



Nottingham University
Business School

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nubiz

The magazine for the Nottingham University Business School alumni community

2015



Feature

Record-breaking adventurer talks about how NUBS inspired him

Research

The do's and don'ts of workplace friendships

Business support special

Enterprising solutions to support business

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Welcome

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

Doesn't time fly? This new edition of nubiz presents just a small selection of the many activities and events that have taken place in our alumni community over the past 18 months. In September last year we welcomed our newest member of the team Lindsay Dexter. Lindsay joined us as part of the University's Apprenticeship scheme and is doing a fantastic job in developing our social media channels helping us to improve communications and build more effective networks.

Talking of communications, thank you for sharing with us how much you like the bi-monthly e-bulletin introduced last year. In 2016 we will be launching a new look website to make keeping up-to-date with all the latest developments from around our community and finding the information you want even easier. Our social media channels are an excellent way to build your career and personal network quickly and effectively, even when you're on the move. Our exclusive alumni LinkedIn group currently has over 3,500 members around the world and the Education site launched in 2013 already has more than 10,000 alumni following. Similarly, our dedicated Facebook and Twitter sites provide an opportunity to stay connected, so please join the conversation.

Our networks continue to grow and are a key vehicle for alumni to keep in touch and connect with each other, both professionally and in friendship. Earlier in 2015 we organised two very successful industry sector networking events including a Corporate Social Responsibility themed event featuring a professional debate on gender equality in business, and a professional finance seminar hosted by global credit ratings company, Standard & Poor's, at their Canary Wharf premises. We also hosted networking events in Cyprus, Mexico, Thailand, Kenya, China and Taiwan. The Business Leaders Series brought high profile industry figures to speak at the Business School including CEO of International Airlines Group and well known business boss Willie Walsh. You can read more about the Business Leaders Series and other events in this edition.

2015 was a highly successful year for the Business School's various global rankings and accreditations. Among the highlights was a jump of 19 places to 21st globally and second in the UK for our Executive MBA programme and a further five years of accreditation from the prestigious Association of MBAs. You can read more about this success and a selection of the many incredible achievements and stories from around our amazing alumni community in nubiz.

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

Nottingham University Business School Alumni Team

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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

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School news

Another successful year for rankings and accreditations

AMBA accreditation

Nottingham University Business School has gained a further five years of accreditation from AMBA (Association of MBAs) the international professional membership association representing business schools across the world. Over the course of two intensive days, the School was put through its paces by an independent external assessment panel comprising senior academics from leading accredited programmes. The rigorous quality control criteria ensures that only the highest calibre programmes demonstrating the best standards in teaching, curriculum, and student and alumni interaction achieve the accreditation.



Nottingham MBA continues impressive rise in The Economist MBA rankings

The School made a meteoric rise in the latest international league table of Executive Master of Business Administration (EMBA) programmes, jumping 19 places to 21st globally and second in the UK in The Economist's 2015 Executive MBA ranking. Nottingham achieved an outstanding first place in the measure of percentage salary increase of EMBA alumni after graduation, while in the overall measure of alumni salary increase over three years, it placed second globally. The School also rated very well for the high number of women on its Executive MBA programme.

To augment this success, the School has once more ranked in The Economist's list of the top 100 full-time Master of Business Administration (MBA) programmes. The School appears on a global list that includes some of the world's most prestigious institutions, including Harvard, London Business School, and INSEAD. The School is placed 74th globally and in the UK's top ten.

The Economist 2015 EMBA ranking rates business schools against each other in terms of:

- Opening new career opportunities and furthering current career of graduates
- Personal development

- Increasing salary
- Offering the potential to network

Recent full-time MBA graduate Tony Pritchard said:

"I found the Nottingham MBA both challenging and rewarding in equal measure. I wanted to view business in a different way and completing the MBA certainly did that! While there were theoretical frameworks you are presented with that better inform your practice, the biggest thing it gives you is increased confidence - both in your ability to get things done and with softer interpersonal skills. I gained knowledge that will last throughout my career. I also made friends that will last a lifetime."

The Economist

Success in FT's 2015 financial ranking

For the fourth consecutive year the School has placed in the world's elite in the prestigious 2015 Financial Times Top Global Masters in Finance ranking. The ranking - which includes an exclusive group of business education institutions from the UK, Europe, the USA, China and Australia - surveyed our 2012

MSc Finance and Investment alumni about salary progression and careers routes since graduation.



Master in Finance
Ranking 2015



One of the UK's best for aspiring Investment Bankers, Marketers, Accountants or Media professionals

League tables published by the global professional social networking giant LinkedIn, place The University of Nottingham in the UK's top ten higher education institutions producing the most investment bankers (8th), marketers (9th), accountants (6th) and media professionals (3rd) who go on to work in top companies.

LinkedIn arrived at the rankings by analysing the employment profiles of around 300 million members across the world who graduated in the last eight years. These were cross referenced with the members' former university to create a ranking based on the career outcomes of their alumni.

Nottingham MBA gets new European ranking

Nottingham University Business School's MBA programme has received recognition from QS Top MBA for the first time. The programme is placed 31 in a list of 200 top European business schools.

The ranking takes into consideration the employability of MBA students following

graduation and academic reputation. For the 2014/15 report, QS has adopted a new methodology. The employability measure, based on its global survey of MBA employers, now counts for 85 per cent of the final ranking. A second measure – academic reputation – is based on a global faculty survey and contributes to 15 per cent of the final ranking.

QS rankings

In the fifth edition of the QS World University Rankings by Subject, Nottingham ranks in the global top 100 for both business and management, and accounting and finance.

The rankings are based on research citations, alongside reputational surveys of over 126,000 academics and 41,910 graduate employers worldwide.

With over 3,000 universities and 36 individual disciplines evaluated worldwide, the QS survey is the largest ever ranking of its kind and the only one that allows prospective students to compare universities in their particular area of interest.



School news

Nottingham is best in the UK for job prospects

The University was named number one for job prospects at the WhatUni Student Choice Awards 2015. From a poll of more than 20,000 students across the UK, Nottingham was named the best for giving students the best employment prospects when leaving university.

Unlike other university tables, the WhatUni rankings are based entirely on the experience of students through its student reviews. The rankings are based on averages taken from thousands of reviews submitted by students and published on whatuni.com, and cover the following ten categories: Accommodation, City Life, Clubs & Societies, Courses & Lecturers, Job Prospects, Student Union, Uni Facilities, Support Services, International, and an Overall rating which counts towards the University of the Year title.

The University is consistently named as one of the most targeted universities by Britain's leading graduate employers (The Graduate Market in 2013, 2014 and 2015, High Fliers Research), enabling students to graduate in a strong position in today's competitive job market.

Nottingham University Business School has its own specialist Postgraduate Careers Service to support postgraduates with their career and professional development.

www.nottingham.ac.uk/business/careers



Nottingham University Business School confirms its status as an elite research institution

The School ranked sixth out of 101 business and management institutions in the UK for the quality and volume of its research (Research Power) according to the Research Excellence Framework (REF) 2014.

Results of the REF, an assessment of the quality and volume of research at 154 UK universities undertaken by the Higher Education Funding Council for England, confirms the School's status as an elite research institution.

This outstanding result celebrates our commitment to inclusivity and collective endeavour and reflects:

- A 40% increase in the proportion of our research activity ranked at the highest level.
- Our strength in delivering research with impact. Our impact registered a score of 3.36 and an 'impact power'* measure which places us third in the UK.

- The excellence of our research environment, rated at 3.5 by the panel, in supporting and fostering individual and collective achievement.

*Impact power is measured as the product of the GPA (Grade Point Average) for Impact and the number of Impact case studies submitted.

Business School to lead Nottingham's new high-tech enterprise zone



The University of Nottingham is to become one of the UK's first University Enterprise Zones (UEZ), helping to create dozens of new high-tech businesses and hundreds of new jobs in the city.

As part of the award of UEZ status, the University will receive government funding to build a new Technology Entrepreneurship Centre at its Innovation Park on Jubilee Campus, providing accommodation and intensive incubation support for external business start-ups and early-stage small and medium enterprises.

The centre will be the new home of the Business School's Haydn Green Institute for Innovation and Entrepreneurship (HGI),

the university's centre of excellence in enterprise education. HGI is one of Europe's top centres for enterprise education and leads the Business School's MBA and MSc courses in entrepreneurship.

The new Technology Entrepreneurship Centre is due to open in 2016.

www.nottingham.ac.uk/enterprise

Budding entrepreneurs design the future – May Fest 2015

Building on the popularity of last year, the Business School once more participated in the University of Nottingham's annual community open day May Fest 2015. Now in its sixth highly successful year, May Fest is a free day of exploration, learning and entertainment for the whole family.

Billed as 'Apprentice or tycoon?', the Business School organised an activities room that provided an opportunity to learn more about the role business plays in society and enabled budding entrepreneurs of all ages to put their imaginations to work through a series of fun interactive business games.

Family favourites like the Logo Board Game and Recycle It! alongside in-house games such as an investment activity and environmental worksheet gave visitors

the chance to learn about key business concepts such as risk and reward, sustainability, marketing, entrepreneurship, and business ethics.

A competition to design a logo for fictional planet-friendly high performance trainers tested the creativity of the 51 children and young people who entered, ranging in ages from as young as 4 to 16 years old. Ideas for the logo included trainers with a zero 'footprint', shoes that would enable the wearer to metaphorically 'walk on water', and footwear to allow the owner to 'make their mark on the world'. If this is the standard of Britain's upcoming business leaders then the future is surely in good hands.

Our congratulations go to 14 year old Chloe Fox, a student at Arnold Hill Academy, whose extremely original design (see illustration)

managed to combine and convey all the key messages - eco-friendly, high performance and stylish - in a simple, symmetrical and eye-catching motif. Chloe's entry was voted the unanimous winner by a judging panel of Business School staff and she received a brand new copy of 'The Logo Board Game'.



Student news

Malaysia Business School students shine in international business case study competitions



Accenture Journey 2014 Malaysia competition

Organised and sponsored by global management consulting, technology and outsourcing business Accenture, Accenture Journey is a fast-paced and enriching three-day programme that gives participating final-year university students in Singapore and Malaysia a glimpse of a consulting professional's work.

The competition enables students to experience a day in the life of a consulting professional and aims to push boundaries and show them how they can be greater than they ever imagined. It also provides an opportunity for participants to learn about the company, people, high-performance culture and the career opportunities they offer. Many who take part in the competition are subsequently offered a role at Accenture.

Three NUBS Malaysia students - Ben Kok Pin Tan (third from right), Eileen Li Ting Pang (fourth from right), and Guo Bin Leong (second from left) - together with two participants from other institutions, formed a team to compete with groups of students from various institutions of higher learning in the United Kingdom, United States of America, Australia and Malaysia. The team emerged a fantastic First Runner-Up in the competition.



Maybank Go Ahead Challenge

The Maybank GO Ahead Challenge is an international business case competition that is designed to challenge intellect, stretch creativity and test endurance. Run by Maybank, Malaysia's largest bank and financial group, the competition is designed, developed, and executed by Global Maybank Apprentices and involves 60 finalists from 11

countries the ASEAN region, China, the UK and the United States.

NUBS Malaysia first year student, William Peter Buck (pictured second from left, with the ukulele), was part of a team of students that came a brilliant First Runners-Up at the International Grand Finals in Kuala Lumpur in August. The team received a cash prize of USD20,000. The champion team receives a cash prize of USD40,000 and employment opportunities with Maybank, a leading banking and financial services group in South East Asia. However, no one goes home empty handed as all Grand Finalists win cash prizes and fast-passes to the Global Maybank Apprentice Programme in addition to challenging themselves against high calibre competitors from across the globe and engaging with leaders from diverse industry sectors.



Running to get ahead on a PhD



Anyone who thought that doing a PhD was essentially an opportunity to spend three or four years in glorious self-centred academic pursuit should think again.

According to an article published in The Guardian's Higher Education Network earlier this year, it is all too common to see PhD students work themselves to the point of physical and mental illness in order to complete their studies, with increasing instances of depression, sleep issues, eating disorders, alcoholism, self-harming, and even suicide attempts being reported.

However, three UK based Nottingham University Business School PhD students have come up with an ingenious solution to

counter the intense pressure of doctoral and post-doctoral study.

With the support of Professor Heidi Winklhofer (Director of Doctoral Programmes), students Gabriela Gutierrez Huerter'O, Kathryn Hartwell, and Faisal Hammad created a running club with the aim of promoting a healthy lifestyle, wellbeing, and a sense of camaraderie among the doctoral community at Nottingham.

From short distances to full blown marathons, the 'Doc Soc Running Club' encourages colleagues to be active as a way of coping with the stress of doing a PhD.

Kathryn Hartwell, whose doctoral research focuses on how senior partners in law firms can effectively strategize to gain a competitive advantage in the changing legal industry, said:

"The running club has given me the chance to spend time with my colleagues outside the office. The escapism I gain from running has proven invaluable."

"It is true that literature reviews, supervision meetings and discussion papers are important elements of a PhD vocation, but such a lifestyle must by no means be an inactive or even lonely one. University of Chicago Professor Andrew Abbott once wrote that he had an idea for a paper while singing under the shower. Who knows; Perhaps we shall conceive ours while out running with colleagues?"

Kathryn recently took part in the Great North Run - the so-called 'World's greatest half marathon' - raising £500 for Diabetes UK in the process. Fellow PhD students Gabriela Gutierrez Huerter'O, Kai Xing, and Faisal Hammad completed Nottingham's own Robin Hood Half Marathon in September to raise funds for Age UK, the largest charity working for and with older people in the UK.

Malaysia students become Intervarsity Talent Achievers Challenge champions

NUBS undergraduate students Ben Tan, Charles Tan, Wee Heng Tee and Jacky Mok from 'Team Nottingham' emerged champions of the Intervarsity Talent Achievers Challenge (ITAC) 2015 which took place at the University of Malaya in January 2015.

The sponsors of ITAC 2015 included the Association of Chartered Certified Accountants (ACCA), BDO, KPMG, PwC, the Institute of Chartered Accountants in England and Wales (ICAEW), CPA Australia and the Malaysian Institute of Accountants (MIA), amongst other corporations. Participants were placed through a tiered series of innovation-based challenges over three days. Team Nottingham brought home a cash prize of RM3,500.00 and trophies.

....even more success for NUBS Malaysia students

Foundation students Serena Ming Ai Eng, Shin Wei Gan (Team Leader), Ye Wen Yap and Karl-Mun Mak from 'Team Eugeniaes' were also successful in advancing to the final level of the World Islamic Economic Forum (WIEF) Foundation Social Entrepreneurship Challenge.

The Challenge was launched by the Malaysian Minister of Education II, Y.B. Dato' Seri Idris Jusoh on 7 July 2014, and Team Eugeniaes students were coached by WIEF

on pitching their ideas and plans to the Panel of Judges and Community Partners.



Student news

Business School student wins Management Undergraduate of the Year



Among tough competition Nathan Craig Industrial Economics undergraduate at Nottingham University Business School, took home the title of Management Undergraduate of the Year at the TARGETjobs Undergraduate of the Year Awards 2015.

At an event held in Canary Wharf, Nathan and 109 other undergraduates from universities around the country were invited to the final, hosted by television presenter Fiona Bruce where the winners of 12 different categories were announced. The winning prize for Nathan is a 10 week summer internship with Enterprise Rent-A-Car, Graduate Employer of the Year 2013, which includes a week in the USA.

Nathan says he has thoroughly enjoyed the process and is thankful for all the support he has received along the way. He said "I have had a fantastic experience throughout the competition with both Enterprise Rent-A-Car and TARGETjobs. Both have been a great help and have guided me through the process.

The process itself was a great learning experience where I was able to network with current Enterprise employees and really get to know

the type of individual who would be successful in the business. I would encourage everyone to apply to their relevant award category because of the positive experience I had. After all you have to be in it to win it!"

The application process included a series of online tests, application forms and interviews before the finalists were invited to an assessment centre. Nathan impressed the award sponsors with his performance in a group discussion, leading a morning meeting and a one-to-one interview.

Ashley Hever, from Enterprise Rent-A-Car said "Throughout the process Nathan was able to demonstrate great leadership skills in all the various exercises and communicate his leadership examples effectively. He gave examples from his academic, sporting and previous work experience and also showed how important networking is in leadership."

Out of all 12 categories including Future Business Leader, Languages, Male and Female, six University Of Nottingham students made the final including Nottingham University Business School student Kate Nichols (BA Management with German).

Consulting projects help Business School China students gain real life business insights

Students from Nottingham University Business School China (NUBS China) recently took part in a consulting programme that saw them working with counterparts at universities in China, the USA and Canada.

As part of the NUBS China – Baylor University Student Consulting Programme, also known as the i5 Programme, students from NUBS China, the University of Macau, Baylor University in Texas, and McGill University in Quebec worked in teams on consulting projects offered by American and Swiss companies.

Projects included looking at passive housing, liquid robotics and wind-powered street lighting. Students were guided by Professor Angus Hooke, from NUBS China, and Dr Julien Le Kernec, from the Department of Electrical and Electronic Engineering at the University, along with academics from Baylor University, who used the Baylor methodology, which combines interdisciplinary knowledge and experience.

Projects were presented by the students to a judging panel and two NUBS China students, Eoin Crowley and Daniel Bodnar, were named winners in the 'Best Response' and 'Best Presentation in English as a Second Language' categories respectively. A team looking at a project on passive housing



was chosen by the judging panel as the winner of the best overall team.

A strong focus on students participating in consulting projects is a unique element of NUBS China, with students provided with full support on how to undertake consultation.

Chinese students go to Mars (via Slough)

In the summer, Julie Blant, Manager of the Business School's Postgraduate Careers team, accompanied three of the School's Chinese MSc students on a visit to global food and confectionary giant Mars.

A factory visit to the Slough site (Mars's UK chocolate headquarters) was an exclusive event for MSc students from four UK business schools that Mars China have targeted this year – Bath, Birmingham, Exeter and Nottingham. The students had already attended presentations for Mars China earlier in the year so this was the next step in understanding what they might be doing if they are successful with their applications.

Despite being one of the hottest days of the year and the compulsory attire including overalls, hairnets and earplugs, the enthusiastic students remained unfazed during their tour of the Minstrels and Galaxy lines, perhaps because they were allowed to sample a handful of the popular chocolate sweets and even the orange flavoured middle of Revels! After lunch - served in the M&Ms



room - the visit continued, taking in a tour of the very open plan offices where not even the CEO has a private office. This non-hierarchical approach is also a feature at the China offices and is very much a reflection of the multinational's five guiding principles that unite the business across geographies, languages, cultures and generations i.e: quality, responsibility, mutuality, efficiency and freedom.

The students also had an opportunity to meet with graduates on the Mars UK programme and find out about some of the projects they have been involved in.

Following the tour, Julie Blant commented: "Nottingham is clearly on the map for Mars China and future activities are currently under discussion, including possible business and engineering opportunities.

"It was a really well organised visit that gave our students an excellent insight into the Mars operation. Of course, you can't leave somewhere like Mars without goodie bags – unfortunately the car was so hot on the way home that most of the chocolate treats turned into hot chocolate drinks – still tasty though!"

Research

The dos and don't of workplace friendships



Strong workplace friendships will make you happier and more productive – but remember not to spread yourself too thin says Dr Suzanne Edinger, Assistant Professor of Organisational Behaviour at Nottingham University Business School.

Friendships raise the bar

Some employers discourage work-related socialising because they think it's a waste of time. But research from Gallup linked close work friendships to higher employee satisfaction, claiming people with a best friend at work are seven times more likely to be motivated and productive.

It makes sense: if you feel your workplace relationships add to your life, you're likely to be happier and more committed. Friendship ties also build trust and a sense of camaraderie, making us more willing to do work above and beyond our job description.

Flatter is friendlier

The flatter the management structure, the more opportunity you have for the free flow of information. In companies where staff are encouraged to communicate with everyone and share ideas, you'll see a lot of friendships develop across hierarchies. It's less common in organisations that focus on structure and job titles.

If you work in a more siloed organisation, assess the way cross-hierarchical or departmental friendships work so you don't make social mistakes that could be detrimental to your career.

Big network, little network

Friendships can materially benefit organisations so cultivate them by all means. But don't spread yourself too thin. Be mindful of the ties you form. You can have a lot of connections, but only a handful of them will be particularly valuable.

It may be better to develop a smaller set of strong ties. The stronger the relationship, the more value it will yield. This can be important for women, who may have more diverse but less powerful networks than men, according to a study by Lisa Torres and Matt L Huffman. Preliminary findings from my own research with Payal Sharma of Rutgers Business School show that women typically create friendship ties with other women and work-related ties primarily with men. Men's friendships tend to be both task-based and emotional, creating a stronger bond. So men tend to get more out of the time they invest in their networks while women's networks are more likely to decay because they aren't being maintained.

A friend in need

Workplace friendships can reduce unhealthy competition between staff. Take highly talented people, for example: research has shown they can be singled out by jealous peers who seek to undermine them. Here again, our research has shown that without the buffer of a workplace friendship, the performance of competent people suffers and so does the productivity of their team as a whole. The stronger the friendship, the more of a buffering effect it has on negative behaviour.

Managers should be aware of the potential protection a workplace buddy brings and should check in with high-flyers, rather than just assuming they're OK. Better that others rise to the level of the best performers than the other way around.

Similarity breeds content

Broadly speaking, we make friends at work either to help us get something done (task related) or for emotional support (someone to have lunch with or talk about work-related problems). In either scenario, it's easier to make friends with like-minded people and we tend to be influenced more by people we perceive to be similar to ourselves. The technical term for it is homophily, or the idea that similarity fosters connection.

Friendships of any kind require a lot of attention and it's easier to make an effort with like-minded colleagues. When we try to form connections with people who are dissimilar, those ties tend to decay very quickly. So be realistic about the friendships you maintain. But don't dismiss less emotionally led ties as one-sided: most of us have "water-cooler friends" who we wouldn't necessarily spend an evening with, but that doesn't mean they are not valuable friendships. The idea of reciprocity in network ties suggests that if I approach you for information, then you'll probably reciprocate in future.

When it goes wrong

You can have real difficulties in a team if two erstwhile friends fall out. Their disagreement can spill over into tasks, impact others and damage productivity. Conversely, so can breaking up a friendship. If a close friend leaves an organisation, the work of the one left behind may suffer.

That said, overall, the pros of having friendships at work far outweigh the cons.

This article was first published by The Guardian on Monday 8th June 2015.

Dr Suzanne Edinger is Assistant Professor of Organisational Behaviour at Nottingham University Business School

Then and now: how attitudes to working women have shifted in one generation

From work-life balance to the stigma of entrepreneurship, Professor Laurie Cohen explores how the role of working women has changed in recent years

In the mid-1990s, as a PhD student, I interviewed a number of women who had moved into self-employment. The study formed a major part of my early research into career transition.

Seventeen years later, as a professor, I tracked down the same women and interviewed them again. Through their stories, I wanted to find out what had changed and what had stayed the same in terms of how women perceive and pursue their careers.

Some of the interviewees had moved from young to middle age since our first meeting; others from middle to old age. Many had seen their circumstances change significantly. Revisiting their original accounts and bringing their stories up to date proved an instructive and often deeply moving experience – and not just for me.

This is what we learned.

The rules have changed

Society's idea of what represents a legitimate and appropriate career for women has moved on – so much so that subjects were often surprised when reminded of their original interviews.

Consider the issue of working from home. In the 90s, many interviewees believed they weren't taken seriously as "sole practitioners"; some even felt compelled to recreate an organisational structure (strict hours, designated office spaces, smart clothes) at home to maintain their sense of professionalism.

Such negative perceptions no longer dominate. Some subjects even claimed that it is now men who are more likely to be viewed with suspicion if they work from home.

"Women sole practitioners are brave and radical," said one interviewee. "Male sole practitioners are there because they can't get on in firms."

'Doing it for the children' is a myth

Women still assume primary care responsibilities. In many cases, self-employment and success help them to fulfil these traditional roles better.

It would be wrong to say that most women leave organisations for family reasons. For many, factors such as exclusion from key decision-making, awareness that their values and goals are out of synch with those of their workplaces, the tedium of trying to fit in, and frustration with the slow pace of change, have a much deeper impact.

Some subjects, in revisiting their original accounts, admitted to exploiting the myth. One woman who originally insisted she quit her job for her daughter, confessed when re-interviewed: "Actually, it was for me. I wanted to make the move."

Loved ones can hinder as well as help

Family and friends frequently have a major impact on the direction of women's careers – often more so than relationships in the workplace – and this impact isn't always positive.

All the interviewees believed that their lives were deeply entangled with those of others. Many spoke of the influence of partners, children, parents and even grandparents. Deliberately or otherwise, their dependents dictated what could and couldn't be done.

Sometimes the result is capitulation, as illustrated by the subject who, describing her career choices at school, recalled: "My father said: 'Any fool can do domestic science. You will be a nurse!'"

Sometimes the outcome is rebellion, as one interviewee admitted: "I ask, 'What would my family do in this position?' I'll do the other."

Work-life balance is a reality

Today women speak of work-life balance as an ethical imperative; an aspiration that strongly influences how they think about and arrange their lives. In the early 90s there was no such reality: women worked at work and worked at home.

Of course, what we now know as work-life balance was once seen exclusively as a "women's problem", specifically, one faced by mothers. These days, men also talk the talk, although whether they see their domestic roles as responsibilities or choices remains an open question.

In the first set of interviews, the notion of balance had almost no resonance. Little wonder, as the concept wasn't part of the wider lexicon. By the second set, it had become a recurring theme, usually in terms of subjects' health and wellbeing rather than their domestic responsibilities. As one remarked: "Women have always worked, but I think it's just accepted now that women have a career. Of course women have a career!"

Entrepreneurship sustains

The 90s have come to be viewed as the decade of enterprise, a time when outdated ideals and bureaucracy made way for individual liberty and wealth creation. With recession biting, policymakers touted entrepreneurship as promising hope, just as they do now.

Although many subjects might not have bought into this rhetoric at the time, they undoubtedly regarded self-employment as a means of escape. Now most are enjoying the benefits: success, independence and even the freedom to work past "normal" retirement age if they choose.

They're also happy to acknowledge what they are. One interviewee who was horrified to be described as an entrepreneur, now wears the label with pride, hailing it as a symbol of liberation.

"What I realise now is that Mrs Thatcher, whom I hated with a passion, did me a really good turn."

This article was first published by The Guardian on Wednesday 13 May 2015.

Laurie Cohen is Professor of Organisational Behaviour at Nottingham University Business School and the author of *Imagining Women's Careers* published by Oxford University Press.

Research

Research finds home bias in international Test cricket

The introduction of neutral umpires in Test cricket led to a drop in the number of LBW decisions going in favour of home teams, a study has revealed.

The findings from research by economists, published by the Journal of the Royal Statistical Society, come amidst renewed debate on whether neutral umpiring is still required in Test matches following the introduction of the Decision Review System (DRS).

Economists Dr Abhinav Sacheti, Professor David Paton from Nottingham University Business School and Dr Ian Gregory-Smith from the University of Sheffield analysed Leg Before Wicket (LBW) decisions in exactly 1,000 Test matches that took place between 1986 and 2012 — nearly half of Test matches ever played in the history of cricket.

Until 1994, both umpires in Test matches were from the same country as the home team. From 1994 to 2002, one of the two umpires was required to be from a neutral country and after 2002 both umpires were required to be neutral.

It's just not cricket

The economists found clear evidence of fewer decisions in favour of home teams with neutral umpires.

Dr Sacheti, lead author of the study, said:

“Our results suggest that when two home umpires officiated in Test matches, away teams were likely to suffer on average 16 per cent more LBW decisions than home teams.

When the ICC introduced the one neutral umpire policy, this advantage to home teams receded to 10 per cent.

“When two neutral umpires were required in every Test match, this advantage to home teams disappeared. This result holds even when we control for the quality of teams, the ground where the match was played and so on.”

The economists found that the bias by home umpires in favour of home teams had been particularly strong in Test matches played in Australia, India, Pakistan and Sri Lanka.

Crowds influence decisions

A possible explanation for the finding is that home umpires were unduly influenced by pressure from local crowds and, indeed, a similar bias towards home teams has been

noted amongst football referees. In fact, the home bias in Test matches was found to be strongest towards the end of the game, when crowds are often at their smallest. Many cricket fans have long claimed that home umpires are biased towards their own team and the findings of this latest research appear to provide support for such claims.

Professor Paton however offered a word of caution. “The results do not necessarily mean that umpires deliberately favoured their home teams — the bias may have been unconscious. The fact remains though that introducing neutral umpires seemed to get rid of the problem.”

Recently, some commentators have suggested that the introduction of the Decision Review System (DRS) eliminates the need for neutral umpires. Dr Gregory-Smith agreed that new technology can help to improve decision-making but warned:

“Whatever the reasons behind the bias, our results suggest that cricketing authorities should be very cautious before returning to a system whereby umpires can officiate in Test matches involving their own country.”

Home bias in officiating: evidence from international cricket by Abhinav Sacheti, Ian Gregory-Smith and David Paton was published in the Journal of the Royal Statistical Society: Series A in 2015.

David Paton is Professor of Finance at Nottingham University Business School. Dr Abhinav Sacheti is currently working as an Economist with EY in Dubai.



Business school leadership in a time of disruption

Business schools in the UK face significant threats in future and only a few will survive challenges from international rivals, warns a recent paper.

Professor Ken Starkey of Nottingham University Business School and Christophe Lejeune of the European Foundation for Management Development identify the emergence of cheaper international and private providers and increasing online provision as a significant threat to the sector.

In their paper, 'Back down to earth? Business school leadership in a time of

disruption', Professor Starkey and Dr Lejeune say that while leading schools will survive, the sector as a whole may face a "period of stagnation and inevitable shakeout."

The authors suggest that to flourish, UK business schools need to focus on the regions they are in and work to support local economies. Schemes such as the Small Business Charter have already begun to support entrepreneurial ventures in UK regions.

Professor Starkey and Dr Lejeune's report first appeared in 'Building the Leadership

Capacity of UK Business Schools', published by the Association of Business Schools (ABS).

Nottingham University Business School received a Small Business Charter award in 2014 to recognise its role in supporting start-up and small businesses.

Ken Starkey is Professor of Management and Organisational Learning at Nottingham University Business School.

Fit for growth: investing in a stronger skills base to 2020

Professors Ken Starkey and Jim Devlin of Nottingham University Business School are among the top contributors to a wide-ranging publication setting out a programme for education policy in the next parliament.

Published by the think tank CentreForum, the report urges politicians to build a 'skills system' that promotes choice and flexibility for individuals and is more responsive to employer demand.

The report proposes that adult learners should be entitled to a professional and career development loan (PCDL) provided they have been accepted on to an accredited course of study.

It also proposes industry based CPD and secondments for teachers, while calling for an intensive focus across schools

and colleges on boosting literacy and numeracy, building pupils' character and entrepreneurial qualities, and raising the standard of careers guidance.

Other recommendations in 'Fit for growth: investing in a stronger skills base to 2020' include a call for greater cooperation between policymakers and professional bodies to support workplace training, and for more clarity around the funding and expected outcomes of apprenticeships.

Universities and the banking sector

In their contribution, Professors Ken Starkey and Jim Devlin draw comparisons between universities and the banking sector. They argue that research is to universities what high risk investment has been to the banks, in that it has come at the expense of traditional, consumer focussed activities.

They argue that universities are one of society's longest established institutions and one of their core competences has been the ability to muddle through and adapt to changing contexts. In this they may prove more resilient than those banks whose business models were proved dysfunctional by the banking crisis.

They suggest that perhaps in the wake of the financial crisis banks should become more like the best universities in creating long term stakeholder value.

Ken Starkey is Professor of Management and Organisational Learning at Nottingham University Business School.

James Devlin is Professor of Financial Decision-Making and Director of the Centre for Risk, Banking and Financial Services at Nottingham University Business School.

Research

Healthcare needs more ideas and less rhetoric

Why do we leave 'creatives' to come up with all the ideas? It's a waste of free minds

When it comes to the NHS, we hear a lot of rhetoric. And a lot of that rhetoric is about innovation – the need to do things better.

Politicians are playing in a complex landscape of conflicting vested interests and short-termism in which some things are literally unsayable. For some innovation is a synonym for cuts, for others innovation is inseparable from the profit motive. And so we hear a lot of words. What we don't hear enough of is examples of how innovation can happen in practice.

Here's one.

Pitch perfect

A compelling pitch at a recent Nottingham University Business School creative problem-solving session with a major NHS trust came from a podiatrist. She explained how renal patients, especially those who are also diabetic, are at high risk of losing their legs.

These patients might suffer from circulation difficulties or develop pressure sores from swelling. Their kidney problems mean they don't heal well, and sometimes numbness might even prevent them from realising what's happening until it's too late.

There's considerable evidence of the advantages of preventive treatment, but mobility issues make it hard for patients to attend clinics. Instead they need home visits, which are themselves difficult to arrange because of the amount of time spent on dialysis – sometimes six hours a day for four or five days a week.

But what if dedicated renal podiatrists were allowed to see patients during dialysis? First and foremost, this would deliver significant benefits to the patients themselves, more of whom could receive in-clinic treatment. Moreover, as the session heard, the

estimated cost of providing such treatment in the trust's three dialysis units would be less than the cost of a single amputation.

The pitch was met with sustained applause. Senior management in the audience immediately confirmed the concept was feasible and pledged to support it through commissioning routes. The service was up and running just three months later.

Prevention in action

As envisaged, practitioners are now able to do their job more effectively and efficiently. A move from acute to preventive treatment has already been noticed.

But the most palpable change of all has been for the patients. For many a crucial aspect of day-to-day life has been completely transformed.

The hope originally expressed at the session was that the idea would be realistically affordable, allow staff and patients to interact in a safe environment and prove popular among those receiving treatment. It has ticked all of these boxes, so satisfying the "triple burden" at the heart of modern-day healthcare –

- achieving cost-effectiveness
- attaining the highest standards
- ensuring the patient experience is paramount

Like most practical innovations, encouraging podiatrists to work with renal patients during dialysis might appear ridiculously straightforward in hindsight. To some it might even seem little more than common sense.

Yet nobody had thought of it before. It emerged from more than 40 related ideas generated during the session. The basic concept of providing primary care in a secondary unit represented, in the proposer's own words, "a completely new way of working" – one, I suggest, that wouldn't have been identified from the

top-down or from the outside-in. Ideas like that have to come from those who are most knowledgeable and concerned – front-line staff.

Searching out radical ideas

What does this story tell us? Above all, it tells us that radical innovation – bringing value by doing differently – is the result of producing lots of ideas and then selecting and developing the best ones. In times of austerity, in a climate in which the pressure to do more with less intensifies by the day, it would seem common sense to encourage such thinking.

And yet an enduring stumbling block to innovation in organisations both public and private is the conceit that good ideas are the products of outside forces, of others, of "them" – that innovation is the preserve of special people, "geniuses" or "creatives".

Imagine a company has a staff of a thousand but only expects 50 of them to contribute to its innovation activity – say, by sitting on the board or working in the R&D department. That means 950 people – 95% of the workforce – contribute nothing.

This is both self-defeating and stunningly wasteful. In a large organisation 95% of the workforce can easily run into the thousands. Were we to follow that model in the NHS we would be dismissing the input of over one and a half million people.

One and a half million minds effectively wasted – and yet the human mind is our greatest resource. It's readily available. It's inexhaustible. It's free at the point of use.

The point is that anyone might hit on an idea that has the potential to be a "game-changer", but what she or he probably fears more than anything – and often, alas, with justification – is that those higher up the chain of command won't show any interest. In short, everyone has ideas, but not everyone has a voice. And so what's needed is a structure that allows those voices to be

heard – the opportunity to spend some time with freedom and confidence to produce lots of ideas without regard to cuts or profits and bounce them around to identify the ones that genuinely bring value.

The most important lesson to learn from this story is that this particular initiative came out of a whole raft of ideas – 40 of them, 39 of which didn't work. Being wrong more often than you're right is the essence of creative thinking; unfortunately, it's also the very antithesis of our education system, our career-development metrics and almost everything about target-driven culture.

Creative culture

If innovation is to mean something more than words, if anything like the creative potential of an organisation is to be realised, time must be found to build and encourage an environment in which the concept is properly understood and employees know there's a mechanism whereby they can be heard, supported and, crucially, backed from the top. We need a participative culture that recognises that all of us know more than one of us.

Sadly, participative leadership isn't the flavour of the month. "Command and control" is more the thing for an election season.

So is it possible for politicians to move beyond polemics? Probably not. It's what they do. And so for most front-line healthcare professionals effective innovation – actually bringing value, not change for the sake of it – is something that goes on despite rather than because of the rhetoric.

The article was first published in The Conversation on 26th March 2015.

Paul Kirkham is a Researcher in the field of entrepreneurial creativity at the Nottingham University Business School.



Features

Enterprising graduate helps grow businesses in rural Nicaragua

Armed only with a smattering of Spanish and a burning desire to make a positive impact in a developing country using the skills and knowledge gained from his recent MSc Entrepreneurship degree, Nottingham University Business School alumnus Charles de Bénazé left his native France to help small entrepreneurs in rural Nicaraguan communities.

Through the sustainable development charity, Raleigh International, Charles took part in the ICS Entrepreneur volunteer initiative as part of their International Citizen Service programme. ICS Entrepreneur is funded by the Department for International Development and aims to build resilient communities and support economic growth in developing countries.

Charles worked alongside a team of volunteers from Nicaragua and the UK in

two different rural communities: Sonis, at the entrance of the remote Somoto canyon close to the Honduran border, and Aguas Calientes. Drawing on their combined expertise in human resources, investment, financial management, marketing and business sustainability; they delivered workshops and action days to train local entrepreneurs and help them develop their business plans and knowledge over a ten week period. The volunteer team also raised awareness about sources of finance and helped the local entrepreneurs to identify and secure funding.

In addition to providing business advice and support, Charles and the team also undertook social projects such as English classes for the canyon guides, movie nights, football tournaments, and even a mini Olympics. These also enabled fundraising to support the entrepreneurs' marketing costs.

Commenting on his time in Nicaragua, Charles said: "It was an incredibly fulfilling experience. I was able to put my own skills

and knowledge to use in a way that made a real difference to real people. By the end of the project we had trained 27 young entrepreneurs, providing them with very practical support such as business action plans and funding that will make a lasting impact on their communities long after we leave.

"My time in Nicaragua also gave me a much greater understanding of the unique business challenges faced by disadvantaged groups with limited resources and enhanced skills such as team working and project management. It taught me the importance of following your passions and being prepared for any situation. Now I am back home in France and my ambition is to work in the skateboard and action sport industry anywhere in the world."



Illuminating alumni - Darren Coleman



Dr Darren Coleman has more than 15 years' brand marketing experience, spanning projects in the UK, continental Europe, the Middle East, South East Asia and Japan. He has helped brands such as

Orange (UK and Group), BUPA, PepsiCo, Goldman Sachs, Standard Life, Maybank, Dubai Properties Group, Tupperware Brands and Nikon. He has also advised the British and Lithuanian governments on brand-related issues. He frequently speaks at international conferences on brand marketing and is a member of the Chartered Institute of Marketing.

Wavelength Marketing, the company Darren founded, offers brand advice, insight, education and design to organisations that expect their brands to deliver measurable financial returns. Wavelength's work is frequently informed by advanced statistical analyses that aim to reduce brand marketing risk.

We asked Darren to tell us about his exciting professional career and how his time at Nottingham University Business School inspired him.

Why did you choose to study an MA in Marketing and why specifically at Nottingham?

Only a select number of business schools in the UK offered an advanced marketing Master's programme. Nottingham was one of them. I'd completed an undergraduate business degree with a heavy marketing focus, and I also had several years' marketing experience.

For these reasons I needed to be sure I would be acquiring more advanced marketing knowledge. Nottingham helped with this.

What's your fondest memory from your time at the Business School?

Good question. I think it was the friends I made. It was a wonderfully international experience, and I thoroughly enjoyed that. I'm still in contact with many of the friends I made at Nottingham.

Why would you recommend studying at Nottingham University Business School?

The staff are first-class. They're not only extremely supportive but also conduct interesting and relevant research. This adds real value to the lectures you attend.

The alumni network is also very strong, which means the School frequently hosts very high-calibre guest speakers. For me this was both informative and inspiring, and I also learnt a lot about networking and building a network at these events - invaluable experience.

What advice would you give to others who are about to start on a course at Nottingham University Business School?

Make the most of every opportunity you can. Naturally, this relates primarily to your academic experience, but I'd be lying if I said you shouldn't enjoy some good times with your friends.

You've worked for some major organisations and have also founded your own very successful business. What do you enjoy most about your work?

Working with some incredibly intelligent people who challenge and push your abilities to their maximum is something I find particularly enjoyable. The knowledge I acquired during my Master's and PhD is now starting to deliver real benefits, which is incredibly rewarding.

I also enjoy having a choice over whom we work with as a company. For example, we've turned down clients in defence and tobacco for personal reasons. It's unlikely I'd be able to do that if I worked at a global branding agency.

Also, the international aspect of our work means we can explore how the principles of branding apply in a broad range of markets and cultures. It's fascinating to do this.

And what are the main challenges?

A lot of companies say they work in branding but are actually design or communications agencies. Cutting through the noise is very difficult. That said, we're starting to carve out

a reputation as service branding specialists, which is helping us address this issue.

Having to look for work is always a challenge, as is dealing with the ups and downs of trying to keep clients happy.

Different clients have different interpretations of what a commercial relationship means. Sometimes we feel we give a lot and that a bit more balance would be nice. But this tends to be the exception and not the norm, as we have very good relationships with our clients.

Finally, currency fluctuations can adversely affect the commercial viability of some projects where negotiations are quite protracted.

How has the Business School helped develop your career?

By equipping me with advanced marketing knowledge that stimulated my interest in service branding and subsequent PhD research in this area. That knowledge is starting to become quite valuable now, and it also opens doors with senior executives at global brands who appreciate its value as a result of their own experiences.

Have you been back to campus since you graduated?

Yes, I was there only the other week, delivering a talk for Dr Sally McKechnie [Associate Professor of Marketing]. It was a pleasure to go back.

I was very impressed but not surprised to see how the Jubilee Campus has grown. It says everything about how well the University is regarded.

Are you still in touch with fellow alumni?

Yes, there's no escaping some people!

Joking aside, it's very easy to stay connected with fellow alumni. It's primarily via email and social media, given that most of them are based overseas. It's always a pleasure to hear from them.

In what way is remaining connected to your alumni network important to you?

If I can help in any commercial way I'm happy to do so, but it's primarily for friendship.

Features

Give back to get back



The University of Nottingham has launched a new and comprehensive volunteering programme that will provide hundreds of interesting opportunities for alumni to give back some of their time to inspire students, staff, researchers and fellow alumni.

Head of Volunteering, Rachael Green, explains more about the programme: "Giving time is a great way to learn skills and share your experience with students and researchers, offering inspiration, advice and guidance. This kind of volunteering or pro bono work is also essential in supporting the aims and strategy of the University to provide students with insights and expertise into industry and business."

Types of activities available

There is something to suit everyone and your support will make a huge difference. Here is a selection of the diverse range of activities and opportunities on offer at Nottingham University Business School:

- Talking to applicants about your time as a student at the University.
- Advising on the curriculum for your subject or profession.
- Willing to take an active role in the alumni community in your region.
- Providing work placements, shadowing or internships for current students.
- Providing careers advice to current students through talks.
- Providing careers advice to current students through mentoring.
- Providing a venue for alumni or student events.
- Board/committee membership.
- Providing professional development content and resources for your profession.
- Giving occasional lectures/seminars.
- Advising our entrepreneurial students setting up their own business.

Time commitment

The programme is very flexible, allowing alumni to give whether they only have a spare half hour or prefer a more long term commitment (depending on the role). This can either be done in person or virtually whether you are at home or at work or from anywhere in the world.

Why get involved?

Giving time back to the University is a fantastic way to network with alumni, staff, students and other business contacts. Rachael Green describes the benefits of being involved: "Apart from the obvious point of expanding your global network, giving time back provides opportunities for learning new skills and increasing your own knowledge thereby enhancing your CV and boosting your personal and professional development. Most volunteers also get a huge buzz out of sharing their knowledge and experiences with others and the satisfaction of knowing that they may have inspired someone along the way."

How to get involved

If you would like to inspire others, please visit the website to register your interest or apply for current opportunities at www.nottingham.ac.uk/alumni/giveyourtime If you can't find an opportunity to suit you please fill in the 'Register your interest' form, telling us what you might like to get involved in. We can then update you when a suitable role becomes available - www.nottingham.ac.uk/alumni/giveyourtime/register-your-interest/register-your-interest.aspx

MBA students inspired by innovative 'Global Business and Leadership Experience Programme'



Nottingham University Business School's flagship 'Global Business and Leadership Experience Programme' was established in 2009 to provide MBA students with the opportunity to gain a unique insight into international business.

In the six years since the programme started, over 150 MBA students have participated in various study tours covering four continents i.e. North America, South America (Chile), Europe (UK), and Asia (China). The tours provide first-hand experience of global businesses and insights into contemporary issues and different business cultures through company visits, direct access to key executives, and a programme of cultural excursions.

MBA students have visited more than fifty internationally renowned companies since the programme launched including Bayer, AstraZeneca, JP Morgan Chase, 21st Century Fox, the New York Stock Exchange and National Geographic among many others.

In 2014, eleven students - with one student joining from the Singapore MBA programme - went to the US.

A packed programme included visits to the United Nations, FOX Business Network, Martin Guitar, New York Stock Exchange, Hammerhead (start-up company), ArtsQuest (non-profit arts organisation), Sands Casino, TechVentures (high-tech incubator workspace), National Geographic, EYA Construction and even a tour of the Whitehouse and Capitol Hill. Later in June nine students - including those from the School's Executive and Singapore MBA Programmes - spent a week in China taking in a number of companies in the Shanghai and Beijing districts as well as visiting the University's China campus in Ningbo. A traditional Dragon Boat Festival on the Shanghai Suzhou River and a trip to the Great Wall made the tour a memorable one.

In 2015 MBA students undertook a study tour in Malaysia and Singapore, getting the opportunity to visit major companies, attend professional development seminars delivered by NUBS alumni, and spend time at the University of Nottingham's Malaysia Campus outside Kuala Lumpur.

One of the distinctive features of the Nottingham programme is its mutual exchange arrangement with highly regarded US partner, Pennsylvania based Lehigh University. Nottingham recently hosted MBA

students from Lehigh, whose own study tour - split between Nottingham and London - focused on 'Sustainability' and took in visits to Boots, National Health Service, Santander, University of Nottingham Architecture and Built Environment Department, Holition (3D augmented reality software provider), CityCare (healthcare social enterprise), plus tours of the Siemens Buildings (one of the world's most sustainable buildings) and the Houses of Parliament.

Commenting on the Lehigh exchange programme, Executive MBA student Benjamin Müller said:

"I was delighted to participate in the exchange, which was an intensive programme with valuable input in terms of leadership management. The warm welcome by our American hosts combined with outstanding organisation impressed me most. This opportunity offered me a deeper understanding of the American way of doing business accompanied by priceless opportunities to build up network contacts and exchange points of view."

Encouraged by the success of the global immersion programme, in 2014/15 the Business School introduced a 'Silicon Valley' tour for full time MBA students in partnership with Lehigh University as a dynamic new addition to its growing Study Tour portfolio. MBA Programme Co-Director, Dr Rob Webb said: "This study tour focuses on new venture creation and includes many exciting features such as visits to pioneering high-tech companies and meetings with entrepreneurs, inventors, CEOs and venture capitalists. It is unique among university entrepreneurship programmes."

Features

Record-breaking adventurer talks about how Nottingham University Business School inspired him in his life and career

Adrian Hayes is a truly extraordinary individual. He is a record-breaking polar explorer, extreme adventurer, motivational speaker, business coach, charity fundraiser, campaigner, author, and ambassador on worldwide economic, social and environmental sustainability.

Adrian's sense of adventure was sparked at an early age from a childhood growing up around the New Forest. He started climbing in his teens and after leaving school at 16, spent six years travelling the world mountaineering and exploring whilst working intermittently in the UK, Norway and New Zealand as a builder's labourer, bricklayer, farmer, refuse collector, and singer and guitarist in a rock band amongst others.

He served as a trooper with 21 Special Air Service Regiment for two years, qualifying as a Registered Emergency Medical Technician, before attending the Royal Military Academy at Sandhurst and becoming a British Officer in the Brigade of Gurkhas, serving in Hong Kong and Brunei followed by a two year secondment to the Royal Army of Oman.

After leaving the Army, Adrian successfully completed an MBA at Nottingham University Business School in 1994 which was a catalyst for developing a highly successful career in business. He worked in various international sales and marketing managerial positions before joining Airbus as a Regional Sales Director for the Middle East and West Asia from 2000–2006, based first in Toulouse and subsequently the United Arab Emirates where he continues to live today.

Enthusied by the Human Resources component of the MBA programme, Adrian set up his own company as a professional adventurer, speaker and business coach in 2007. Over the past 7 years, the company has worked with organisations across the globe, delivering team development

workshops, leadership seminars, executive coaching and other programmes designed to motivate and inspire.

Adrian is passionate about people and continues to help individuals and organisations maximise their potential and performance not only through his speeches and personal development, leadership and coaching programmes, but by putting his philosophy into practice in his own record-breaking successes.

In 2007 Adrian set a Guinness World record for reaching the Earth's "3 Poles" - walking all the way to the North Pole, South Pole and summiting Mount Everest – all in just 19 months and three days, beating the previous record by five months and becoming one of only 18 people ever to achieve the feat. A significant amount of money was also raised for the international charities the Children's Hope Foundation and the UAE based Friends of Cancer Patients.

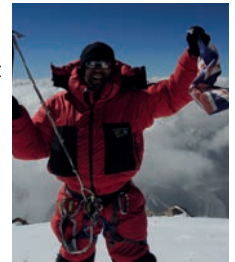
He accomplished a second Guinness World record in 2009 for the Arctic's longest unsupported kite-skiing journey to date, crossing the length of the Greenland ice cap alongside Canadians Devon McDiarmid and Derek Crowe. The voyage was the feature of a National Geographic Channel documentary.

In 2011 he led a 44 day 1600 km crossing of the Arabian Desert by foot and camel in the trail of renowned 1940s British explorer Sir Wilfred Thesiger. A documentary about the expedition was broadcast by the Discovery Channel in 2013 and Adrian also published 'Footsteps of Thesiger', a book based on his experiences.

In his attempts to push the limits of human endurance and inspire others to discover and fulfil their potential, Adrian has also suffered tragedy. In 2013, an attempt to scale the summit of K2, the world's second highest mountain, had to be aborted when an avalanche wiped out one of the base camps killing two fellow climbers.

However, Adrian remains undaunted by

the inherent perils of his adventures, taking encouragement from the knowledge that they inspire and motivate others to leave their own comfort zones and achieve things that might otherwise have seemed impossible.



Adrian is a lifetime follower of international affairs and an ambassador for numerous organisations and charities that support economic, social and environmental sustainability. He regularly speaks, writes and campaigns on issues he is passionate about including population, food and water security, climate change, global economics, cancer prevention, organic food, conflict resolution and happiness.

Being a dedicated father of two children, entrepreneur and serial adventurer leaves little room for leisure activities, but Adrian still manages to find time to compete in ironman triathlons, is a two-time UAE fitness challenge champion and a keen rock climber, runner, cyclist and swimmer. His interests span the range of personal and human development, sports, nutrition, science, medicine, film and music, and he still occasionally sings and plays guitar in a rock band.

For his inspirational example, tireless campaigning and charity work, and sheer determination to redefine the boundaries of human potential, Adrian was a worthy and deserving winner of the University of Nottingham's 2014 Alumni Laureate Award for Special Excellence and collected his Award at the Winter Graduation Ceremony in December.

Adrian returned to Nottingham in the summer to present the powerful story of his 2013 tragic failure and 2014 stunning success summiting the world's second highest mountain in 'K2 - The Tragedy and the Triumph' at the Lakeside Arts Centre.

‘Made in China’ - challenging traditional brand perceptions



Gianluca Fracasso left Nottingham University Business School in 2011 with an MSc in Tourism Management & Marketing where his interest in travel and communication took him to Shanghai, right at the heart of the Chinese economy.

In an interview with nubiz, Gianluca shared his experience of working with the creative sector post-2010 Expo China and the growing traction of Chinese brands over the past four years.

“Because of the fast-growing pace of the Chinese economy, its events industry and branding, those early days witnessed a plethora of creative agencies of various typologies and scales blooming in Shanghai. It felt electrifying to be in that moment, as part of the consolidation of creative industries and advertising in China.

“During my first experience as a project manager, I started collaborating with small-scale agencies serving foreign brands in China. We had the chance to work with major international airlines such as Thai Airways, Star Alliance, Qatar Airways. The objective was to support their branding activities in China with PR and advertising

campaigns, as China is expected to become the world’s biggest market for tourism firms by 2020.

From international to local

“After three years spent in Shanghai serving international clients, the focus of my work has now shifted towards consulting for Chinese brands, which are usually considered to be less competitive. Yet, it must be acknowledged that as the domestic market is still forming and many Chinese corporations have reached maturity, it actually feels quite rewarding to work on some major “local” brands (such as Haier, Baidu or Tencent), on a mission to overcome the communication gap with the big international players and trademarks. In line with the growing domestic demand, many Chinese manufactures which traditionally focused on export markets for third parties, now feel the strong need to create their own trademarks for Chinese consumers.

“Interestingly, recent industry surveys also confirm that the global perception of Chinese brands is going through a fascinating transformation, with a shift towards an image of quality, modernity and hi-tech. In industries such as electronics, fashion and automotive, Chinese brands are showing a steady increase in quality output. In the electronic goods market, “Made in China” trademarks already rank #5 after the likes of Japan, USA, German and South Korean manufacturers. Even in more highly technical and western-dominated industries such automotive, China is providing some novel examples of strong branding in support of good quality, such as the Israeli-Chinese car sensation of Qoros, a brand entirely conceived in China, though designed and engineered by a dream team of international talents.

“In terms of internet and eCommerce, the paradigm recently set by Alibaba has also provided a respectable sample of new standards for “Chinese corporation going global”, able to perform well under the international spotlight. On a global ranking scale, Chinese brands have been able

to compete in the top ten nationalities of manufacturers for branded products, behind Swedish brands but already ahead of South Korean counterparts.

“Thus, we have to become accustomed to the idea of “Made in China” as a positive branding association, as China is increasingly able to produce original solutions rather than creating replicas of western products. With such premise, now my role is to travel all over China with our consulting team, in order to advise Chinese Presidents, CEOs and Brand Managers on how to strategically empower their brands in the local market. It can be considered very pioneering work in this sense, requiring a good mix of creativity, strategy and a flexible approach to Chinese clients.

Making bonds

“One of the most intriguing aspects of living and working in China is the possibility to reconnect with many of the life-long friends I made in the UK. Because of the strong presence of our Business School network in Ningbo, I can regularly be in touch with old classmates; notably, some of them have now become entrepreneurs and business owners. For instance, a Malaysian friend with whom I used to share drinks in our dorm is now the founder of a thriving eCommerce start-up in Shanghai.

“Networking and the nurturing of relationship is certainly an accustomed practice inside and outside the work place in China, where a human touch is always essential to make business smooth and truly enjoyable. In the connected society we live in, I encourage everyone to treasure friends, mentors and colleagues met on the way, and I feel once more privileged to share many of our achievements with our alumni community all over the globe.”

Gianluca Fracasso is Brand Strategist at Zheng Bang Brand Design & Consulting, the biggest branding & communication agency in China.

Features

Empowering business through Executive Education

Nottingham University Business School has significant experience in delivering bespoke Executive Education programmes in the UK, Malaysia and China.

We work closely with clients to design programmes that address specific needs and ultimately improve organisational performance and reflect real world business practice. We work with organisations across all sectors including major listed companies, SMEs, public bodies and voluntary organisations.

Our Executive MBA modules can be taken on a stand-alone basis, but can also be used to earn credits towards the School's Executive MBA programme. The short course portfolio provides new thinking and tools that empower executives and senior managers to address perennial management challenges as well as encourage a creative and entrepreneurial mind-set in the next generation of business leaders.

Courses are mainly delivered at a venue within or close to one of our award-winning campuses in Nottingham, Ningbo China and Kuala Lumpur.

Executive courses for 2016 include:

Personal Development and Impact

11 - 15 April 2016: Nottingham

This course provides an opportunity to develop a deeper sense of personal autonomy that will enhance the quality of your personal and professional relationships. It addresses issues such as self-care, self-esteem, values, assertiveness, individual styles, how to read others, stress, developing relaxation and group working.

Innovation Management

11 - 15 July 2016: Nottingham

Innovation Management is essential for all managers and leaders responsible for product or service design and innovation, operations and marketing. This highly interactive course, that explores innovation through case studies and discussions will equip participants with the tools and techniques that can be immediately applied in the workplace.



Strategic Management: Agility in Changing Times

Dates: 19 - 23 December 2016: Nottingham

This course is for senior leaders or directors in sales, marketing, finance, operations, other roles that impact on company strategy. It is suitable for individuals from both the public and private sectors.

A highly interactive course, it is delivered by facilitators who have led strategy development in major companies. Drawing on current research and using a practical approach through case studies and discussion, participants are provided with concepts and frameworks that can be immediately applied in the workplace.

For more information on the Business School's Executive Education portfolio, please contact:

Nottingham

Andrew Greenman, Director of Executive Education
andrew.greenman@nottingham.ac.uk

Malaysia

Dr Eunice Ngat Chin Lim, Director of Executive Education
ngatchin@nottingham.edu.my

Ningbo China

Jessica Li, Manager, Executive Education
jessica.li@nottingham.edu.cn

Enterprising solutions to support business

Based in the Business School, the Haydn Green Institute for Innovation and Entrepreneurship (HGI) is a global centre of excellence in the development of enterprise and entrepreneurial skills, innovation, and understanding the commercialisation of research. The institute was launched in June 2000 by Professor Martin Binks (former Dean of Nottingham University Business School).

HGI engages with businesses on a local, national and international level through a number of initiatives and programmes, providing a range of services from executive education through to SME surveys and networking events.

HGI can support businesses through a range of programmes and initiatives:

Growth Vouchers programme

Free growth workshops with a chance to apply for £2,000 towards a programme of workshops tailored to the needs of small business owner/managers.

Growth 100

A free programme to help Nottingham based businesses to grow (read the case study on page 24).

UK Business Barometer

A monthly survey of businesses of all sizes and enables your voice to be heard.

Ingenuity Process

A guide for clear thinking developed by the Institute, the Ingenuity Process helps people to realise the full potential of their ingenuity. The Ingenuity Process is also available online.

Executive education

Tailored executive education programmes for corporate clients and large public sector organisations.

Ingenuity network

For SME's, the Ingenuity network aims to bring together business owners and the resources, knowledge and experience within this world class, research-led university.

Businesses can also interact with some of the brightest students in the UK:

Mentoring

This activity benefits us by ensuring that our teaching is relevant and grounded and our mentors benefit from some excellent networking opportunities.

Live consultancy projects

Teaching entrepreneurial theory can only go so far which is why we expose our masters students to the commercial environment through project work carried out for businesses in the local community.

Inspired in Nottingham

A programme that matches the needs of young entrepreneurs with successful local businesses, adding real value to their early stage business ideas.

Guest speakers

Inspire students by giving a lecture or talk.

For more about the work of the HGI and how your company can benefit, please contact Steven Chapman at steven.chapman@nottingham.ac.uk



Business Support Special

Case study - how 'Growth 100' helped develop my business

Impression is a Nottingham based digital marketing agency formed in November 2012 by co-founders Aaron Dicks and Tom Craig. The business started initially as a side project, working on web projects for family, friends and charities, but as referrals increased, they registered Impression Digital Limited. Today, Impression is a full service digital marketing agency.

Aaron was prompted to apply for Growth 100 to add to his University-taught business management and because the schedule with twelve sessions over a nine-month period was a good fit as the time commitment was more spread out.

Aaron also thought taking part in the programme would be a good route into the University and a chance to meet new people. He has since been involved with the University's Careers and Employability Service where he gave a talk to students about working in a digital agency.

Growth challenge

Aaron joined the Growth 100 programme at an important time for the business, just before it took on employees and an office. Impression has continued to grow but has always been concerned about managing this growth sustainably.

The challenge was to continue growing at a high rate without taking on too much external finance too quickly – if at all. Aaron says he sees too often digital marketing agencies growing too quickly and putting less experienced staff onto client campaigns. Impression wanted to balance the opportunity for high growth in this sector with an attention to detail and staff development to ensure client experience isn't compromised.



How Growth 100 helped

Each Growth 100 workshop focuses on a different aspect of running a small business. Aaron found the workshop on finance particularly useful as it helped to take stock of where Impression was from an outsider's perspective. The business has always prepared financial forecasts but the workshop demonstrated the value of managing finance to enable it to grow more quickly.

The workshop on succession planning has also been beneficial. Aaron and the team are now looking to implement a non-executive board, something he says they wouldn't have previously considered at this phase in their growth.

Aaron says: "The programme has given me the ability to step outside of the business and critically evaluate performance of both myself and the business from an external perspective. I matured more into the role of a business owner during my time on the programme and as a bonus we won some opportunities for new business from networking with the other participants."

Aaron Dicks is Managing Director of Impression, based in Nottingham.

Keep pace with the latest business **thinking and information**

Nottingham University Business School provides all its graduates with free access to Business Source Alumni Edition.

Business Source Alumni Edition is a high quality business database developed by EBSCO Publishing, one of the world's leading providers of library resources and research databases.

The database offers more than 1,500 full text business magazines, publications, and journals in nearly every area of business.

Premium Full Text From Leading Publishers

- Business Magazines
- Top Management Journals
- Trade Publications
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- Industry Reports
- Market Research Reports
- Company Profiles

Up-To-Date Content For A Variety Of Business Subjects

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- Management
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- Accounting
- Finance
- Econometrics
- Economics

Start your free access at www.nottingham.ac.uk/businessalumni



Business Source Alumni Edition



Business Support Special

‘Business Practice Week’ bridges gap between theory and real life

Nottingham MBA students get a first-hand taste of different types of organisation, examining their business model and approach to problems and business functions as part of ‘Business Practice Week’. The Business School has organised visits to workplaces as diverse as pharmacy chain Boots, multinational aerospace and transportation company Bombardier, a regeneration tour of the Kings Cross area of London, a stately home, and even a cattle market!

Typically, those embarking on an MBA programme will already have several years of business and management experience behind them but this may have been gained in one organisation or industry field, so the chance to gain knowledge and understanding of other companies and sectors is a unique opportunity that enables a broader perspective of the business environment. One student that took part in the week, emphatically underlined this point: “It was interesting to see in practical life what we’ve found in lecture or text books. Mostly, to feel the people and atmosphere as well as the conversation we’ve had at each of the companies help us to think deeper and explore new things through new questions.”

Highlights of last year’s Business Practice Week included:

- Tour of the Co-Operative Distribution Centre - one of the UK’s largest food retailers.
- Talk on business turnaround following the credit crunch hosted by global financial corporation Capital One.
- Company visits in Nottingham to Boots and BioCity, the UK’s largest bioscience innovation and incubation centre.
- Company visits in London to: “Big Four” professional services firm - Deloitte; financial software, data and media



company - Bloomberg, consumer electronics; computer software, online services, and personal computer giant - Apple; and business and technology consultancy Boldrocket.

- One day workshop on responsible and sustainable business for SME’s.

Business Practice Week is part of a wider programme of opportunities for Nottingham MBA students to engage directly with a variety of organisations and understand how key business concepts are most effectively applied.

In 2009 the flagship ‘Global Business and Leadership Experience Programme’ was established to provide MBA students with the opportunity to gain a unique insight into international business. Students have participated in various study tours covering four continents i.e. North America, South America (Chile), Europe (UK), and Asia (China and Malaysia). Read more about the

Global Business and Leadership Experience Programme on page 19.

MBA Co-Director, Dr Craig Shepard commented: “Linking theory to practice is at the heart of our MBA teaching and learning strategy. Having a genuine understanding of the business landscape and knowing how to apply knowledge and skills to solve problems is what gives our students a significant competitive advantage.”

Companies interested in participating in Business Practice Week, should contact MBA Programmes Manager, Elaine Kay at elaine.kay@nottingham.ac.uk

Grow your business through a Company Based Dissertation Scheme

Most organisations are constantly seeking to improve their finance, marketing, sales or operations functions but rarely have the time or resources to address these key strategic issues. As one of the world's leading providers of business, finance and management education, Nottingham University Business School is in a unique position to help deliver this support.

With over 300 high calibre full-time postgraduate students from 47 different countries bringing a wide range of skills and perspectives, we offer exciting opportunities for companies to link with students and academics to research business issues through our Company Based Dissertation Scheme.



What is a Company Based Dissertation?

- 4 – 12 week research project.
- The brief for the project is driven by you and agreed between the company and an academic supervisor in advance.
- Findings and recommendations are shared for you and your company to consider.
- You can interview recommended students from a wide variety of backgrounds with different perspectives and areas of expertise.

What are the benefits of a Company Based Dissertation?

- New perspectives on your business challenges.
- Support provided by an academic supervisor with expertise in the relevant field.
- Opportunity to meet and work with high calibre graduates from a wide variety of backgrounds.

Network within the university and benefit from our own support networks.

Frequently Asked Questions

Q: What are Nottingham University Business School's areas of expertise?

A: We are internationally recognised for our research in Business and Corporate Strategy, Banking, Finance, Logistics, Marketing and Operations Management.

Q: Is there a cost implication to this scheme?

A: As a general rule you are expected to pay expenses incurred by the student during the lifespan of the project but the student will not expect to be paid.

Q: What about confidentiality?

A: If required for the project the successfully selected student will sign a voluntary nondisclosure agreement.

Q: What is expected of me?

A: We expect you to be available as a regular point of contact for the student during the research project. We also expect you to share the necessary information required for the student to complete the research project.

For more information and details of how to get involved, please contact Employer Relations Consultant, Ewan Henry at ewan.henry@nottingham.ac.uk

Business Leaders Series

The 2014/15 Business Leaders Series saw large audiences - comprising alumni, students, and visitors from business and industry - converge on Jubilee Campus to hear unique and inspiring insights from some of the biggest names in business.

Lawrence Knowles – Vice Chairman, MidlandHR



Lawrence Knowles is Vice Chairman for Technology at MidlandHR, where he has worked for more than 20 years in a number of high profile roles. Before his current role, he was Group Research Director, Software Director, and Managing Director.

Lawrence has played a significant role in the dramatic change in market position for MidlandHR. The company now supports some of the UK's most successful organisations with its iTrent software.

MidlandHR

MidlandHR is well-established as the UK's biggest independent outsourcer for HR, talent management and payroll software services. Founded in Nottingham in 1984, the private company has grown considerably and now supports approximately 10% of the total UK workforce with offices in Nottingham, Glasgow, and Cardiff. Midland HR has won a number of awards for its innovative products including Software Service Provider of the Year at the World Payroll Awards in 2013.

Toby Peyton Jones - HR Director, Siemens UK & North West



Toby Peyton Jones was appointed as the Human Resources Director of Siemens UK and North West Europe in 2008, where he is responsible for approximately 35,000 employees.

He started his career working as an officer in the Royal Engineers before moving on to work as a Programme Director at the Centre for Leadership and Development Training in the 1980s.

Since then he also worked in management consulting prior to joining Siemens in 1989. Toby performed a number of leadership roles within the organisation, from general management in Beijing in 1999, to managing mergers and acquisitions in Munich in 2003. In May 2012, he was appointed as a new Commissioner for the UK Commission for Employment and Skills by the Business Secretary, Vince Cable.

Siemens

Siemens is a global engineering and technology services company, who provide solutions to key sectors such as energy, industry, infrastructure and healthcare. They employ over 13,000 people in the UK, where last year's revenues were £3.36bn.

Willie Walsh – Chief Executive, International Airlines Group (IAG)



Willie is former head of Aer Lingus, which he joined as a pilot trainee aged 17. He gained an MBA from Trinity College, Dublin during his years as a pilot and later joined company management, holding various positions including Chief Executive of then company subsidiary, Futura, from 1998 to 2000.

He became Chief Executive of British Airways in October 2005 and then CEO of IAG in January following the merger of British Airways and Iberia in January 2011.

In September 2015, after months of negotiation, IAG completed a takeover deal with Aer Lingus for €1.4bn.

International Airlines Group (IAG)

IAG is one of the world's largest airline groups. IAG is the holding company of Aer Lingus, British Airways, Iberia and Vueling.

Executive MBA reunion weekend is a big hit

A reunion of Executive MBA alumni gathered an enthusiastic group of people united by a common bond of friendship and a collective experience that can only be shared by those who have toiled, laughed, cried, and triumphed together during the intense period that is an MBA.

The highlight of the weekend was a professional development day held at the Jubilee Campus which aimed to boost knowledge on some of the latest thinking in business management and provide an opportunity for the alumni to share their personal post-graduation career journeys with each other and an invited audience of current MBA students as inspiration for their futures.

A business master class delivered by Professor Simon Mosey (Director of the

Haydn Green Institute for Enterprise and Innovation) and Paul Kirkham, Researcher in Entrepreneurial Creativity introduced the 'Ingenuity' process they have developed which draws on radical innovation to solve real-life business problems. Participants identified business issues from their own workplaces and generated a range of possible solutions.

Commenting on the session, one alumnus said: "It was a great opportunity to develop valuable new knowledge that we can use in our workplace and it's not something we could have organised ourselves. I have collected up all the dozens of Post-it notes we used to come up with new ideas and will type these up and share them with my colleagues at Frankfurt Airport when I get back to work."



The individual career presentations proved especially popular and revealed that in the ten years since completing the Executive MBA alumni have gone on to develop senior level careers in a wide range of sectors and industries including marketing, HR, logistics, retail, IT and general management. A number have also set up successful businesses. The experiences of Executive MBA alumni certainly provided food for thought for the incoming MBA students who had literally just started on the programme at the beginning of the week.

"I can and I will.... regardless of what you say or think" Sheila Wright



As part of Black History Month, the remarkable Sheila Wright visited Nottingham University Business School to talk about her career and how - via a combination of talent, hard work and what she describes as a 'stubborn streak' - she has forged a successful professional career in a traditionally white male world.

After graduating from Sheffield Polytechnic (now Sheffield Hallam University) with a BA (Hons) Applied Social Studies and Certificate Qualification in Social Work, Sheila diligently worked her way through the social care ranks and is currently Vice Chair of Nottinghamshire Healthcare NHS Trust and Deputy Chief Executive of Nottinghamshire Probation Trust. She is committed to delivering positive strategic change to improve the experience of people in need - regardless of the cause of their need - and in addition to her public sector roles, Sheila is a founder member of the Sheffield Autistic Society and is a Trustee of Nottingham City based Integritas Advocacy, which provides support to the most vulnerable adults across the city of Nottingham.

In her talk, Sheila outlined her career, describing some of the obstacles she faced and how she was able to succeed in spite of these: "From being told I would never amount to much and me thinking 'that's what you think'. There's always been that stubborn streak, so I can and I will regardless of what you say or think."

Sheila's achievements are even more extraordinary in light of a recent study led by the former chair of the Equalities and Human Rights Commission, Trevor Phillips, which found that people from ethnic minorities are less likely to get the top jobs in the public sector than they are among Britain's biggest companies - despite the legal obligation on state bodies to promote equality and diversity in their staff.

Events

Capital events

In January and February, the Business School held a successful series of themed networking events in London co-hosted by high profile companies

Standard & Poor's Role in the Global Capital Markets

Standard & Poor's Ratings Services - the world's leading provider of credit risk research ratings and benchmarks - hosted this exclusive event at their Canary Wharf premises.

The financial themed event featured a talk by Rachel Gerrish, Associate Director of Corporate Ratings and an alumna of

Nottingham University Business School (BA Hons Management Studies, 2004). At Standard & Poor's, Rachel has assumed analytical responsibilities for a wide portfolio of Oil & Gas companies based in Europe, the Middle East and Africa.

This fantastic evening also included a networking drinks reception and buffet with staff from Standard & Poor's plus senior academics and representatives from the Business School in attendance.

More than 120 London based alumni working across a variety of industry sectors attended and it provided an excellent opportunity to develop professional knowledge on a key current business topic as well as network with business contacts and fellow alumni.



'Business should have no responsibility for promoting gender equality'

De Morgan House - a beautiful Grade II listed building located in Russell Square - provided a stunning venue for what proved to be a lively and thought provoking special debate on the responsibility of business for promoting gender equality.

This 'Responsible Business' themed event was co-hosted by staff from the Business School's International Centre for Corporate Social Responsibility and representatives from the Institute of Corporate Responsibility and Sustainability. The debate was chaired by Laurie Cohen, Professor of Organisational Behaviour with Nottingham University Business School whose research interests include: careers (individual and organisational perspectives); professional work and workers; and gender. Laurie recently published a book on "Imagining Women's Careers" and has appeared on the BBC Radio 4 programme 'Woman's Hour'.

The format of the session was highly innovative enabling practitioners to frame a debate around the topic taking opposing perspectives. The debate was conducted under Chatham House Rules, to foster an open and honest discussion. In addition to Business School alumni, representatives from well-known organisations including the Workers Educational Association, npower, and the Fawcett Society also attended and proactively contributed to the discussion.

New London alumni network



Jatinder Singh (BA Hons Industrial Economics 2000) has taken on the role of London Alumni Co-ordinator for Nottingham University Business School. Jatinder has already successfully hosted several social events during the summer and is planning to further

strengthen the London network through a series of professional networking, social and speaker events. For more information about the London network and planned activities, please contact Jatinder at jatinder.singh@lig.global or on 07944 184224





Nottingham launches Cyprus Alumni Association

Over 100 Nottingham alumni recently gathered at one of old Nicosia's trendiest bars to reunite with former classmates, trade stories about their time at the University and celebrate the launch of the Cyprus Alumni Association.

The University of Nottingham has a long and proud relationship with Cyprus, which has been an important source of young and talented undergraduate and postgraduate students for many decades. Cypriot students are drawn to the University's excellent reputation, beautiful campuses and welcoming atmosphere. Over the years, hundreds of students have graduated in Business; Finance; Biosciences; Architecture; Engineering; Medicine; and even Horticulture, learning invaluable knowledge and skills that have enabled them to develop successful careers across the globe. Many also return to their homeland and are instrumental in helping rebuild national prosperity following the Eurozone financial and banking crisis that badly affected the country's economy in 2012.

The lively event was organised by Cyprus alumni coordinators Iro Demetriou (Architecture, 2001) and Xenia Chrysostomou (Risk Management, 2013), and held at Habana Bar owned by Business School NUBS alumna Constantina Thoma (Management Studies, 2010).

Hosting the event, Adrian Mateo, Alumni Manager of Nottingham University Business School said: "It was a fantastic night that brought together alumni from across the generations; we even had a gentleman attend who had graduated as far back as 1960! There was a terrific atmosphere and the Habana Bar did us proud with their generous hospitality. I believe this event has laid the foundation for a very dynamic alumni association in Cyprus."

The event was also attended by a significant contingent of prospective students and current degree offer holders for various courses at Nottingham. Mr Mateo added: "Inviting offer holders and prospective students was a great idea. It provided an ideal opportunity in a relaxed environment to network with alumni who could share their first-hand experiences of what it's like to live and study at the University. That sort of insight and advice is priceless."

For more information about the Cyprus Alumni Association, please contact Iro Demetriou at iro_c@hotmail.com or Xenia Chrysostomou at xenia.chrysostomou@gmail.com

Events calendar

- 24th February 2016 – House of Lords Alumni Reception, London
- 19th March 2016 – Nottingham New Theatre Alumni Dinner, Nottingham
- 11th June 2016 – Alumni Sports Challenge Day, Nottingham

MBA open events in 2016

- Tuesday 19 January
- Saturday 6 February
- Wednesday 16 March
- Saturday 16 April
- Wednesday 11 May
- Wednesday 15 June
- Wednesday 20 July
- Saturday 10 September

Visit the 'News and events' page on the alumni website for further details and to register for all upcoming events
www.nottingham.ac.uk/businessalumni

Staff news

Staff finally emerge victorious in annual cricket extravaganza



Despite conditions reminiscent of the Captain Scott Commemorative South Pole cricket match; nothing could stop the completion of the 15th annual staff versus undergraduate students cricket match.

With the student record at 12 wins and no defeats (the other two matches being rained off) the odds on a staff victory were slim at best. However, an excellent display of staff bowling reduced the students run score to a modest and very 'makeable' 110. Nevertheless, the students were still favourites as the staff had only made 72 runs in the previous year's fixture. Fortunately (for the staff at least) the next part of the afternoon will go down in history!

Buoyed by the presence of a single but very supportive spectator, the staff somehow managed to withstand a fierce bowling attack and bat through the innings, reaching the student target with wickets in hand and taking home a memorable victory.

After the epic match, Captain of the staff side Dave Paton commented:

"I would like to report that the staff managed to be good sports and not crow too much at their first ever victory over the undergraduates. Alas I cannot. Thankfully the students took the defeat in good grace. They had played the match in an excellent field... but I'm not putting that in the scorebook!"

Staff Oscars success at UNMC and UK

Students at the UK campus recognised Dr Amanda Crompton and Professor Heidi Winklhofer for their teaching in the annual 'Staff Oscars'.

Winner of 'best use of technology in teaching' Dr Amanda Crompton, Assistant Professor in Public Policy and Management for both Undergraduate and MSc courses, says she is delighted with the award. "It's always nice for your work to be acknowledged but getting recognition from the students you teach day in and day out is extra special.

It is incredibly rewarding to have the opportunity to interact with such talented individuals and I am thrilled to have been successfully nominated by them."

Heidi Winklhofer, Professor of Marketing and Director of Doctoral programmes came runner up in the 'most inspiring teacher'



category and says, "To be thought of as 'inspiring' by my students is the ultimate compliment. They are an amazing bunch and seeing them develop from first year PhD students to colleagues is the best part of my job."

At the Malaysia campus, the Business School, was nominated in five categories

and received three Staff Oscars for 'Best School/Department' (for the second consecutive year), 'Best Administrative Staff' - Ms Nur Ida Hashim, and 'Best All-Rounder Lecturer' - Dr Chuen-Khee Pek (also for the second consecutive year).

Nottingham Malaysia academic conferred 'Award for Outstanding Contribution to Education'

The World Education Congress (WEC), an international non-profit organisation, has conferred the 'Award for Outstanding Contribution to Education' to Dr Nafis Alam, Associate Professor at The University of Nottingham Malaysia Campus at a ceremony in India. This high stature award was presented to Dr. Alam for his exemplary role in Leadership, Innovation, Academic and Industry Interface and contribution in Islamic finance education.

WEC focuses on the evolving culture of education and educational pedagogy, with the objective of deep systemic change, as well as providing a platform for discussion on effective learning strategies for Higher Education Institutes.

WEC presents awards to institutions and

individuals in the higher education sector who have achieved high levels of excellence and who provides exemplary leadership and a role model.

Earlier this year, Dr Alam was instrumental in establishing the Centre for Islamic Business and Finance Research (CIBFR), a leading research institute to promote Islamic business and finance research and policy based at The University of Malaysia Campus.

CIBFR aims to build on its resource pool of human capital in promoting research through collaborations with national and international bodies in the field of Islamic banking and finance, Islamic business and Halal industry. The Centre works in close collaboration with other well-established research institutes across the University of Nottingham campuses such as The Centre for Risk, Banking and Financial Services in the UK, and Centre for Global Finance and the International Finance Research Centre at the Ningbo China campus.

CIBFR are keen to connect with alumni who are working in and/or interested in international collaborations, strategic guidance and financial support in the following areas:

1. Product development in the area of Islamic banking and finance.
2. Issues in Islamic Accounting.
3. Islamic Marketing and Development of Halal industry related issues.
4. Zakat (Islamic philanthropy) and Waqf (Islamic Trust) impact of social well-being.
5. Islamic tourism.
6. Islamic Business Ethics.
7. Islamic Economics/Economies.
8. Risk management practices for Islamic finance.

Business School academic invited to Buckingham Palace

Dr Andrew Grainger and his wife Melissa Siew were invited to the Royal garden party at Buckingham Palace in May. The nomination came from the Better Regulation Delivery Office for his contributions to the world of Business and Skills.

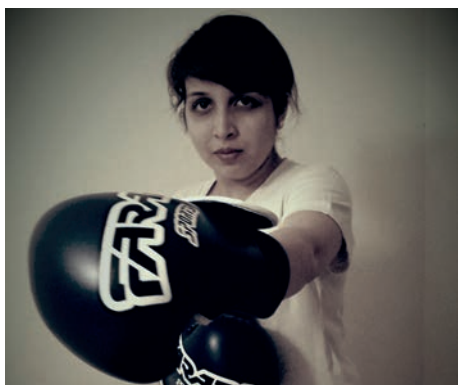
Andrew is Assistant Professor in Logistics & Supply Chain Management and much of his research focus is on the relationship between business and government in international transport and logistics operations. He has a particularly strong profile within the wider field of trade logistics and trade facilitation and is regularly consulted by international organisations and governments around the world.

He began his career as a Freight Forwarder in Europe and Southeast Asia and later trained with PwC to become a Trade and Customs Consultant. He was Deputy Director for Trade Procedures at SITPRO, the UK's former trade facilitation agency, and prior to joining the University worked as an independent consultant with clients including the World Bank Group, the European Commission, the European Parliament, Businesslink.gov.uk, and the Governments of Laos and Ethiopia. Andrew is pleased to note that trade facilitation is now a central feature within trade policy, most recently manifested by the World Trade Organization (WTO) Trade Facilitation Agreement.



Alumni news

My journey from volunteer to starting the first ever network of women's libraries in the UK



No stranger to third sector organisations, having previously worked as Events Co-ordinator for the University of Nottingham Pakistan Society and as a volunteer at Save the Children UK and The Citizens Foundation (a non-profit organisation concerned with improving education in Pakistan), Zaimal nevertheless acknowledged the extraordinary impact the Women's Centre has had on her life: "My introduction to the Centre was very much through the University and since then, the Centre has been an immensely valuable part of my life on a professional

When Zaimal Azad came to The University of Nottingham from Pakistan in 2009 she could never have imagined that it would be the start of an incredible life changing journey. Zaimal, who graduated from the Business School in 2012 with a BA (Hons) Management, started volunteering part-time at the Nottingham Women's Centre whilst still a student, but little did she know that the organisation whose motto is to help women achieve amazing things would be the catalyst for Zaimal to fulfil her own lifetimes' ambition.

and personal level. From starting out as a volunteer to being a full time member of staff, this place has given me the confidence and opportunity to do some amazing things – such as starting the first ever network of women's libraries and archives in the country, being one of the organisers of Nottingham Women's Conference and many other things. The library which has been a special project of mine is literally a dream come true – starting a library was my first ever ambition at the age of 6!"

Nottingham Women's Centre is run by women for women in Nottingham and aims to help build self-confidence and develop skills through a programme of training courses, activities and other support services. Zaimal explained: "Nottingham Women's Centre is a really valuable

resource for women in Nottingham and provides support to hundreds of women every month. We had 900 women come through in one month recently, including students who come here to access our services, to volunteer and to develop their skills and gain experience."

Indeed, Zaimal is so passionate about the work of the Centre she has been inspired to undertake several remarkable challenges to support it: "I wanted to give back to the Centre so I recently did a skydive and a boxing match to raise £2000 so that this place can keep doing for others what it has done for me."

We wish Zaimal every success in all her future endeavours.

2014 Alumni Laureate Awards

Many congratulations to Adrian Hayes (MBA 1994) and Teoh Wee Kiat (Ba Hons Finance, Accounting & Management 2010) who received 2014 Alumni Laureate Awards from The University of Nottingham.

Adrian received the 2014 Alumni Laureate Special Excellence Award for his inspirational example, tireless campaigning and charity work, and sheer determination to redefine the boundaries of human potential. Teoh Wee Kiat received the 2014 Alumnus of the Year award at the Nottingham Malaysia campus as co-founder of the innovative myBurgerLab business, a fast food outlet that sees up to 600 customers enjoying their hand-made burgers on a daily basis.

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.



MBA Personal Development module **changed my life**

When weighing up the potential benefits of undertaking an MBA, the chances are that most people would point to such lofty aspirations as being taught by leading experts in business management, enhancing career opportunities, building a professional network, developing leadership potential and skills, or even sharing ideas with other like-minded individuals. Improving personal health and well-being is unlikely to feature. However, that is exactly what's happened to Executive MBA student Matt Oldfield.

Matt explains "My fortunes changed while attending a personal development module for my MBA at Nottingham University. We discussed addiction and activities that damage health and well-being. Goals were set and mine included the challenge of quitting smoking for good. I was resigned to being a life-long smoker who would probably die of a smoking related disease. Despite wanting to quit for many years I never managed for more than a few days. I tried patches, gum, champix prescribed by my GP, and an impressive collection of electronic smoking equipment but to no avail. Eventually I realised that they could never work since I had not actually quit anything but simply changed the nicotine delivery method. Ultimately, cigarettes are still the most effective delivery system of nicotine available so I guess continually giving in to my craving should have come as no great surprise.

"Having failed so many times before I was discussing my doubt of achieving my goal with a friend who I knew had recently quit smoking. He had attended the 'Allen Carr Easyway To Stop Smoking Clinic' and as it had put to an end his own addiction, he enthusiastically recommended it to me. I attended the clinic in May 2014 and am delighted to say I too have not smoked since. The clinic worked because, like the MBA, it forced me to examine and re-evaluate my opinions - in this case related to smoking - and realise they were flawed and merely excuses to justify my addiction. A positive mind-set coupled with abstinence meant quitting was not only easy but also enjoyable and liberating.

"Since quitting, the morning shower coughing ritual has ceased, my paranoia about putting customers off with my smoky smell has gone, the overflowing ashtrays have been thrown away and I am several hundred pounds richer. I've also noticed an improvement in my football stamina significantly increasing my enjoyment of the game. However the real difference didn't happen until a friend offered me the opportunity to represent the nonprofit organisation EMERGENCY UK in this year's London Marathon. The thought of running a marathon as a smoker would never have entered my mind as failure was guaranteed. But as a non-smoker I had the confidence to accept the challenge with the belief I could complete the training while raising money for this excellent charity. To my astonishment I have discovered an enjoyment of running and training. EMERGENCY UK provides free, high quality, medical and surgical treatment to the victims of war, landmines and poverty. One of their recent projects includes working with the British Government to operate a hospital for the victims of Ebola in Sierra Leone.

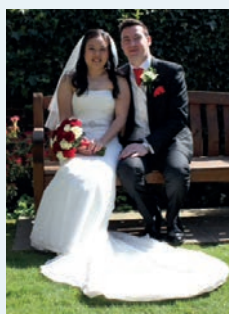


"At the age of 40 I am the fittest now I have ever been and feel privileged to represent such a worthy cause at the London Marathon. It would not be an exaggeration to say that quitting smoking has given me a second chance at life and in many ways it is thanks to the Nottingham MBA."

Alumni news

Alumni updates

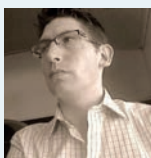
Ashley Chin BA Hons Finance Accounting & Management (2010) and Keith Hobson BA Hons Industrial Economics (2007)



Ashley recently got married to Keith at St Barnabas Cathedral in Nottingham. Both are alumni of Nottingham University Business School. Ashley is Malaysian although she studied at the Jubilee Campus for all 3 years and ironically met Keith in 2009 through friends he made when studying at the Malaysia campus for a year.

Both now work at Experian in Nottingham.

Peter Marzec MSc Management (2008) and PhD Manufacturing Engineering and Operations Management (2013)



Dr Peter Marzec was awarded the 2014 prize for Outstanding Doctoral Research in Operations and Production Management by Emerald and EFMD (European Foundation for Management Development). His thesis is titled 'A Knowledge-Based View of Process Improvement: A Mixed

Methods Study into the Role of Social Networks and Knowledge Acquisition'.

Peter has extensive experience in management, consumer goods manufacturing, resources, agri-business, and higher education in Australia, Malaysia, UK and China. He is currently manager of KPMG's Operational Improvement Services group based in Sydney.

The Emerald and EFMD's Outstanding Doctoral Research Awards have been running since 2006 and have helped to foster, celebrate, encourage and recognise excellence in scholarly research all over the world.

Adam Baldwin Industrial Economics (2010)



'Heroes and Villains of Finance' is a new book written by Business School alumnus Adam Baldwin that delves into the fascinating history of money as an institution, highlighting the fifty most significant figures that, rightly or wrongly, are responsible for the financial landscape we live in today.

From philosophers and bankers to fraudsters and academics, the book provides a striking

introduction to the most remarkable characters in the history of finance. The book reveals how their impact reaches far beyond the financial system itself and has helped shape the course of human history. It explains how the economic systems of today would look very different if it weren't for these innovators, thought leaders, storytellers, and rebels and takes readers inside their stories to understand their thinking, their background, their perspective and their inspiration.

'Heroes and Villains of Finance' is published by Wiley and available through Amazon.

Mark Christian MBA (2012) and Kirstie MacDonald Executive MBA (expected 2017)



A social enterprise project set up by two Nottingham University Business School MBA alums scooped a prestigious 'Student Enterprise' award at the University of Nottingham's inaugural Knowledge Exchange and Innovation Awards 2014 held in June last year.

Nottingham based Mark Christian and Kirstie MacDonald came up with the idea for the unique and innovative 'Laughing Matters' project during the

Social Entrepreneurship module on their MBA programme. The module introduces students to the rapidly growing phenomena of social enterprise and social entrepreneurship, requiring them to imagine and develop business ideas that address real social or environmental problems. Mark and Kirstie wrote the core business plan for the Laughing Matters enterprise as part of the assessment for the module, and pitched the idea to a social investment panel at the end.

Laughing Matters (www.laughingmatters.org.uk) is an East Midlands social business which provides free comedy based courses for individuals with past addiction problems and mental health issues. The aims of the course are to help improve confidence, self-expression and communication, all in a safe and supportive environment.

Nick Barker MBA Entrepreneurship (2007)



Nick Barker (MBA Entrepreneurship, 2007) has been recognised by The University of Nottingham for his innovative teaching methods in the Postgraduate Teaching Awards 2015. Nick won the

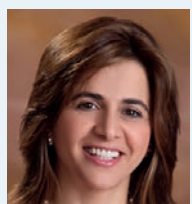
'Highly Commended' Award alongside colleagues Olu Amodeni and Angela Dy who teach a large group in the Business School.

To increase student engagement and learning they 'flipped the classroom' using video and other digital technology. This included a video to introduce themselves and the course available prior to the first lecture, a digital discussion platform for students to interact with the lecturer and group, clickers and interactive worksheets in the sessions. Before each lecture students had pre-lecture preparation; the traditional one hour lecture was then replaced by a 20-30 minute lecturette and activity sessions. These flipped sessions resulted in students asking more questions and staying better engaged in the lectures. Feedback has been extremely positive.

The Postgraduate Teaching Award is an annual award to recognise and celebrate examples of innovative teaching and support of learning. Applicants may support teaching and learning through a wide range of activities, including: demonstrating in laboratory classes, distance learning, leading seminars or tutorials, supporting project work, lecturing or assessing and giving feedback on student work.

Nick Barker (pictured on the far right of the photograph) is a Teaching Assistant in the Business School where he specialises in Entrepreneurship and Innovation.

Rand AbuGhanimeh MBA (2003)



Many congratulations to Rand AbuGhanimeh who makes the Middle East 2014 Forbes 'Ones to Watch' list. The list features a collection business leaders who have served for a limited time in their respective roles but are predicted to make a significant future impact.

Rand, is currently Commercial Lead for the Middle East at American agrochemical and agricultural biotechnology multinational, Monsanto. Prior to joining Monsanto, she worked

as Business Development Manager at Heinz Africa Middle East (HAME), and has also worked in different managerial roles with global companies including GlaxoSmithKline, Unilever and Interbrands.

Rand commented: "I am honoured and proud to be recognised in the prestigious Middle East 2014 Forbes 'Ones to Watch' list."

Hara Two MBA (2012)



Buses packed with state of the art mobile technology, luxury facilities and high end safety features are easing passenger travel and the daily commute to work for thousands of Indians.

Innovations include GPS vehicle tracking providing real-time travel information and SMS/e-mail reminder alerts, passenger panic buttons which send message alerts with location details to emergency numbers, low platform seating designed for better side impact protection, luxury seats, on-board pantries and LCD entertainment.

Behind this revolution in Indian bus and coach travel is enterprising Nottingham University Business School alumnus Hara Two (MBA 2012), Managing Director of Hara Business Group. Combining many years of experience in the travel and transportation industry with key skills in marketing, operations, innovation and branding developed on the MBA programme, Hara has created a niche and unique service within the Indian travel market.

One of Hara's recent initiatives is the launch of the 'Techbus,' a daily pick-up and drop service to and from India's largest information technology park, the vast Technopark in Thiruvananthapuram, Kerala. With around 5000 cars making their way to the Technopark on any given week day, frequent road blocks and a woefully inadequate public bus service; proper transportation is a major concern for the 40,000 techies who work at the park.

Picking up from multiple points around the city, Techbus has already proved a big success and provided much needed relief for the growing traffic problems. All the Techbuses are luxury air conditioned coaches equipped with GPS location technology linked to a mobile App that provides live updates, enabling commuters to track the whereabouts of the bus, alongside an SMS/e-mail reminder alert system so they never miss their bus.

Hara (pictured in the centre receiving the Tata key) is currently looking at how the real-time mobile technology developed for the Techbus can be adapted for passenger bus travel in the UK.



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