam Avery, who over the course of four weeks helped participants to identify incidents and anecdotes in their life suitable to use as material, hone their writing skills and polish their performance. At the end of the course, the would-be stand-up comedians host a final performance for the

friends, family and professionals who are helping them through their recovery.

Professor Martin Binks, Dean of Nottingham University Business School, said: “Our MBA programme is specifically designed to encourage a creative and entrepreneurial approach with an emphasis on generating innovative ideas in a team context. The Laughing Matters project is a wonderful example of successful collaborative ingenuity that will also have long lasting benefits for some of the local community’s most vulnerable groups. I am delighted for Mark and Kirstie and look forward to their venture continuing to grow from strength to strength.”

### Training and Development Courses for business

The Laughing Matters concept has now been expanded for businesses to deliver new, innovative and cost effective employee development courses designed to help improve the way their teams work together, to help meet and engage with business challenges, and achieve greater personal and business success.

Further information about the Laughing Matters project can be found at [www.laughingmatters.org.uk](http://www.laughingmatters.org.uk) or by emailing [hello@laughingmatters.org.uk](mailto:hello@laughingmatters.org.uk)

# Executive Education enables executives to tackle real-world business challenges more effectively

**Drawing on its wealth of knowledge and cutting edge research to inspire creativity, innovation and entrepreneurial spirit – with a particular emphasis on sustainable business practice - Nottingham University Business School is at the forefront of delivering a range of Executive Education short courses which apply the latest thinking to real-world business challenges, creating new opportunities for UK and global organisations.**

Developed by faculty and based on world-leading research and practical industry experience, these five-day courses can be taken on a stand-alone basis, but can also be built upon, and credits earned go towards the School's Executive MBA. The short course portfolio provides new thinking and tools that empower executives and senior managers to address real-world and perennial management challenges as well as encourage a creative and entrepreneurial mind-set in the next generation of business leaders.

All courses are delivered at a venue within one of our award-winning campuses at Nottingham, both of which are set within attractive grounds conveniently located only two miles from Nottingham city centre.

The fee for a five-day short courses is £1,950, which includes all course materials and significant discounts are available to all University of Nottingham alumni. The courses are non-residential, but accommodation can be booked at the DeVere Orchard Hotel or the National College of Leadership for approx. £75 B&B pppn.

Executive short courses for 2014 include:

## **Strategic Management: Agility in Changing Times** 2-6 June 2014

In today's unpredictable and fast-paced business environment it is more essential than ever for business leaders to think strategically and possess tools and frameworks that deliver competitive advantage. Strategic Management is for anyone who wants to hone and develop their skills in forward-thinking strategic-formulation and delivery. This course covers all areas of strategic management from how to assess the competition and the market, to how to evaluate and solve complex problems, determine strategic solutions, organise your business to meet your strategic plan and optimise your options for growth.

## **Leadership and Change Management** 8-12 December 2014

To help you develop your knowledge and skills, our popular executive 'Leadership and Change Management' course is now open to senior leaders, managers and alumni. This course is designed and delivered to meet the practical needs of business people in demanding senior positions, and we constantly update the course to reflect the current context leaders work in.

## **Entrepreneurship in Practice** 15-19 December 2014

The need to innovate has never been greater and Entrepreneurship in Practice is designed to help managers understand how entrepreneurial thinking, innovation and strategic management can be usefully linked to successfully implement new ideas in any market. This course covers the more practical elements of innovation and enterprise activity across multiple contexts and will be of value to managers from any sector. The engagement with a start-up business simulation (SimVenture) is designed to introduce players to the complexity of entrepreneurial decision making.

For more information on the Business School's short course portfolio, please contact:

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# Students preview a career in Consulting



A group of 20 Business School students had the opportunity to meet face to face with MBA, MSc and PhD alumni working as Consultants in the City of London. The event was organised by the School's Postgraduate Careers Team to provide interested students with a realistic idea of what life as a Business Consultant is all about.

Alumni present came from a range of consulting firms including the 'Big 4', boutique houses, and independent consultants. Specialisms represented included strategy, technology, utilities, and financial services. The alumni shared the benefit of their knowledge and experience with the appreciative students who are all considering a career in consultancy.

Held in a bar in the heart of the City of London, the meet and greet event also introduced students to the equally important social side of working in the City, where informal networking plays a critical role in helping to build and deepen relationships.

Beth Cooper, Employer Relations Consultant in the School's Postgraduate Careers Team and organiser of the event said:

"Consultancy is an area in which our students are often keen to build their careers when they finish their studies with us. However, there is often a difference between their perception and the reality. This can impact on identifying whether it is an appropriate route for them, particularly when a testing application process lies ahead, which can lead to disappointment. By meeting those who have 'been there, done it', it can help them get a much better understanding. The support of our alumni is invaluable and the great feedback we've received since the event shows how much they enjoy being able to share their experience too. After this success, we will be holding similar events for other areas"

# Love what you do and you will be a success

The headline for this article is displayed in my office. It may seem idealistic when there are bills to pay but by identifying where your passion lies, it can make your working life so much more enjoyable. With the pensionable age increasing, we could be working for more than 50 years. Wouldn't it be great if those 50 years were spent enjoying ourselves rather than dragging ourselves out of bed every morning? Investing in our education and learning helps place us in an advantageous position to follow our passion. It also increases your chances of success in the recruitment process, particularly in areas of high competition. This philosophy can accompany you right the way through your career, perhaps leading to a totally new direction as you look back and realise that perhaps there is more to life.

## A few questions to start...

What is going to get you out of bed in the morning even when it is pouring down with rain? What is the subject that once someone gets you talking, it is hard to stop you? What makes you evangelical to the extent you want others to share your passion? Is it something that gives you career opportunities? Is it more important to you than a salary that might be attached to it? Will following your passion in your personal life help make you happier in your working life? What is stopping you? Can you overcome these barriers? What is the worse that can happen?

## Sounds so simple...

For many people, they've never had the opportunity to really think about what they enjoy. Throughout their schooling, even at university, they may be following what others want of them or what they feel they should be studying rather than thinking what they truly enjoy. The first job may fit into this mould and suddenly making changes becomes far harder as the career progresses, perhaps without any conscious thought but living for the weekend. When working in headhunting, I saw many people in senior positions who had got to a point in their career where they were no longer enjoying what they did. When asked what

they felt passionate about, it flummoxed them because they'd never taken a step back to think. I've seen many students react in a similar way - don't worry, it's normal as it can challenge all that you've been led to believe whether individually, by your family or the broader society in which you live. However, by not knowing your passion, you are making your chances of recruitment success far more difficult.

## Why is it important?

Passion reflects itself in energy and enthusiasm. At job interviews or even networking events it is often the differentiator that helps you be remembered and cast yourself in a positive light. It is what shines through at assessment centres with successful candidates where assessors can see the drive an individual has to join a particular organisation. Recruiters often talk about the need for commercial awareness. When you are applying for roles in a sector in which you are interested, this comes without you even noticing. You will want to be reading articles and broadening your knowledge, whether someone asks you to or not. You know what is going on with the firm because it genuinely interests you and this is reflected in your interactions with their employees. If you are going into investment banking and working 20 hour days, you will

still be expected to keep up to date with what is happening in the external market. You are only going to manage that if you love that need to know and have alerts set up to come straight into your email box; not that you picked up the FT on the morning of your interview and have not looked at it since. How much more do you enjoy classes or conferences where the speaker is enthusiastic, even if the subject in itself may not be of interest. Their enthusiasm rubs off on you. That is what employers want to see too. Sounds easy doesn't it?

In the Business School postgraduate careers service, we have a range of tools to help you find your passion and a one to one consultation can help turn such a passion into career opportunities. This service is available to all postgraduate business school alumni so do email [businesspcs@nottingham.ac.uk](mailto:businesspcs@nottingham.ac.uk) to find out more. Equally, if you are looking to hire new talent into your organisation, please do speak with us as we can access NUBS alumni across the world, as well as our current Masters and MBA students, which may help you find just what you are looking for.

**Beth Cooper is Employer Relations Consultant in the Business School's Postgraduate Careers Team**



### Case Study

It was more than 10 years ago that I realised that I wanted to develop a career in Corporate Responsibility. At that time, I was studying in the University of Utrecht,

in the Netherlands, and it just struck me how much of an impact the private sector could have on society, in general, and on people's lives, individually. Having studied Social Psychology at university, I always thought it was NGOs and governments that were responsible for providing opportunities for disadvantaged people to prosper. However, and looking forward, there is no one challenge in society that any of these sectors can solve on their own.

I was lucky enough to join the Human Resources team in Deloitte Spain as an intern in 2007. Over time I got to be responsible for implementing and coordinating the community investment activities that were implemented at that time. But after 3 years I realised that I wanted to do more. I wanted to add a strategic perspective

to the activities we did, I wanted to be able to better speak the "business" language and communicate the business case for Corporate Responsibility with a solid background an understanding of all the stakeholders involved in making things happen.

I moved to the UK, and completed my MBA with a specialisation in CSR at the Nottingham University Business School. It has been almost 4 years now since I made the decision of quitting a job I loved to pursue a, more strategic, career in Corporate Responsibility. And I do not regret at all. My year in Nottingham was terrific. Not only was I able to strengthen my knowledge in Corporate Responsibility, and become more confident about the skills I could bring in for the private sector to make a positive in society; but I also had a chance to meet amazing classmates from around the world whom are now my friends.

Astrid Ordenes is Assistant Manager at Deloitte, Global Corporate Responsibility, and is based in the London office.



Career special



# The power



## Twitter for your career

Twitter is often dismissed either because people feel they have nothing to say or believe it is full of gossip. However, it is a great tool to give you competitive advantage in your job search and future career progression in a quick and easily accessible way. For interview preparation, it is an essential tool for you not only to keep up with what is going on in the industry and the wider world but also allowing you to read a range of comment and analysis to help build up a picture of what is taking place in a timely way. This is not an exhaustive list, have an explore and see where it might take you!

## I have nothing to say

So don't worry about saying anything. You can 'eavesdrop' on what others are talking about and see what the true hot topics are in your chosen industry.

## It is full of gossip

Yes it is but you can choose who you follow so can tailor it for your own particular interests. Most blue-chip companies now break news and highlight new roles on twitter first, to save you visiting each of their websites individually. By a brief scan of the headlines, you can then click on links to follow up on stories that are of particular interest of you.

## Beware of what you give away

Unless you choose to make your twitter account private, everyone can see what you post and who you are following. Think about the image you may portray and what it tells about you. That doesn't mean it all has to be professional but do think about what you do share.

## Where to start?

Start with the main news outlets. @BBCbreaking gives you breaking

international news, @reutersindia will give you similar news but from an Indian perspective, which helps broaden your outlook by seeing how the same story may be covered by different news organisations.

@BloombergNews provides a more US focus. Then think about following newspapers, such as @TelegraphNews and @guardiannews to link to content from different ends of the political spectrum. They both have twitter sites specifically dedicated to areas such as finance, politics and sport that may help you further. Then think about the companies you admire and want to know more about. They are likely to have separate corporate and recruitment accounts, which allow you to find out what they want to talk about and share. @HarvardBiz enables to see their latest articles to keep your business knowledge up to date, with @McKQuarterly allowing McKinsey to share their latest research in an easily accessible way.

## And where next?

Look at who you follow and to whom they refer and see whether you wish to follow them. Click or search on the hash-tags to follow what people may be discussing about particular themes. For example #leadership brings up a range of resources from leadership-related sayings, what leadership is, tools to help make you a better leader including new research from INSEAD on the topic. There is also a wealth of careers resources so if you know you need to develop a particular area, a hash-tag search on that topic will help you access the right tools for you.

## Don't forget closer to home

@NUBS\_pgcareers is where we will post new vacancies, upcoming events as well as articles that we feel will be of use in your job search specifically tailored to your needs as postgraduate business school students.

# of social media

@UoNcareers is also one to follow, particularly for students across the university. @NottmUniBschool helps you keep up to date what is happening in the Business School, whereas @UniofNottingham shares stories from the wider university. @UniofNottAlumni is one to follow once you have left us. Both China and Malaysian campuses also have their own accounts. Don't forget about your lecturers and the research institutes such as @NUBS\_ICCSR and @IngenuityOnline.

## Five myths of LinkedIn

### 1. By putting my full CV on there, I increase my chances of employment

No. LinkedIn is a window on the professional you, providing a glimpse of your achievements, presenting you as a serious candidate and as a supplement to other information you may provide. Don't use it to list everything you have ever done but use it to focus on your career ambitions. If you are looking for roles in financial services and have spent lots of time tailoring your CV to the roles to which you are applying, your LinkedIn profile should reflect the same. Highlight your relevant experience, supported by the companies you are following and the groups of which you are a member and to which you are contributing.

### 2. I can sit back and wait for people to come to me

Well you can, but you may well be in for a long wait. LinkedIn is a great resource with which you can be proactive. You can use it to see where alumni of your university are working to get an idea of which employers to target. You can contact these same alumni as you have something in common and they may be more willing to share their experience as they have a similar education. This is not the same as sending your CV and asking them to do make an introduction – it is about building a relationship! You can

research who is doing your ideal role to see what their background is and whether you have a similar profile now, where you might need to develop or identify other areas that may be a closer fit to your skills and experience. You can also use it to identify industries where your skills might be appreciated but you have not previously considered. Just a few ideas and that's without applying for roles directly – an increasingly popular channel for recruiters.

### 3. The more connections I get, the better I look

It is not a competition. Your connections need to be relevant to both you and them. Trying to connect with someone with whom you do not already have a relationship to some degree, leaves you potentially one step away from being a spammer. Think about LinkedIn the same way as you would other email contact. When you receive an email from someone you've not been in contact with before, for the majority of the time, your email provider automatically puts that in the spam folder, which you then delete without looking at it. However, if it is an email from a well known brand, it is more likely to get through to your inbox and the higher chance that it will be read and potentially be of interest. And whilst on the topic of connections, make sure you keep them private in your settings. Just like you wouldn't share your list of phone numbers with a stranger, neither should you make it easy for others to access your network. A recruiter may find you as you have the profile they are looking for and you will make their day if there are open connections, which they can go through and find more people with the same or potentially better experience than you and your opportunity has gone. Make sure you stay in charge of any potential introductions you make.

### 4. Recommendations are a great advert for my ability

Proceed with care. They need to be from people who are worth listening too and other people will respect, just like employment references. If you are in a client facing role and your recommendations are from clients talking about the outstanding service they have received from you, that has value and will supplement the opinion of previous employers. Just like you would not give a classmate as a referee when applying for a job, neither does their opinion matter on LinkedIn.

### 5. Putting up a profile picture from a night out shows what a fun person I am and how I know how to enjoy myself

No. It could be seen as demonstrating that you don't know how to separate your professional and private life. Save them for Facebook and make sure that your profile picture reflects how you wish to be seen professionally (unless your socialising skills are of particular importance).

For further guidance on making the most of LinkedIn, do make an appointment with the Business School postgraduate careers service.

#### More on Careers

- Read more about careers in Beth Cooper's blog at <http://blogs.nottingham.ac.uk/nubspgcareers>
- Find out about the range of services to help Business School alumni build their career and professional networks on the Postgraduate Careers website at [www.nottingham.ac.uk/business/careers](http://www.nottingham.ac.uk/business/careers)

**Business Leaders Series**

The 2013 Business Leaders Series continued to prove a very successful and popular part of our business engagement events.

Large audiences of alumni, students, and visitors from business and industry came to the Sir Colin Campbell building on Jubilee Campus to hear unique and inspiring insights into the careers and experiences from leaders in their fields and to meet people from the business and University communities.

**Mark Ovenden -  
Chairman and Managing Director, Ford of Great Britain**



**“Never let a crisis pass you by”**

Mark Ovenden, Chairman and Managing Director of Ford of Great Britain, encouraged businesses to guard against complacency and be prepared to constantly revise their strategies in response to ever changing market conditions. Mark, an alumnus of The University of Nottingham, outlined his vision of what make a good plan - based on his twenty eight years' experience at Ford.

He described how - through a combination of visionary leadership and the introduction of a clear and simple company plan - Ford has pulled itself around from virtual bankruptcy in 2008 to sustainable profitability today, reasserting its position as one of the truly great global brands. Ford's refusal to take up the offer of a tax bailout from US congress led to the development of a radical business plan

designed to create greater unity within the company and focus on stakeholder priorities. The 'ONE Ford Plan' comprises three simple elements that combine to provide consistent goals and expectations for all employees and align the company's efforts toward a common definition of success.

Mark believes good plans are vital for commercial success but equally recognises that these need to be fluid and that business leaders must be prepared to change quickly and decisively. He emphasised the importance of implementation and of not spending too long trying to develop the perfect plan which can hamstring an organisation's ability to respond to changing demands. "Long term strategies should start today," he said, because "the competition has a vote and the consumer has a choice".

## Korneel Coster - Director of Safety, Operations & Security, Virgin Atlantic



### “Flying in the face of ordinary”

Through the support of one of our MBA alumni, Mark Johnson, we were delighted to host Corneel Koster who spoke about Virgin Atlantic's focus on “delivering service, sustainability and peace of mind.”

In a talk that focused on the challenges faced by the UK aviation industry, Corneel stressed that the UK Government needs to cherish UK aviation more and ought to abolish air passenger duty, which he described as a regressive tax. Among the biggest challenges the industry faces is the rising cost of jet fuel which has a huge impact exceeded only by the steep rise in airport costs. Virgin is founding member of the Sustainable Aviation Fuel Users Group that is working to find alternative aircraft fuels and he credited Rolls-Royce with developing engines that reduce fuel burn.

Corneel is proud of Virgin Atlantic's reputation for high operational standards, reliability, and the excellent service of its staff, which Virgin competes on and which cannot be copied. He stressed the importance of recruiting people with the right attitude who can provide real service that is responsive, natural, and consistent. To offer additional reassurance to its customers, Virgin mapped the customer journey so that every event can be evaluated and improved. Virgin has “a reliability factor that many airlines would be jealous of” and he sees his role at the heart of that.

Corneel joined Virgin Atlantic in 2010 and before that was Managing Director of Cobalt Ground Solutions, the largest ground handler from Heathrow Terminal 4 and London City Airport. Prior to his role at Cobalt Ground Solutions, Corneel was Managing Director of KLM Ground Services Ltd.

## Sir Paul Smith - Designer and Chair, Paul Smith Ltd



### “Things to think about”

A packed audience were treated to an inspirational talk from global fashion icon and Nottingham native, Sir Paul Smith.

Sir Paul told the story of his career from leaving school at 16 with no qualifications or specific career plans - other than wanting to become a racing cyclist, a dream that was dashed following a bad accident – to now running a global fashion empire worth over £350 million with more than 200 stores in 35 countries. He explained how conversations with local art college students inspired his interest in style, colour and fashion. This ultimately led to a job managing a boutique and eventually opening his own small clothes shop, or ‘room’, as Sir Paul ironically described the 12 feet square space he rented in Nottingham city centre.

Despite humble beginnings and a strong belief in growing his business from its own resources rather than relying on external debt, Sir Paul emphasised the role creativity and innovation, or as he described it, “it’s all about observing opposites ... to look and see things in different ways” play in achieving sustainable commercial and critical success. He continually refers to himself as a ‘designer’ and avoids the entrepreneur label others place on him. He continues to play an active part in the company, taking a particular interest in designing the clothes and approving shop locations as well as taking his own photographs for advertising campaigns.

Business Leaders Series

## Judith Nelson - UK Personnel Director, Tesco plc



### “We use our scale for good”

Judith Nelson, UK Personnel Director of Tesco PLC, outlined the retail giant’s philosophy of making what matters better together and using its scale to make a real difference in the local communities. Addressing an enthusiastic audience of business associates; alumni; students; staff and members of the local community, Judith described a shifting strategic emphasis that will see Tesco focus on delivering improved service and value for both customers and staff over the coming decades, whether in-store or online.

“Our core objective is to enhance the shopping experience and reinvigorate what people have loved about Tesco for the past ninety years”, enthused Judith.

She went on to explain that bigger is no longer necessarily better and how rapidly changing customer demographics and buying habits mean that future growth will come from fewer new big stores and more smaller stores, alongside continued investment in existing outlets and competing harder online. Judith also reinforced Tesco’s commitment in tackling some of the issues of greatest concern to consumers in the UK and around the world including obesity and food waste.

Judith is pragmatic about the unprecedented challenges facing organisations following the global recession, arguing that it has required them to focus on core activities and examine their intrinsic culture and business beliefs, which can only result in positive long term outcomes. Acknowledging that the Tesco brand had become increasingly ‘cold’ over the past few years, Judith indicated that a return to the company’s traditional defining values will dominate going forwards.

Greater emphasis on key business areas such as range, quality, price and value are all part of rebuilding the Tesco brand. Similarly, greater investment in staff and customer service is seen as fundamental to future success. “Building a multi-channel business offering a broader range of services to customers is our priority.” Indeed, despite Tesco’s size – it is the world’s third largest retailer with around 6000 stores employing over 500,000 people - the company remains faithful to a core belief that it can make a difference to individuals and local communities. The ‘Every Little Helps’ mantra seems to perfectly capture the essence of the company i.e. small things that add up to make a big difference.

## Greg Hinckley - President, Mentor Graphics



### “The amazing world of electronic design automation”

Greg Hinckley, President of US-based multinational Mentor Graphics Corporation gave a talk on the pivotal role electronic design automation (EDA) solutions play in enhancing the lives of billions of people around the world.

Greg has maintained a long and loyal association with The University of Nottingham since he was a Fulbright scholar in Applied Mathematics in the late 1960s. He is currently Honorary Professor of Electrical and Electronic Engineering at The University of Nottingham Ningbo China.

Founded in 1981, and headquartered in Oregon, Mentor Graphics is a global leader in EDA software with annual revenues of around USD 1 billion and employing over 4,500 people in 70 offices worldwide.

Greg stressed that EDA is an enablement industry:

“I work in a business that solves tough and challenging problems which changes the way we do things. Mentor provides the tools that engineers use to make products such as smart phones, computers, remote sensing

equipment, foetal monitoring, and the electronics systems in cars and airplanes.”

Mentor Graphics are partners with the Nottingham-Sondrel School of VSLI (Very-large-scale integration) Design at the University's Ningbo China campus, providing a three month training programme that enables Chinese students to become the integrated circuit designers of the future. Students completing the training are offered a four month internship at Sondrel, a major integrated circuit design services consultancy for the semiconductor industry. 21 students had completed the course by the summer 2013 and all have been offered jobs by Sondrel. Mentor Graphics donated software worth USD 10 million to support the training.

Greg is passionate about the need for industry to form strong partnerships with universities and said: “EDA is a complex business providing world changing solutions. For example, a modern luxury car currently has over 100 million lines of software code in it and experts think in years to come this will increase to over 300 million lines of code. The more educated engineers we can have out there the more challenges we can tackle, this is why our relationship with Nottingham Ningbo China is so important.”

Events



# Malaysia Business School reunites generations of alumni

Generations of Nottingham University Business School alumni living and working in Malaysia were reunited at an informal networking event held in Kuala Lumpur on March 1st.

**The Business School at the University of Nottingham Malaysia Campus (UNMC) has maintained an enthusiastic and loyal alumni community since welcoming its first students in the year 2000. This affinity was plainly visible, ranging from recent graduates to people from the very first cohort, all making the trip to catch up with old classmates, chat with former tutors, and share their experiences with current students.**

The event was held at the home of the CEO and Provost of UNMC, Professor Christine Ennew. Professor Ennew has more reason than most to take an active role in Business School alumni relations as she was Director of the Business and Management Division first established in Malaysia before the full University of Nottingham branch campus opened at Semenyih in 2005. She still holds the position of Professor of Marketing within the School and is also a Nottingham alumna herself.

Commenting on the success of the event, Professor Ennew said: "It was wonderful to see so many familiar faces. I taught quite a few of the people who came to the event when I was first in Malaysia back in 2000 so it was not only a genuine pleasure to see them again but also to hear how they have blossomed in their personal and professional lives. Those attending included Chief Executives, Directors, Senior Managers, and individuals who have set up their own successful businesses and social enterprises. Our alumni have gone on to achieve incredible things and it is extremely rewarding to know that we gave them a helping hand on the way."

Dean of the Business School at UNMC, Professor Chew Ging Lee emphasised the global nature of the alumni community: "As a leading international business school we

attract students from all over the world. Naturally, we are able to leverage our presence in Malaysia to provide a unique Asian insight that helps drive business operations and growth in the region but we provide all our graduates with a high quality international learning and research environment that encourages a truly global outlook.

"This was clearly reflected in the career paths of the alumni attending the networking event. Many are based in Malaysia but work predominantly for global corporations or businesses with strong international connections. In addition to locally based people, the event also attracted alumni from as far away as Penang, Myanmar and even the UK. At least one person who graduated from the Nottingham campus also attended, further underlining the international environment in which our students operate."



See photos from the event on our Facebook site



# Celebrating Business Excellence

This was a landmark alumni event held on 8th November 2013 at the iconic National College for Teaching and Leadership on the Jubilee Campus to celebrate being at the cutting edge of business education and research for over 50 years and mark the silver anniversary of the Nottingham MBA in particular.

Alumni from across the years mixed with current students and Business School staff, enjoying a packed programme spanning an afternoon and evening that included business sessions, networking opportunities and a reunion dinner.

Dean of the School and Professor of Entrepreneurial Development, Martin Binks, delivered a superb Business Master Class entitled 'Ingenuity – A Guide for Clear Thinking' alongside Simon Mosey, Professor of Entrepreneurship & Innovation and Director of The Haydn Green Institute for Innovation and Entrepreneurship. An innovative 'Treasure networking' session – requiring people to work together strategically in teams to follow clues and discover who was who – encouraged maximum interaction amongst the participants.

The buzz from the networking continued on into the bar at the drinks reception, and the whole event was topped off by a delicious reunion dinner and special guest Jeff Randall talking about 'Corporate reputation and the media'. Jeff is an alumnus of Nottingham and a familiar face on TV as the host of 'Jeff Randall Live' on Sky News. He is also editor-at-large of The Daily Telegraph.

## What Business School alumni said about the event

"I thoroughly enjoyed the event. You managed to get a really good balance of content into the time and a good mix of people too. All of the University staff who attended were welcoming and friendly and I enjoyed talking to current students too. Good to reminisce and reassure about how full on it all was in the first term!"

Diana Pasek-Atkinson - Strategic Arts Development Officer, Nottinghamshire County Council (MBA 2002)

"The event was very good. The session on Ingenuity – a guide for clear thinking was quite exciting."

Nilanjan Basu (current MBA student)

"Celebrating Business Excellence was very good. Thank you for arranging a well organised event, where we all had the opportunity to network, discuss and problem solve pressing issues in business."

Siaka Suma - Dispensing Doctor Specialist, Chiesi Ltd (MSc Entrepreneurship, Science & Technology 2005)

"Jeff Randle was a great after-dinner speaker."

Sharon Bell - Associate Director (Commercial and Operations) University of Nottingham

"Thanks, it was a wonderful evening!"

Nishanth D. Yatheendranathan (Current MBA student)

Events

# Nottingham goes to Romania



The inaugural meeting of Nottingham's new Romanian alumni network was held at a restaurant in Bucharest on 18th December 2013.

A group of enthusiastic Nottingham alumni, now living and working in Romania or still based in the UK but returning home for Christmas, enjoyed an informal dinner and shared their experiences and good memories of the University. The event was organised by Romanian alumni coordinator Laura Popa. Laura graduated with an MSc in Corporate Strategy and Governance from Nottingham University Business School in 2011 and is no stranger to ambassadorial work. She was President of the Romanian Society at The University of Nottingham and for the past five years has worked tirelessly as a representative for the higher education exchange programme ERASMUS, becoming the ERASMUS Ambassador of Romania at the European Commission in 2012.

Laura said: "It's great to be able to start up an alumni network in my home country. Romania has rapidly developed over the past decade and education is a major priority so it is potentially an important recruitment market for Nottingham. Soon after everyone in the group started to talk to each other it was obvious how much we had all enjoyed our time at Nottingham and how it helped us develop our skills and career. We are all committed to raising Nottingham's profile in Romania through the new network."

Current president of the Romanian Society at Nottingham - Alexandra Pinzariu – also attended the meeting and spoke about the link she has with the Romanian Embassy in the UK and about the society's events, activities and future plans. This prompted a discussion on recent negative UK press about the opening up of British labour markets to Romanian nationals.

"Sadly, there is a lot of ignorance about Romanian people", said Laura. "There are lots of misconceptions that Romania is economically and socially depressed, but this is just not true and one of the objectives of the network is to make people aware of what Romania is really like."

National station Radio România Cultural also attended the event and interviewed alumni on their experiences of studying in the UK.

For more information about the new Romanian alumni network, please contact Laura Popa at [eu@laurapopa.ro](mailto:eu@laurapopa.ro)

## Events calendar

- **All year** - 10 year anniversary, Ningbo China
- **14 May** - Business Leaders Series: Rob Johnson, Nottingham
- **3 June** - Inaugural Cyprus Network Event, Nicosia
- **14 June** - Alumni Sports Challenge Weekend, Nottingham
- **18 June** - Institute for Innovation and Entrepreneurship special seminar, Nottingham
- **6 July** - Graduation, Ningbo China
- **8-18 July** - Graduation, Nottingham
- **16 August** - Graduation, Malaysia
- **11 October** - Golden Reunion Class of 1964, Nottingham
- **November** - Business Excellence Event hosted at Nottingham University Business School, to be confirmed
- **November/December** - Pan Indian Alumni Event, to be confirmed

Visit the 'Calendar of events' page on the alumni website for further details and to register for all upcoming events [www.alumni.nottingham.ac.uk](http://www.alumni.nottingham.ac.uk)



# Mixed fortunes in the annual staff-v-students cricket matches

## MSc match

The Business School staff team continued their run of industrious defeats against a squad of talented MSc players. The match ended in dramatic fashion, with the final outcome of the game in the balance up until the last ball of the game. The MSc team were put into bat, with the opening four batsmen notching up some quick scores before retiring. After twenty overs the MSc team posted a final score of 157 – a good total but one that allowed a glimmer of hope.

After tea break, the staff team got off to a flying start with Tim Bailey and Simon Mosey knocking the ball to all corners of the field and keeping to the required run rate, but the tide began to turn as the pace of the bowling increased significantly with the resulting loss of several quick wickets. Despite previously retiring injured, Tim Bailey gamely came back to the crease to shore things up, and batting together with Dave Paton it looked like the staff team would at least make it through to the end of the 20 overs albeit nowhere near the MSc's total. It was decided that taking the game to the end of the overs would count as a 'moral draw'. However, with just one wicket remaining the last ball of the game



was an absolute belter. Keeping low and straightening on the bounce it left Paton, with his bat swinging wildly and his stumps distributed across NG9. All out for 116, the staff team were happy to have been part of a fantastic game of cricket and spirits were high for the season's finale against the MBAs...

## MBA match

Favourable bowling conditions could not stop the staff team's first few batters from

running up an impressive score. Despite this solid platform, a flurry of wickets falling in quick succession took the total to 97 all out. Buoyed by a rousing Captain's team talk and some inspired catching, the MBAs struggled to 70 for 6. With two girls, definitely not dressed for cricket, now at the crease, the bowlers queued up for the ball and with four round the bat, the pressure was unbearable. The MBAs crumbled to 77 all out and finally the Business School staff team had a victory to gloat about.

## 'Mo Bros' join forces to raise money for men's health

During November, a team of male staff from the Business School came together to sprout moustaches for charity as part of the Movember campaign to raise funds and awareness for prostate and testicular cancer, and mental health.

Movember challenges men to grow a moustache for the 30-days of November, thereby changing their appearance and the face of men's health. Then for the entire month, these selfless and generous men known as Mo Bros, effectively become walking, talking billboards for 30 days. Through their growing efforts they raise awareness for the often ignored issues of



men's health, by prompting conversations wherever they go.

Another crucial part of being a Mo Bro is to raise funds for men's health. Men donate their face, and much like taking part in a run

or a walk for charity, ask their family, friends and work colleagues to sponsor their efforts. Thanks to this generosity and support the Business School Mo Bros team, aka 'NUBSMOZZERS', were able to raise over £500 to support men's health.

## Staff news



In April, Enterprise Educators UK recognised the dedication of **Jackie Andrews**, Skills and Development Manager, to advising our Enactus (formerly SIFE) team with an EEUK award. Enactus teams are active in 52 universities across the UK and deliver highly innovative projects led by students that transform lives through entrepreneurial action.

The students summarised the broad range of support that Jackie provides: "It is widely agreed that Jackie Andrews is one of best things to happen to Enactus Nottingham and we would simply not have the university support, size of team, strength of projects, on campus presence, competitive success, or team sustainability without her."



The International Growth Centre (sponsored by the London School of Economics and Oxford) awarded **Sanjay Banerji**, Professor in Finance, a research grant to investigate municipal bond markets in India in 2013. The research examined the factors behind the underdevelopment of corporate bond markets in India and recommended various reforms.



**Jim Devlin**, Professor of Financial Decision Making, was invited to sit on the judging panel of the Financial World Innovation Awards 2013. Now in its 16th year, the awards brought together some of the world's biggest financial services companies to celebrate the innovation and achievements of the sector. Jim was a member of a distinguished panel of judges at the awards ceremony held in London in November.



In collaboration with Nottingham Trent University and Nottinghamshire Fire and Rescue, **Kirsten Greenhalgh**, Lecturer in Accounting, won the FIRE Magazine/GORE Research Excellence Award 2013 for a study into the assessment and management of medium and long-term strategic risk for fire service reconfiguration and deployment in Nottingham and Nottinghamshire. This study and future research will become an integral and embedded part of the advice that the Fire and rescue Service provides to the Fire and Rescue Authority as part of the integrated risk management plan.



The prestigious global network of labour economists, IZA, re-appointed **Dr Getinet Haile**, Lecturer in Industrial Economics, as a Research Fellow for a further three years. Established in 1998 in Bonn, Germany, IZA is a private independent economic research institute focused on the analysis of global labour markets. It operates an international network of about 1,300 economists and researchers across more than 45 countries. Getinet was also awarded an ESRC grant—Extending working lives – implications for health and wellbeing, for three years.



**Dr Rob Lambert**, Lecturer in Tourism and the Environment, was appointed an Associate Member of the Centre for Environmental History & Policy (CEHP) at the University of Stirling; re-appointed Senior Honorary Research Fellow, School of Humanities, University of Western Australia; and appointed Vice-President of the Isles of Scilly Wildlife Trust, and a national Ambassador to the wider Wildlife Trusts movement across the UK.



**Professor Jeremy Moon**, Professor of Corporate Social Responsibility, was appointed Gourlay Professor of Ethics in Business 2013 at Trinity College, University of Melbourne. This fellowship is a result of a generous endowment from John and Louise Gourlay and is intended to take thought leaders in business ethics to engage with students, academics, practitioners, and policy-makers in Australia.



Judge Business School, University of Cambridge, invited **Professor David Newton**, Professor of Finance, to work in partnership with the accounting and finance division at Judge as a Visiting Research Fellow in Finance from March to July.



**Professor Kul Pawar**, Professor of Operations Management is part of a University of Nottingham team awarded a major EPSRC grant to investigate cloud manufacturing with Professor Bart MacCarthy. The award is one of six to help improve manufacturing competitiveness in the UK. The grant funding is part of a £45 million package of investments in manufacturing research announced in February by David Willetts, Minister for Universities and Science.

# Our People



**Professor Gerardo Patriotta**, Professor of Management and Organisation, was appointed Associate Editor Journal of Management Studies. Gerardo was also appointed to the organising committee for the fifth 5th Latin American and European Meeting on Organization Studies (LAEMOS) being held in Havana, Cuba in 2014, where leading European and Latin American organisation scholars will share research on the dynamics of development, resistance, and innovation in European and Latin American societies.



**Chengqi Wang**, Professor of Strategy and International Business, won the Best Published Paper Award for his paper, "What Drives the Internationalization of Chinese Firms? Testing the Explanatory Power of Three Theoretical Frameworks" published in International Business Review. He was also awarded a research grant from the Natural Science Foundation of China (£56,000) for a project entitled "Overseas R&D portfolios, reverse knowledge transfer and indigenous technology development." Chengqi was also appointed Special Advisor to the government of Yiwu city, Zhejiang province of China.

Professor **Helen Perks**, Professor of Marketing, joined the School in 2013. In January, she was appointed Associate Editor of the Journal of Product Innovation Management, the leading 4\* rated innovation journal.



Professor **Sanja Petrovic**, Professor of Operational Research, was appointed Vice-President of the UK Operational Research Society and was awarded a Technology Strategy Board grant (in collaboration with the University of Portsmouth) for research in The Virtual Engineer - Maintenance and Operational Management Program for Future Food Packaging. Industrial collaborators in this project are Stork Bottling and BlowMoulding Machinery (Stork), Dairy Crest, Prosig, Britpip, and Datum.



**Professor Justin Waring**, Professor of Organisational Sociology, was awarded a prestigious Health Foundation Improvement Science Fellowship in January to look at centralised services that use a hub-and-spoke model for major trauma patients. The award includes a fully funded three year Fellowship as well as two PhD scholarships in the area for the Business School. He was appointed to the National Institute for Health Research Health Services and Delivery Research programme Commissioning Board for three years.

Justin was also appointed as Associate Editor, Journal of Health Services Research and Policy and Editorial Board Member, Sociology of Health and Illness and made a Fellow of the Royal Society of Arts.



**Professor Ken Starkey**, Professor of Management and Organisational Learning, was invited to speak on a panel on "Revolutionary Leadership in Tomorrow's Financial World" at the European Retail Banking Summit 2013, hosted by The Economist in November. The event attracted an audience of over 150 delegates, involving leading figures from the worlds of banking, business, government, policy, regulation, media and consultancy.

We welcomed six new members to the School's Advisory Board in 2013: Michael Carr, Director, Business Engagement and Innovation Services, University of Nottingham; Dr Glenn Crocker, CEO, BioCity; Ailsa Gough, Principal, Nottingham University Academy of Science and Technology; Lucy Haynes, Director, CBI East Midlands; Peter Richardson, Chairman, D2N2 Local Enterprise Partnership; and Steve Thomas, Managing Director, Strategic Development, Experian plc. These distinguished new members bring broad experience that will support the Board's mission to support the School in developing strong links with businesses, organisations, and policymakers to ensure the continuing relevance of the School's activities.



**Alexander Trautrim**, Lecturer in Supply Chain and Operations Management, was appointed to serve on the Education Strategies Committee of the Council of Supply Chain Management Professionals (CSCMP) in the USA. Founded in 1963, CSCMP is the world's largest professional body for supply chain management and includes noted academics and leaders in industry and governmental organisations.

Alumni news

# Alumni Laureate Award winners



Many congratulations to all Nottingham University Business School's fantastic Alumni Laureate Award winners in 2013. The Awards were introduced in 2007 to provide a tangible way for the University to recognise alumni who have achieved excellence in their chosen field, made outstanding contributions to their community, stimulated new ideas and services, or shown exceptional dedication, creativity and leadership. The Awards are a celebration of alumni achievement and demonstration of what can be achieved with a University of Nottingham education.

Alumni from all three campuses in Malaysia, Ningbo China and the UK, received the prestigious award:

**Molly Fong (MBA 2011)**

Molly is CEO of The Body Shop Malaysia and was awarded the UNMC Alumna of the Year award for her exceptional business acumen and championing of her company's campaigning stance in Malaysia.

**Ding Cheng (BA International Business Management 2008)**

Ding won the UNNC Alumna of the Year award for his role in setting up student societies at the Ningbo China campus and to recognise the successful career he has had since graduating.

**Xue Zhixing (BA Hons International Business 2009)**

**An Chenran (BA Hons Finance Accounting and Management 2008)**

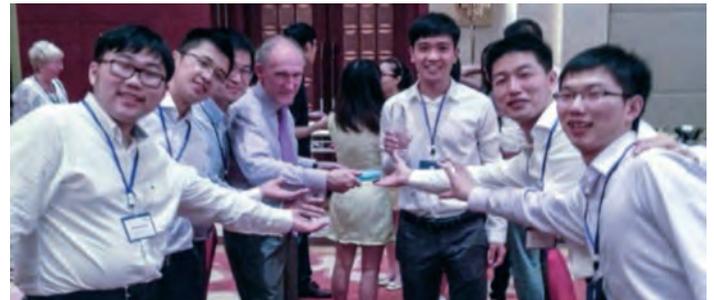
**Wang Yinqiu (BA Hons Finance Accounting and Management 2008)**

**Xu Yingfeng (BA Hons Finance Accounting and Management 2008)**

**Yao Xi (BA Hons Finance Accounting and Management 2008)**

**Zhou Liebin (BA Hons International Business 2009)**

These six entrepreneurs were recognised for establishing a successful company while studying at UNNC. Their company, Yikun Sports, is a specialised supplier to disc sports teams around the world and has customers in more than 40 countries and annual growth of around 300-500%. Keen philanthropists, they are also using their company to help enrich the sports and education experience in less-developed regions of China and other Asian countries.



## Meet Carol Chen

Carol Chen has been working for the University of Nottingham Ningbo China for almost 7 years. She is now acting as the Dean's Office Manager in Nottingham University Business School China (NUBS China), with a wide range of responsibilities including leading the business school administrative, professional and managerial support team, managing internal and external communication activities, and liaising with NUBS UK and NUBS Malaysia and so on and so forth.

Carol has frequent correspondence with NUBS China alumni and always feels very proud of our alumni for what they have achieved.

This year marks the 10th anniversary of University of Nottingham Ningbo China (UNNC), we welcome more alumni from the business school to join us for celebrating UNNC's 10th birthday.

# International Business Management alumnus receives prestigious 'President's Award' in Malaysia

Nottingham University Business School alumnus, Syed Faiq Najeeb, has received the prestigious President's Award for the academic year 2012-13 from the International Centre for Education in Islamic Finance (INCEIF) as the 'Best Student of the Year' for the institution's Masters in Islamic Finance programme.

Faiq received the award for achieving an outstanding 3.98 Cumulative Grade Point Average, the highest in the history of INCEIF. He also completed the 24-month programme within 16 months.

Faiq graduated with a first class honours degree in International Business Management from The University of Nottingham Malaysia Campus in 2009.

He developed an interest in Islamic Finance when he was working as a research analyst as part of his undergraduate studies. He was then awarded a scholarship from Bank Negara Malaysia to pursue postgraduate studies in Islamic Finance at INCEIF.

Reflecting on the award presented to him by Tan Sri Dato' Sri Dr Zeti Akhtar Aziz, Governor of Bank Negara Malaysia at a ceremony in Kuala Lumpur recently, Faiq said: "I am grateful to Almighty Allah, family and friends for supporting me throughout this journey. Nonetheless, this award achievement is secondary, and my primary goal is to promote the Islamic financial system globally because to me it is a more resilient and reliable financial system."

A delighted Professor Christine Ennew, Provost and CEO of The University of Nottingham Malaysia Campus, said: "We would like to congratulate Faiq on his achievement and for living up to the excellence which is synonymous with all Nottingham graduates."



Faiq is currently a research analyst with Islamic Finance at KFH Research Limited.

## In their own words



### Vishal Agarwal (MSc Management 2004)

After graduating in 2004, I set up Key Cement Industry (KCIPL) a cement plant located on the outskirts of Kathmandu, Nepal.

The factory uses Vertical Shaft Kiln technology. KCIPL produces OPC Cement and PPC cement under the brand names, Key Cement and Bhawani Cement respectively. My plan is to increase the production to 100,000T within next few years.

I am pictured with my wife, Neha, we celebrated our 6th wedding anniversary on 31st January 2014.

Alumni news

**Victoria Cooley BA Classical Civilisation (2007) MSc International Business (2008)**



I graduated from Nottingham University with a 2:1 in Classical Civilisation in 2007 and then went on to complete an MSc in International Business in 2008 at the Nottingham University Business School.

For the last 5 years, I have worked at the Financial Conduct Authority (FCA) and work in an area which has responsibly for international OTC derivatives reforms which form part of wider reforms to help improve stability and transparency in the financial markets.

My work involves liaising and negotiating with international financial regulators to help write international policies and rules and so I am very fortunate to get to travel fairly often- recent trips have included Tokyo, Toronto, New York, Mexico City and Hong Kong!

On a personal note, my fiancée David Hinton recently asked me to marry him and we are getting married at All Souls

Church, London which is where we met. The photo was taken at the top of Arthur's Seat in Edinburgh where David proposed!

Interestingly and wonderfully, David's sister in law Julia was also a 2007 alumni of Nottingham University and we met at the Christian union back in 2004. Who would have known that in 10 years time she would also be my sister in law!

Overall, since leaving Nottingham, I have enjoyed a wonderful and challenging career and now I am marrying the man of my dreams. I want to take the opportunity to thank Nottingham University to getting me to where I am today!



**Dennis Foo (MBA Singapore 2004)**

I am the VP of Sales in Casem (Asia) Pte Ltd with responsibility for sales, marketing and business development of MIT Ltd Group's contract equipment manufacturing (CEM) business. In my earlier career, I have held engineering and operations positions in various American and European MNCs related to hard-disk, IC and

lead-frame manufacturing as well as in automotive electronics. I graduated with a Bachelor Degree (with Honours) in Mechanical and Production Engineering from Nanyang Technological University in 1993 and an MBA from Nottingham University Business School in 2004, through PSB Academy.

**How the Nottingham MBA enriched my life**

After an initial 8 solid years in the Manufacturing Industry, I felt it was time to solidify and enhance the experience gained. What better way than "to take a breather and relook at life in its perspective" by signing up with a reputable Business School that offers the MBA programme to achieve my goals.

A full-time job was demanding in itself, let alone pursuing a part-time MBA in tandem. But the MBA programme schedule and structure allowed me to continue my engagement levels in my job and still motivated me when I met fellow students going through the same struggles, so that we can better prepare ourselves beyond the programme.

The irreplaceable take-aways during the programme were the fulfilling interactions, experience sharing and exchanges of workplace ideas with my MBA friends from a multitude of industries and with their wealth of knowledge. Such were the invaluable real-time "case-studies" that no other programme can bring to me with such vigour and completeness.

What is the MBA payback? Well I do not believe there is any cast-in-concrete formula but when the Prospective Job Interviewer noticed my MBA education on my resume during my first job interviews after I graduated, he said : "An MBA from Nottingham, interesting". And of course I got the job as Senior Operations Manager, with a 50% pay increase from my previous job.

As I have quickly come to realise after my Basic Degree from NTU, that technical training and competence accounts for only 20% of being a successful Engineer. The other 80% is really built from Communication, Networking and Expanding my sphere of influence to being a successful Manager. That is, what is a solid project proposal when you fail to get your point across to your boss and peers?

The Nottingham MBA really helped me look at real-life work situations from varying perspectives. Not too long ago when I questioned the Financial Controller about the low gearing for the business when the cost of borrowing was more cost effective, the reply my boss gave me, albeit not what I was looking for, was "spoken like a true MBA graduate". I was very pleased, although I still didn't get the answer to my question.

I have always likened the MBA programme to a plane's seating capacity. Once the plane takes off, the empty seats are only as good as lost capacity (no ticket sales). Thus I made full use of my MBA by not only passing the module exams, but more so to enhance the face-time with the experienced lecturers and classmates, which eventually helped me make more credible assignments and that unforgettable management project (dissertation).

Nowadays, in the course of my work and the many friends that I have made in my 20 years of working life, as I interact with industry peers, businessmen, academicians, scientists, techno-preneurs etc, the untold fulfilment of having a life-extension Nottingham MBA education can only perhaps be best described as you actually live it.

### Paul Kemp (MBA 2003)

I started a new role in January this year at marketing consultancy Splash Worldwide. My challenge is to set up a new division providing outsourced print and digital production in Asia. Since completing my MBA my roles have included management consultant, European VP of a USA e-commerce business and outsourcing director for a global media production business.



### Sandip Manku (MBA 2002)

I am enjoying life with my young family and recently moved to a new house in Hampton, Melbourn, just over a kilometre from the beach!

### Kieran Monteiro (Management Studies 2011)

I'm about to open my third restaurant in south London. All going very well so far and big thanks is owed to Nottingham University Business School.



My first two are growing consistently and I'm anticipating the next one to be open in the next 8-12 weeks. If you'd like to have a look at what we're about and where I am, check out our website - [www.bomas.co.uk](http://www.bomas.co.uk).



### Punit Sanghvi (BA Finance, Accounting and Management 2009)

I have set up my own business sourcing and cutting diamonds from Belgium, the gems are then manufactured into jewellery to sell to

wholesalers and retailers. I recently married Shradha in December 2013. <http://www.raiaajewellery.com>

### Rudayn Isa (MBA 2009)

Unfortunately my story is not exactly a happy one.

I completed my MBA in 2009, and returned to my home country, Syria, where I got a job with the South African Telecommunication Operator, MTN, as the Learning & Development Manager within the HR Division. A year later, I was promoted to Senior Manager: Talent Management.

In March 2011, an uprising erupted in Syria following the beginning of the Arab Spring which started in Tunisia. From there, things went down the hill and the situation kept getting worse by the day. I had to send my wife and two children away to neighbouring Amman for their safety, and I stayed back in Damascus to work and be able to support my family.

Four months ago, I left my job with MTN after I was offered a better position as Head of HR & Corporate Affairs in one of the top private banks in Syria. So for the time being, I am still hanging on in my country which I can say it has undergone a complete change to the worse, but hope is still there for a brighter future.

Many friends and relatives had to flee the country, others have lost their houses in bombings or battles, and even some have lost their lives.

With the second phase of Geneva talks between the government and opposition backed by some Arab and Western countries ending a week or so ago, status-quo seems to prevail. Nevertheless, I am one of the very few western-educated youth who decided to stay afoot and not leave my home.

Living in central Damascus and securing a very good job with one of the best companies still operating in Syria, the decision is a bit easier. I even took the risky decision of bringing my family back to Damascus to stay with me and doing all I can to keep them safe, which seems, for now at least, a better decision than staying apart and not seeing my children growing up.



### Samaira Sainani (Anju Kanuga) (Finance and Investment 2010)

I set up my own business 'Samaira's Creation' selling personalised crochet purses, wallets, and sling bags. I would love to hear from fellow class of 2010 [samiscreation@gmail.com](mailto:samiscreation@gmail.com)

### Vibhu Sharma (MBA 2011)

I work for USHA International Limited; a lighting business based in Gurgaon, India and was recently promoted to Department Manager.



### Eliza Salpisti (Tourism Management & Marketing 2004)

I have been working on The Green Boat project, bringing the first solar powered boats in Greece to Prespes Lakes nature reserve an area of natural and cultural heritage in Northern Greece.

The solar boats will be used for eco tours as a means of promoting sustainable tourism activities. I am a member of the consultancy working group for the Greek partner of the INTOURACT project, while also working on projects for the development of Thessaloniki's waterfront and as a freelance copywriter for websites and promotional materials. Simply doing what I love most: expressing myself through writing! let's just say that dreams do come true! On a personal note, I married Marios, on the 31st of August 2013.

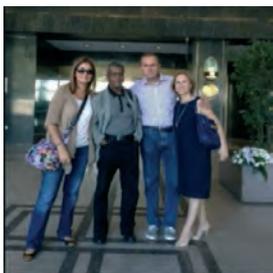


### Allan Kelly and Tassia Chinina-Kelly (MBA 2003)

We continue to live happily ever after in London with two growing boys, Grisha (5) and Anton (3). Allan's software consulting business is doing well and he continues to write books and lecture throughout Europe.

Taissia is now Head of Wealth Management conferences at Adam Smith Conferences and recently became a trustee of Azbuka Foundation which aims to open a Russian Language School in London.

## Alumni news



### Raffeek Sham (MBA 1993)

I organised a 20 year reunion for the Class of '93 of MBA 1993 held in Istanbul on 29 Sept 2013. From left of picture are Esin Bilge, Raffeek Sham, Tunc Gogendez and his wife Sukriye Filiz Kefeli (all from MBA 1993).

### Tolu Popoola (MA Finance and Investment 2005)

After graduating from the MA Finance and Investment in 2005, I started working in finance and accounting jobs. But it didn't take too long for me to realise I was in the wrong place.

Since graduating, I left the Finance and Accounting industry to pursue my passion for creative writing published my own novel 'Nothing Comes Close'.

With knowledge of business, I have set up my own publishing company, Accomplish Press and am now a publishing consultant for other writers looking to take on a proactive approach to their writing careers.

Accomplish Press was recognised by the Women In Publishing organisation and won runner-up at the 2012 Awards ceremony. My novel was also listed as one of the "Best Books of 2012" by the Africa Book Club.



### Kara Miller (BA Hons Finance Accounting and Management 2006)

I have been selected to represent England at the World Indoor Netball Association (WINA) World Championships in May/June in South Africa.

Indoor Netball has been running successfully for over 30 years in Australia, New Zealand, and South Africa, but it's a relatively new sport in the UK.

A variation of netball, Indoor netball is played exclusively indoors, the playing court is surrounded each side and overhead by a net. The net prevents the ball from leaving the court, this reduces playing stoppages and is a much faster pace than netball. Players fund the trip themselves to raise awareness for the sport and hope to attract new sponsors. Players will also be individually trying to raise money to fund the trip.

My personal fund page:  
<http://www.gofundme.com/WINA-World-Champs-Kara>

More information on Indoor Netball:  
<http://www.ina-england.co.uk>



### Jatinder Singh (BA Hons Industrial Economics 2001)

I am currently part of a social enterprise project dedicated to ensuring that children from all backgrounds can access the provision of mentorship in

all areas of their life, particularly around behavioural and emotional skills that allow them to develop into healthy adults capable of adding value to society.

Our aim is to help 1,000,000 children this year so we need as many people front the university and Alumni to get in touch and help.

Our site is [www.lighthousekidz.org](http://www.lighthousekidz.org)

Contact details  
[jatinder@lighthousekidz.org](mailto:jatinder@lighthousekidz.org)



### Sultan Mahmood Tiwana (BA Hons, Finance Accounting and Management 2011)

I have been working at Abacus Consulting, Pakistan for the last two

years. Abacus are the Correspondents of "Mercer" in Pakistan. Over last two years I've worked with around 150 companies on many Compensation/ Benefits Projects and Job Evaluation projects in three different countries.

In December 2013, I received the "Consultant of the Year" Award.



### Jamal Doqqa (MBA 1999)

Since graduating with an MBA in 1999 I have worked my way up the career ladder and for the past 21 years held the role of Executive Manager for Compliance at the Housing Bank for Trade and Finance.

I plan to complete a PhD at Nottingham.



### Goldie Uttamchandani Nanwani (BA Hons Management Studies with Spanish)

I have published my first book 'Thoughts Translated'. This is a personal honour for me, as my writing dates back to when I studied at Nottingham.

I have received position 30 in the ranking of Religious and Spiritual poetry on Amazon too.

# Nottingham gets a taste for business



Mums, dads, grandparents, children and people of all ages enjoyed a free interactive day of exploration, learning and fun as the University of Nottingham opened its doors to the local community for May Fest 2014.



Now in its fifth year, May Fest has continued to expand the range of activities and events on offer and grow in popularity.

Following the success of last year's involvement, Nottingham University Business School once again organised a 'Business management games room',

providing an opportunity to learn more about the role business plays in society.

Popular games such as Scruples, Recycle It!, the Logo Board Game and guess the number of sweets in the jar gave visitors the chance to learn key about business concepts such as risk and reward, marketing, entrepreneurship, and business ethics. At the Bank of Richard participants were encouraged to invest their piece of (chocolate) gold in a range of businesses, all promising a variety of returns on the roll of a dice. Would they chose the high risks and high returns of space tourism, a familiar brand, take the sustainable route and invest in renewable energy, or go for a responsible business that is investing in their local community?

The logo game demonstrated just how much visitors of all ages knew about brands and their role in shaping our individual consumer preferences.

Families put their communication skills to the test via the challenge of building duplicate lego models using verbal descriptions only. The entertaining younger children's game 'Recycle It!' illustrated the value of recycling and older visitors were introduced to the economics theory 'Tragedy of the Commons, a key concept in sustainable development, by fishing for paperclips.

The approach taken by the Business School to teaching business ethics through its International Centre for Corporate Social Responsibility was shown with a game of Scruples, allowing the individual to explore their own ethical perceptions at the same time. Visitors were invited to guess the number of sweets in the jar, an experiment designed to demonstrate how markets work, by testing how many participants were able to beat the market with a guess that was closer to the true value than the market value, and how many would have been better off accepting the market value.

A competition for children to design a logo for a new make-believe healthy fast food outlet in Nottingham produced some wonderfully original and imaginative ideas. Many congratulations to Joshua Chiziwa whose winning entry was deemed by the judging panel of Business School staff to project many of the features that make a good logo i.e. distinctive, simple, symmetrical, and excellent use of appropriate colours.



# Ten reasons to do a Nottingham MBA

1. Global Top 100 ranked Business School
2. Equipping you with the skills and knowledge to succeed in today's complex business environments
3. Taught by world leading academics with research expertise in leadership, entrepreneurship, risk management and business sustainability
4. Specialisms in CSR, Entrepreneurship, Finance and Healthcare (Executive MBA only)
5. Strong links with industry and unrivalled networking opportunities such as Business Practice Week, study tours abroad, Business School events and high profile business speakers
6. Excellent career opportunities with higher than average salaries
7. Beautiful green award winning sustainable campuses with superb facilities in the UK, China, Malaysia, and Singapore
8. Flexible study options for the Executive MBA programme e.g. 2-4 years to complete with various start times, modules to suit your needs, and 'Pay As You Go' payment
9. Generous discounts for Nottingham alumni
10. Range of scholarships available



## Contact

For more information on how to apply, details of discounts and scholarships, and general enquiries about our range of MBA programmes, please contact the MBA team at  
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