

FEATURE

Using entrepreneurial skills
to change society

RESEARCH

Is it even possible to have
a work-life balance?



Nottingham University
Business School

UNITED KINGDOM • CHINA • MALAYSIA

A hand holding a smartphone, with a glowing blue globe and various digital interface elements like gears, arrows, and data points in the background.

nubiz

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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



Welcome

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

We hope you enjoy this new edition of your annual magazine. We present some of the highlights from an exciting and eventful year in our global alumni community.

At the start of 2016 we launched a new and completely redesigned business alumni website – www.nottingham.ac.uk/businessalumni. The website is user friendly, interactive and features news, events and developments from around the alumni community so you can stay up-to-date 24/7. Links to social media channels and alumni groups around the world keep you connected and you can find out about all the latest volunteering opportunities and benefits and services available.

For the fourth consecutive year, a Business School alumnus won one of the University's coveted Alumni Laureate Awards which recognise alumni who have achieved excellence in their chosen field. Our congratulations go to former West Indies and Nottinghamshire cricketer Deryck Murray (Industrial Economics 1972) who received the award at the summer graduation ceremony. You can read more about Deryck in this edition.

Once again it has been a great year for events in our alumni community. Highlights include an exclusive strategic digital marketing workshop delivered in conjunction with Nottingham Trent University and award winning Nottingham based agency Impression, the ever popular Business Leaders Series and numerous international networking events.

2016 was an especially successful year for the Business School in terms of global rankings and accreditations. Following on the back of a full five year reaccreditation for our MBA programme from the prestigious Association of MBAs (AMBA) towards the end of last year, the School was once more put through its paces by the European Foundation for Management Development (EFMD) and emerged with renewal of its EQUIS accreditation also for the coveted maximum period of five years. Continued achievement in individual course rankings and impressive scores for student satisfaction confirm NUBS position as one of the world's leading business schools.

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

Nottingham University Business School Alumni Team

Join the conversation



Nottingham University Business School – Alumni



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Business School awarded 5 year EQUIS accreditation

Nottingham University Business School was awarded renewal of its EQUIS accreditation for the coveted maximum period of five years.

EQUIS is a prestigious accreditation scheme for leading institutions in business education granted and run by the European Foundation for Management Development. It has an international focus and its scope covers the entire School and all its activities.

Nottingham is unique for being the only business school in the world to be accredited for its operations in three countries simultaneously (UK, China and Malaysia) and confirms our place in a select global group of institutions that hold the full accreditation.



Top 100 QS World University Rankings by Subject

Published annually, the QS World University Rankings by Subject highlights the world's top universities in a range of popular subject areas based on academic reputation, employer reputation and research impact.

The Business School is ranked in the global top 100 for both Accounting & Finance and Business & Management Studies.

Professional recognition

The Business School has gained accreditation from several professional bodies, including the Chartered Banker Institute for MSc Banking and Finance and MSc Banking and Risk. Students on these courses will graduate with a Chartered Banker Diploma - the gold standard for professional bankers and the highest award available in the banking world.

The School's BSc Accountancy "Flying Start" is one of only three undergraduate degrees in the UK run in collaboration with PricewaterhouseCoopers and the Institute of Chartered Accountants in England and Wales that offers students paid work placements and the chance to work with PwC when they graduate.



**The
Economist**

Continued success in The Economist MBA ranking

The Business School has continued to rank in The Economist's list of the world's top 100 full-time MBA programmes despite increasing global competition. The School has featured in the top 100 every year since 2011.

The ranking is based on two surveys: the composition and quality of MBA students, faculty and programme; plus alumni and current participants' evaluation of their experience on the MBA. It is distinctive for being the most "student-centric" of all the MBA rankings because it claims to measure the way business schools meet the demands that students have of an MBA programme.

Professor Alistair Bruce, Dean of Nottingham University Business School, said: "This ranking surveys our full-time MBAs while they are at the Business School, so it is gratifying to see the benefits of our ongoing focus on the quality of our MBA programme, which is already endorsed by our AMBA and EQUIS accreditations."

Better World MBA Ranking

NUBS is ranked at number 12 in the only major global ranking to evaluate graduate business programs on their integration of sustainability into their courses.

As well as placing so highly in the world, NUBS was also the second highest ranking business school in the UK.

The ranking, compiled by US-based media and research company Corporate Knights, also recognises those programs which best prepare graduates to solve business problems that intersect with larger social problems, such as climate change and inequality.



Ninety percent student satisfaction

In the 2016 National Student Survey (NSS) Nottingham University Business School scored an impressive 90% for 'overall satisfaction,' maintaining its high scores for the fourth straight year.

In the annual poll of final-year UK undergraduates, Nottingham also maintained a very high response rate of 75%, reflecting students' strong engagement with providing this important source of feedback and insight about their experience.

The NSS is widely regarded as the authoritative survey to measure student satisfaction. It is an influential source of publicly available information about higher education and provides students with a powerful voice to help shape the future of their course and their university.

Entrepreneurial students scoop prestigious Green Gown Award

A team of entrepreneurial students from The University of Nottingham, including a strong Business School contingent, scooped a prestigious Green Gown Award for their efforts to tackle social and environmental issues.

Enactus Nottingham, which is run by more than 100 student volunteers, won the Employment and Enterprise category for successfully setting up ethical businesses both here in Nottingham and around the world.

Their social enterprises galvanise local people to solve sustainability issues affecting their communities and are creating additional jobs, volunteer opportunities and educational programmes.

Enactus' portfolio includes saving more than 400 tonnes of CO2 by recovering and recycling 4,000 pieces of furniture in Nottingham and setting up water filtration systems in Cameroon, Africa.

“It's fantastic for Enactus Nottingham to be awarded winners amongst such prestigious company. We're thrilled with the recognition and delighted to be part of the Nottingham delegation at the Green Gown Awards”, said Andy Stride, President of Enactus Nottingham and third year Management student at Nottingham University Business School.

Undergraduate wins two 'Inspiration Awards for Women'

Undergraduate student Libby Kaluna (BSc Hons Management) has scooped not one but two prestigious national 'Inspiration Awards for Women' at a ceremony that also featured household names such as Kate Winslet, Jessica Ennis and Frances de la Tour. Libby won the awards in the 'Inspirational Student' and 'Next Generation' categories for her tireless charity fundraising activity.

As co-ordinator for Nottingham's Free Cakes for Kids she pairs families with a volunteer baker to make a special cake for disadvantaged or sick children, as well as raising money for the charity herself and this year also collected Christmas gifts for underprivileged children. Libby has also thrown herself out of and strapped herself onto a plane, organised Zumbathons, comedy nights and set up a group called 'Supporting Young Minds' which helps young people deal with mental health issues.

The Inspiration Awards for Women celebrate the achievements of remarkable women who inspire those around them either through the media or through their astounding achievements in their everyday lives.

Inaugural 'Christine Ennew Business Challenge' is a triumph

The Grand Finals of the inaugural 'Christine Ennew Business Challenge 2016' were held at The University of Nottingham Malaysia Campus (UNMC).

The competition - named in honour of outgoing Provost and CEO of UNMC and organised in conjunction with the 15th Anniversary of the campus which Professor Ennew helped found – was aimed at offering students an opportunity to participate in a real-life business project.

Contestants were required to develop a business plan on the theme 'Male Toiletries for Daily Personal Care', to be pitched to Ken-Rich Corporation, an established manufacturer of household, industrial and personal care products based in Malaysia and sponsors of the competition.

At the Grand Finals, five teams pitched their business plans and promoted their products to a panel of judges comprising the CEO of Ken-Rich Corporation; the Provost of UNMC; and senior academic staff from the campus.

Each team fielded questions that tested their knowledge of business strategy and analysis along with product communication and promotion skills. The Champion, was Team EDGE, consisting of Business School students Fabiolla Netto, Evonne Chen May Yie and John Wong Young Wern, who won an all-expenses paid trip to The University of Nottingham's UK campus.

Commenting on the inaugural competition, Professor Ennew said:

“Business challenge competitions present students with a great opportunity for experiential learning; such events are an opportunity to work collaboratively, to think innovatively and to develop creative solutions to business problems.”

In her closing remarks, the Chief Judge, Dato' Hooi Lai Lin (CEO of Ken-Rich Corporation), commended the quality of the performance of all the finalist teams and their innovative product ideas, remarking that in the practice of marketing and communications, it is important to note that "attitude drives altitude".



Nottingham crowned Enactus UK National Champion



Enactus Nottingham have won the Enactus UK 2016 National Competition after showcasing two of their inspirational social enterprises, beating off stiff competition from the top teams across the UK.

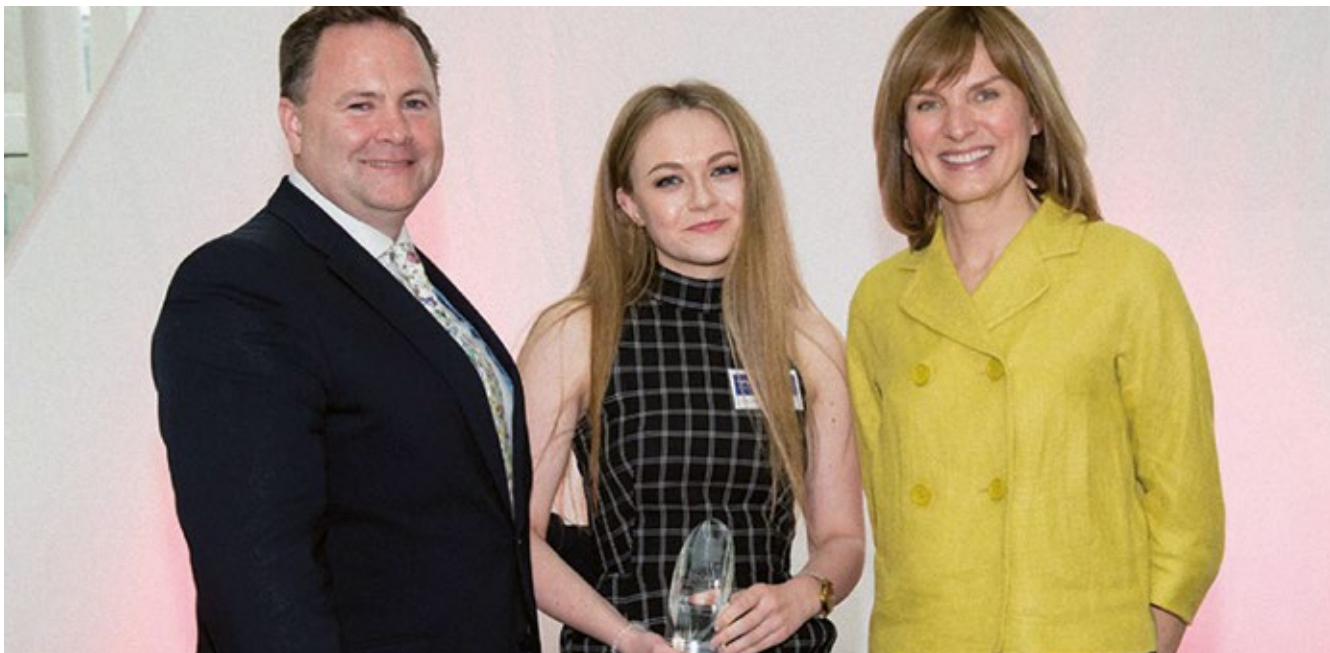
The first enterprise, 'Re-covered', employs people in need to refurbish unwanted furniture which is then sold on to residents in housing associations. The second enterprise, Aquor, uses their own water filter design to provide clean water to thousands of people in Cameroon.

Founded in 1975, Enactus is an international community of student, academic and business leaders committed to using the power of entrepreneurial action to transform lives and shape a better, more sustainable world.

The finals were held at the Novotel in Hammersmith bringing together

800 university students, 60 academics and over 400 senior business leaders. The teams competed for the title through showcasing their community outreach projects to business executives serving as judges. They were evaluated by how successfully they applied business concepts and an entrepreneurial approach to improve the quality of life for those in need. The final round judging panel comprised 70 senior business leaders from blue chip companies including Lord Michael Hasting CBE, Global Head of Corporate Citizenship, KPMG International and Stuart Mitchell, Group Chief Executive at SIG plc.

In September, the victorious Enactus Nottingham team - in which several undergraduate students from the Business School feature prominently - represented the UK in the Enactus World Cup in Toronto, competing against 35 other countries. They successfully progressed through several rounds to reach as high as the semi-finals. Team Canada emerged as the winner of the 2016 Enactus World Cup in front of a rapturous home crowd.



Finance student wins national ‘Future Chief Financial Officer of the Year’ award

Molly Ashton (BSc Hons Finance, Accounting and Management) has scooped the prestigious ‘Future Chief Financial Officer (CFO) of the Year’ award at the national TARGETjobs Undergraduate of the Year event held at Canary Wharf.

The prize, sponsored by the Association of Chartered Certified Accountants (ACCA), is a trip to Europe visiting some of ACCA’s key offices and meeting CFOs of major organisations. Molly was one of 120 undergraduates who were invited to the final in Canary Wharf where the winner was announced.

No stranger to Europe, Molly travelled across the continent and worked with Boots to gain a pharmaceutical qualification during her gap year. She currently writes a blog, which has enabled her to interact with various companies and has gained over 12,000 views in the last year alone. In the summer she joined PwC as one of their Assurance Interns in the East Midlands office. In her spare time Molly works part-time providing maths tuition. She also enjoys riding as part of the Nottingham University Equestrian society and has recently been appointed the treasurer for the massage society.

Molly came through a series of online tests, application forms, interviews and assessment exercises to emerge as the winner of the award beating off competition from a very strong field of excellent students from top universities including York, Birmingham, University College London, Durham, Cardiff, Warwick and Imperial College.

Reacting to Molly’s achievement, Alistair Bruce, Dean of Nottingham University Business School said: “This is a fantastic news story for Nottingham and the Business School. It is a clear demonstration of our ability to nurture both academically gifted students and rounded individuals with the personal skills that recruiters want.

Is it even possible to have a work-life balance?

Back in the 1980s, the notion of “work-life balance” was embryonic. It barely resonated among women, who were expected to toil at work and at home. Now it’s central to how we think about and arrange our lives.

Look at investment bank JPMorgan Chase’s recent announcement of its “Pencils Down” initiative, which encourages its young bankers to take off every weekend unless they’re involved in a “live deal”. Speaking to the Wall Street Journal, Carlos Hernandez, the company’s head of global banking, described the scheme as “realistic to what this generation wants”.

Stories highlighting the intensity of corporate life are familiar, and it’s a relief that some organisations are starting to take heed. It was the death of Moritz Erhardt, an intern at Bank of America Merrill Lynch, that first drove the banking industry as a whole to confront its workaholic zeal. Although exhaustion from work could not definitely be linked to his death, the fact that it followed a 72-hour shift led to calls to reassess the demands of banking culture.

Yet there’s reason to believe such innovations, however well intentioned, are innately doomed. The problem is that the very idea of “work-life balance” suggests a neatly divisible whole that we should be able to segment or integrate as we wish. The truth is that life simply isn’t like that.

Why? Because stuff happens. There may well be people whose existence remains miraculously untroubled by random and unforeseen events, but for everyone else the supposedly competing spheres of “work” and “life” intrude on each other almost all the time.

It’s not even a question of balance. It’s a question of control. There are times when “work” and “life” can be shaped to our desires – we keep them apart to provide clarity and focus or pull them together when we crave clutter and noise – but often, despite our busy schedules and careful planning, one smashes into the other, leaving us painfully conscious that our efforts are collapsing all around us.

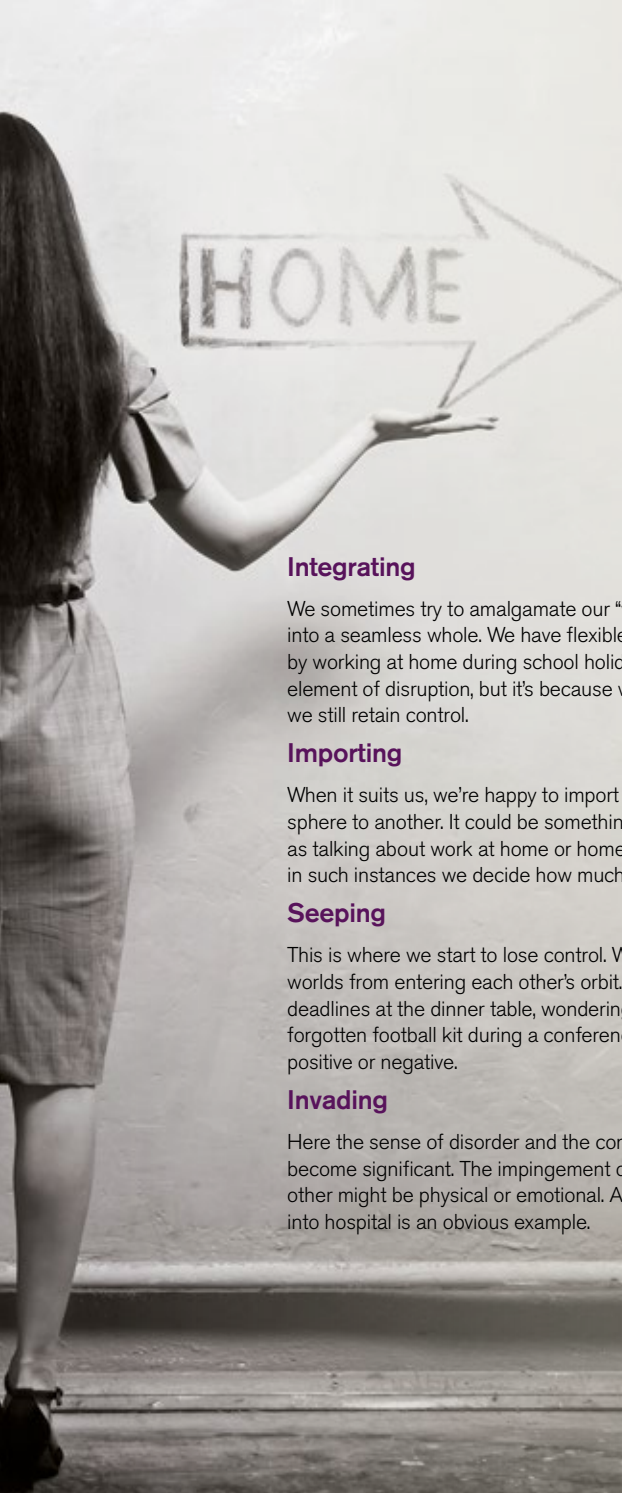
Levels of control

By way of illustration, consider the following basic framework for understanding the ever-shifting relationships between “work” and “life”. Expressed in more detail in research I co-authored several years ago with Jo Duberley and Gill Musson, it charts the slide from a high level of control to little or none.

Segmenting

This is the ideal we hear so much about. It’s why we head for the office when we could work from home, why we put on our smart clothes, why we talk about the nine-to-five. Many of us strive for it – and sometimes we even manage to pull it off.





Integrating

We sometimes try to amalgamate our “work” and “life” identities into a seamless whole. We have flexible boundaries – say, by working at home during school holidays. There can be an element of disruption, but it’s because we like it that way, and we still retain control.

Importing

When it suits us, we’re happy to import things from one sphere to another. It could be something as straightforward as talking about work at home or home at work. Crucially, in such instances we decide how much to give and when.

Seeping

This is where we start to lose control. We can’t stop the two worlds from entering each other’s orbit. Worrying about work deadlines at the dinner table, wondering about the kids’ forgotten football kit during a conference – the effect can be positive or negative.

Invading

Here the sense of disorder and the consequent loss of control become significant. The impingement of one sphere on the other might be physical or emotional. A loved one being rushed into hospital is an obvious example.

Overwhelming

Now imagine the loved one is diagnosed with a serious condition. Suddenly the emotions associated with one domain completely overpower the other. All control is gone. Disorder dominates. There’s little hope of balance now.

A never-ending process

We probably all recognise the above scenarios more readily than we might identify with the romanticised epitome of “work-life balance”. Countless books, guides, journals, programmes, courses, coaches and campaigns give us the distinct impression that there’s precious little difference between carving up our lives and cutting a cake, but the comparison is ridiculous.

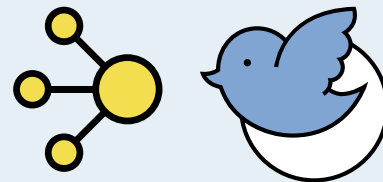
Ultimately, we can’t just equate four hours in the office to four hours in the garden. It’s all too neat to be real.

Both “work” and “life” are elastic concepts. They’re in a state of ceaseless tension, and we’re almost perpetually reinforcing or redefining their boundaries in response not only to our own needs and desires but also the constraints imposed on us.

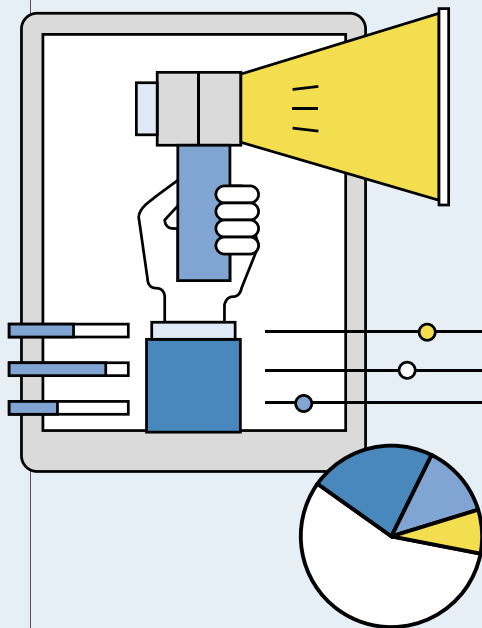
It’s an unending process – one we have to manage every day. The belief that it will result in a flawless balance is sadly and even perilously misplaced. Perfection is unattainable, because ebbs and flows are far likelier than glorious equilibrium. That’s just the way it is, and we would do well to accept as much – as would employers that peddle the dangerous fiction of once-and-for-all solutions.

Dr Laurie Cohen is Professor of Work and Organisation at Nottingham University Business School. She is the author of *Imagining Women’s Careers* (Oxford University Press, 2014) and teaches on the Nottingham MBA and MSc programme.

Finding the Right Role for Social Media in Innovation



Many companies aren't getting much benefit from incorporating social media into their new product or service development processes. One key to changing that is picking the best approach for your company.



Social media success stories have become widely shared narratives, highlighting the impact social media can have on companies' fortunes. For example, Burberry Group plc, the London-based luxury fashion brand, relies heavily on social media to reach customers and fans. As far back as 2011, Burberry was spending more than 60% of its marketing budget on digital media.

Increasingly, companies are attempting to navigate the social media landscape and use social media as a business tool to enhance performance. This is reflected in reports of increased spending on social media initiatives and the establishment by some organizations of dedicated social media functions. Despite this, there is a significant opportunity that isn't being tapped: using social media to support innovation and new product development.

Consultants and academics alike have been touting social media as a resource for innovation and new product development — a vehicle for developing customer insights, accessing knowledge, co-creating ideas and concepts with users, and supporting new product launches.

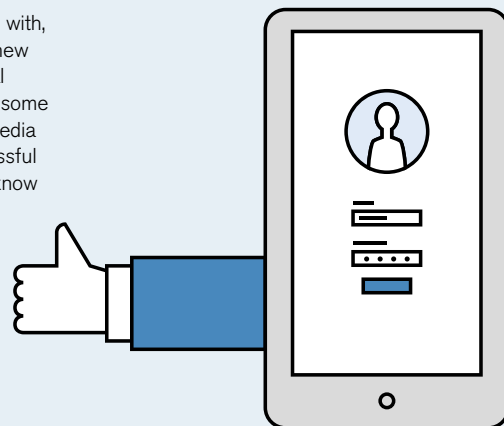
Yet our research suggests that, despite the promise, the expected positive results are frequently not realized in practice. To begin with, the use of social media by companies for new product development lags far behind social media use by the general public. Although some companies have been able to use social media to develop new insights that lead to successful new products, many others simply do not know how to utilize social media for innovation.

What's more, some companies have seen their innovation performance negatively affected. For instance, some get distracted by the diversity of input from social media; their traditional filters for screening data, like representativeness or consumer demographics, no longer work. Others waste resources by not validating the source and reliability of information; they mistakenly consider the information from social media to be just as valid as information from traditional online databases.

Nevertheless, we believe that social media provides a game-changing opportunity for companies that learn how to exploit it. But taking advantage of the opportunity requires more than having a Facebook presence with a loyal base of "friends" who say they "like" you. In order to use social media for innovation, organisations need clear strategies and objectives.

Read the full article at:
<http://sloanreview.mit.edu/article/finding-the-right-role-for-social-media-in-innovation>

Dr Deborah L. Roberts is Associate Professor of Marketing at Nottingham University Business School



Real answers are seldom a click away



Discoveries made during the Age of Exploration put to rest the idea that all wisdom came from the “ancients”. The realisation that knowledge could be found elsewhere or even created marked the beginning of modern times.

The Western philosopher Francis Bacon was among the first to recognise this shift. In Bacon's opinion the three greatest inventions were the magnetic compass, printing and gunpowder.

Interestingly, each of these came from the East. Why the West seemingly took, developed and refined them and used them to dominate the rest of the world remains a matter of debate.

What the West was unaware of then and still scarcely appreciates today is that the Chinese mariner Zheng He led seven expeditions to Arabia and East Africa a century before more renowned European counterparts helped define the era. One reason the voyages stopped seems to be that a change of administration led to a change in policy: China's legacy of exploration died with Zheng He, while in Europe entrepreneurial seafarers could tout their projects from one royal house to another.

Similarly, Zheng He's expeditions may not have been cost-effective. Tremendously expensive to undertake, they resulted in scant reward. Whereas Europeans sought silks and spices worth several times their weight in gold, there was little of value for Chinese traders.

As a result, for a long time knowledge exchange between East and West was a one-way street. The East was the innovator, the West the imitator.

Perhaps the first Western innovation that really piqued China's interest was the telescope. The military and astronomical applications were obvious, so why hadn't the great Chinese civilisation come up with such an invention?

One theory is that the technology that provided the high-quality optical lens glass wasn't present in China. A major force behind the glass industry in Europe was the market for high-status drinking vessels, catered for by the porcelain industry in China.

Analogously, it's likely the West failed to invent gunpowder because of a lack of bamboo. When bamboo is burned the sap and air trapped in the segments can expand and explode. Pao chuk – or “bursting bamboo” – was the earliest form of firecracker and a progenitor of all pyrotechnics.

Chance is clearly a strong element as to where, when and even if some inventions occur.

Nowadays, we all have access to a vast array of existing knowledge from which new knowledge can be built. Past “ages” have always varied from continent to continent, but the internet age provides a technology with universal coverage. The publication of new material and discoveries is relentless and geographically all-enveloping, removing the traditional constraints on cooperation and collaboration.

But the Information Age isn't without drawbacks. The sheer scale and how to find the good stuff amid such an extraordinary superabundance is problematic. If the worldwide web represents the collective mind of humanity then we would do well to remember that it may be ordered, but isn't necessarily understood. All the information in the world is fundamentally useless if it can't be curated and processed.

History has shown the most radical inventions aren't to be found easily: they involve combining elements of widely disparate technologies and contexts. It is vital to think broadly and avoid the lure of rapid conclusions or quick fixes. We shouldn't confuse information accumulation with the application of intelligence, because merely having a wealth of data is far removed from actually knowing what it all means.

Dr Simon Mosey is Professor of Entrepreneurship and Innovation at Nottingham University Business School

Using entrepreneurial skills to change society

Inspired by a passionate interest in global societal issues and a desire to find what he describes as his 'true purpose in life', alumnus Adam De Villiers (BA Hons Management, 2012) quit his job in a financial processing software company to undertake a 3 month charity programme in Ghana.

Challenges Worldwide is a global charity that aims to tackle poverty in less privileged areas by encouraging the growth of small businesses. Adam enthusiastically describes the work of the charity: "There is a lot of corruption in Africa which means that public tax money and foreign aid seldom reaches the public. By giving people the business knowledge they need they can provide for themselves, create jobs for their local community and increase demand for other products in the economy. This therefore bypasses the corruption and directly helps the people to help themselves."

Adam spent 3 months in Ghana as a Team Leader looking after 30 volunteers who formed into teams of 2 with each team working with a specific business. His role was to facilitate the programme, look after the welfare of the volunteers and their host families and ensure the businesses they worked with were happy with the progress of the programme.

Before embarking on the trip to Ghana, Adam had to fundraise in the UK in order to demonstrate his commitment to the programme. He completed the Coast to Coast challenge, a 192 mile trek from the West to East coast of England that crosses three national parks and several mountains. The challenge normally takes 14 days but due to time restrictions he was forced to undertake the challenge in just 8 days, despite tackling heat, rain, heavy wind, and thick fog all while carrying over 15kg on his back. "This really tested me as a person and was an amazing personal accomplishment," affirmed Adam.

In Ghana Adam used the experience and knowledge gained from his time as a student at Nottingham to support entrepreneurship and strengthen skills and abilities, empowering local communities and enabling them to become self-sufficient. It was also a learning experience for Adam as he discovered more about the tragic history of the country during visits to former slave sites for example.

In February he will embark on a solo trip around the world and plans to become a Personal Development Coach on his return. He also wants to help inspire other students to follow in his footsteps and will be coming back to the Business School as part of the University's alumni volunteering initiative.



Alumnus launches award winning app to help families caring for someone with Alzheimer's

Scott Rosenberg (MSc Entrepreneurship, Innovation and Management, 2014) has launched an innovative new app to help families caring for someone with Alzheimer's Disease.

The Javoo app provides an exclusive private social network for family members to help make their lives easier. Members of the family can upload memories of their loved one from the past and present, which can then be used to reminisce when in conversation with them. They can keep all family members informed of their loved one's progress using the diary feature, wherever they live in the world. They can also be kept up to date with the latest news and research about Alzheimer's using the news function.

Commenting on the Javoo app, Scott said:

“I came up with the idea after my granadad passed away from Alzheimer's over 3 years ago. To kick-start the idea I used students within the School of Computer Science to develop the app. I also drew on the experience and knowledge of members of the Business School's Ingenuity Lab.”

Scott won the University's 2015 Student Enterprise Award for the Javoo app and was a top ten finalist in the Postgraduate Ingenuity prize which also provided funding to further develop the app. Scott and the Javoo team will also be working with 'Mindtech' part of the University of Nottingham's pioneering Institute of Mental Health.

How to build an effective network

London Alumni Coordinator Jatinder Singh (Industrial Economics, 2000) is an experienced mentor and coach with Lighthouse International Group. He shares his tips on building effective business networks and describes a novel initiative that harnesses sport to help build business contacts while making a difference to society.

Most people will know how fundamentally important it is to make sure they have the right network around them to become successful. You may have heard expressions like, "It's not what you know, it's who you know" or indeed the Jim Rohn quote, "You are the average of the five people you spend the most time with."

However building a trusted network rather than a big contact list on your phone is a lot easier said than done though, right? When so many of us are busy moving from one thing to the next, how can we actually go about building, growing and maintaining a really strong, powerful, lively network of people to help us achieve what we want in life, business, or in our careers?

Networks are critical to the success of anyone that has achieved anything meaningful, yet if you don't already know the right people it can seem like a struggle to build the relationships needed to get that dream job, raise that funding for a business or indeed knowing you have people around to help you in times of adversity.

In my experience there are three principles or fundamentals that need to be followed in order to build such a network.

Finding people with the right attitude and character

Don't be exposed to people who are negative and have the potential to bring you down emotionally, regardless of how their positions and skills can help you. It's important that we invest time deliberately thinking about the types of people we want to spend time with and also those we don't want to. In this way, we can build a network by design and not by default. This can be an area we can easily compromise on! When you bring together good people, this will create an exponentially positive experience for everyone.

Adding value to your connections

Give before you receive. If you give before you take and help those in your network, then you build trust-filled quality relationships. You'll find those relationships will give back to you many times over, like any investment.

Developing emotional intelligence

Actively look to build a diverse network and include people with different, professions, skills, interests and behaviours. The more we understand people (including ourselves!) through developing our emotional intelligence, the more we are able to make everyone in our company feel comfortable and at ease.

I am currently involved in a really fantastic initiative called Sports 4 Water which is a monthly 5 a-side Football and Dodgeball tournament where people can meet and build their networks with other Nottingham alumni and business contacts while getting some exercise, having fun and making a difference. The idea is to bring people together to create new contacts and opportunities but all the profits go towards helping kids around the world get access to clean water as part of the Clean Water Campaign.

From classroom to boardroom in less than seven years

After graduating with an MSc Entrepreneurship in 2009, Alex Grace joined family business Banana Moon Clothing undertaking various roles and is now Managing Director of the company. During the same period the business has trebled in size and Alex was recently listed in the Yorkshire Business Insider's '42 under 42' list.



We caught up with Alex to ask him about the phenomenal success of Banana Moon, what challenges the company faces and how his time at the Business School helped to develop his career.

"The aim of my university education was to provide a grounding that would help me when I joined the family business. The Business School took me from naive student to professional graduate full of confidence and eager to get started in the outside world. Although my learning since university has been incredible, the Business School gave me the skills to progress quickly. How to research, how to set strategy and stick to it, how to hone my creative instincts and how to work closely with bright people to channel ideas for the good of our business.

“The Business School took me from naive student to professional graduate full of confidence.”

I first joined the company as marketing manager, then became a director and shareholder. Now I am the Managing Director of the company and as MD of an SME, I get to do a bit of everything! Every day is totally different, new challenges appear and my work is never done. I also really enjoy working with the people we have here at Banana Moon, we continue to mould our team with some excellent people. We have great fun doing what we do."

What are the main challenges in the business?

"Staffing is definitely the biggest challenge. Growth brings new staffing needs all the time and recruiting skilled staff with the right attitude is challenging. Implementing good training programmes and upskilling staff, ironing out any day to day issues which can be work related or personal and finally motivating every member of staff to reach their potential and live and breathe the Banana Moon brand. But it is all worth it and there are many rewards, for example, the website we've worked tirelessly on is currently nominated for Fashion/Apparel E-commerce website of the year amongst some seriously big household names."

How important is remaining connected to your alumni network?

"I still keep in touch with a few of my fellow alumni, fairly regularly catching up when in the same city or even re-living our days in Nottingham and heading to a few of the old haunts.

The alumni network means I can keep in touch with the great friends I made in Nottingham and even use those contacts to do business together as I have already done in the past. We connect mainly through LinkedIn now. It's great to see how successful everybody has been. Some seriously great careers have formed from the Business School. The regular newsletters also keep me up to date with everything going on and make me still feel a part of something that I was very proud to be involved with.

Whenever I am in Nottingham I always make sure to drive through the campus. There is always a new funky building or feature which catches my eye. Always developing and improving."

The Business Leaders Series brings high profile speakers to Nottingham University Business School to offer unique and inspiring insights into the careers and experiences of leaders in their fields and provides valuable networking opportunities for people from the University and local business communities.

Teamwork, trust and constant innovation are the keys to business success

The charismatic Bernard Fairman – Chairman and Founder of international private equity investment firm Foresight Group – shared his insights on leadership and the ingredients required for business success.



Bernard is an alumnus of the Business School (Industrial Economics 1970) and has over 30 years investment experience. He started his career as an oil investment analyst with Panmure Gordon before joining the investment bank Edward Bates. He then worked with several electronics companies before joining the newly formed 3i Ventures in 1981. Bernard founded Foresight Group in 1984 and since that time it has grown into a company with assets under management of almost £2 billion and offices in The Shard, Guernsey, San Francisco and Rome. Foresight's Nottingham office manages a regional growth fund of over £40 million.

In his talk Bernard described what he sees as the key ingredients in the success of any business:

- Investing time in the best people and letting them get on with it.
- Selling the things people actually want.
- Establishing a strong local base before expanding internationally.
- Always asking how you can do it better, faster and cheaper.
- Constant innovation.

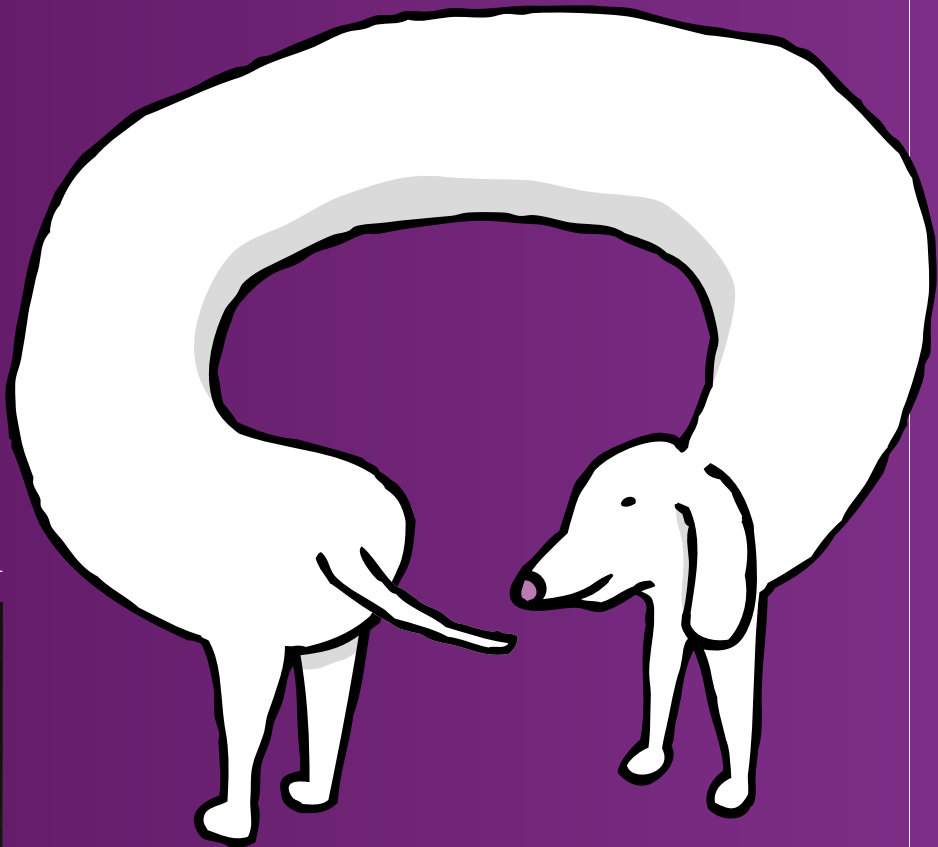
Under this philosophy Foresight Group has become one of the biggest owners of clean energy infrastructure, including solar plants and waste to energy recycling, in the UK. The company also invests in other countries including Italy and the US.

In typical modest fashion, to illustrate the complex nature of modern business leadership, Bernard claims: "The one thing you need as a CEO is acting skill". He also recognises that teamwork and trust play a major part and attributes success to a combination of educated gut feel and luck: "Analysis will stop you making silly mistakes but you cannot due diligence your way to success. I wouldn't have backed Mark Zuckerberg, but he proved everyone wrong. Persistence is the most effective way to grow a business."

Private equity – the tail and the dog



Stewart Binnie has been involved in retail, media, technology and financial services and was previously Executive Chairman of Jaeger. Prior to this he was Chairman of Aurora Fashions, the holding company of Oasis, Coast, Karen Millen and Warehouse.



He has advised Schroders plc on private equity matters, was chairman of Schroder Asia Pacific Fund and a member of the Investment Committee of SPEFOF, Schroders' private equity fund of funds business.

Previously, he was Investment Director of IFP, Schroders' financial services technology fund and a Partner at Permira, one of the UK's largest private equity funds.

He served as the chairman or senior non-executive director of four public companies and was on the board of over twenty private and private equity backed businesses.

Strategic Digital Marketing



Over 80 local business owners, managers and alumni signed up for a free exclusive workshop on how to grow their business online organised by NUBS in association with Nottingham Trent University and delivered by award winning Nottingham based digital marketing agency Impression.



Experts from Impression shared their practical tips and advice through simple online techniques such as search engine optimisation, advertising investment, content marketing, digital PR and how to identify the most effective channels.

The fast-paced and interactive workshop was a huge success providing clear, tangible tips that busy managers, marketers and strategists could apply within their own organisations.

Sports 4 Water networking

The Sports 4 Water Initiative is a monthly 5 A-side Football and Dodgeball tournament held in Central London where pro-active individuals can meet and build their networks through the powerful medium of sport and all profits help kids with clean water.

London Alumni Co-ordinator Jatinder Singh (Industrial Economics 2000) has successfully leveraged the initiative to help bring together Nottingham alumni. Jatinder explains the ethos: "The tournaments are not just a chance to network, get a bit of exercise and have a lot of fun but it's also a great way of bringing people together to create opportunities for everyone while making a difference.

"As we know from our Uni days the connections that get formed on the field, the pitch, the court and then the bar can open up incredible opportunities. They open up conversations, the freedom to joke around with each other, the chance to speak to people with whom you wouldn't ordinarily.

Each and every day around 4,500 children lose their lives either because of a lack of clean drinking water or due to water-related illnesses, that's one child every 20 seconds. Through Sports 4 Water we can be a significant catalyst and change agent working as part of the Clean Water Campaign."





SERIOUSLY FUNNY BUSINESS

Following on from the massively successful Laughing Matters project (reported on in the 2014 edition of **nubiz**), 'Seriously Funny Business' is a brand new series of events that sees University of Nottingham Academics, researchers and professionals debate important and topical issues that impact society at large, moderated by some of the UK's most popular stand-up comedians.

The idea behind the debates is to feature important academic research and make it more accessible to the general public. Seriously Funny Business is the brainchild of Business School alumna and Laughing Matters co-founder, Kirstie MacDonald, and Alumni Manager, Adrian Mateo.

The University's Lakeside Arts Centre hosted the first event in May and featured NUBS academics Professor Jim Devlin and Professor Laurie Cohen who discussed trust, gender and innovation in the world of finance based on head of the IMF, Christine Lagarde's remark, that the world might be a different place if there had been a bank called "Lehman Sisters". The debate was mediated by the well-known UK comedian Simon Evans.



International roundup

Mexico City

Alumni and individuals holding an offer at Nottingham gathered to network and find out more about the latest developments at the University and the Business School at an informal event in Mexico City.

The event was hosted by NUBS alumna Veronica Cordero Dominguez (MSc Finance and Investment, 2015) and colleagues Adrian Mateo (Alumni Manager), Dr Ekaterina Nemkova (Assistant Professor in Marketing) from the Business School.

Malaysia/ Singapore

MBA alumni from across Malaysia and Singapore reunited in Kuala Lumpur in May to share their memories and catch up on what's happened in their personal and professional lives since graduating.

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



Shanghai

The Business School in conjunction with the University's International Office held an excellent informal event in March attended by NUBS alumni living and working in the Shanghai area. The event, which was also aimed at individuals holding an offer for a place to study at the Business School in the UK, featured guest speaker and alumnus Mr Gianluca Fracasso (MSc Tourism Management & Marketing, 2011).

Gianluca's highly engaging and informative talk entitled "From Nottingham to Shanghai: How I made it to China" focused on his journey from student in Nottingham to life in China, and how the Masters in Tourism Management helped him to get his first experience in China working with airlines and tourism clients in a small Shanghai agency. He has since worked as Brand Strategist at China's biggest branding and communication agency the Shanghai based Zheng Bang Brand Design & Consulting, and currently works for Carat, an agency of the Dents Aegis Network a global media group that specialises in media, digital and creative communications services.

MBA Director wins prestigious University of Nottingham Lord Dearing Award

Paul Caulfield, MBA Director and Assistant Professor in Responsible and Sustainable Business, was awarded a 2016 Lord Dearing Award for excellence in teaching and learning.

The highly-valued award recognizes the outstanding achievements of University of Nottingham staff, and in particular acknowledges those who are able to create a nurturing learning environment that is simultaneously challenging, creative and innovative.

The awards, which attract intense competition, are based on nominations, and are judged by an expert panel that includes the Pro-Vice Chancellor for Education and Student Life, senior members of staff and officers of the Student Union.

Paul, who is director of the Nottingham MBA programme, said of his application. "I think it is important for us all to continually seek to improve experience and enable our students to become insightful and responsible business leaders for the future." The award panel commented on Paul's use of new technologies, and efforts to integrate academic performance with contemporary management practice.



Staff shine at University Oscars

Many congratulations to four Nottingham University Business School academics who have scooped prizes in this year's University of Nottingham 'Staff Oscars'.

- **Suzanne Edinger (Assistant Professor in Organisational Behaviour)** won the Oscar for 'Best Feedback' in the Teaching category.
- **Carolyn Isaaks (Associate Professor in Accountancy)** won the Oscar for 'Prepare for the Future' in the University Life category.
- **Paul Caulfield (Assistant Professor in Responsible and Sustainable Business)** won the Oscar for 'Best Use of Technology' in the Teaching category.
- **Andrew Smith (Professor of Consumer Behaviour)** was runner-up for the Oscar for 'Best Research Supervisor' in the Supervisors category.

The University of Nottingham Staff Oscars are organised by the Education Network of the Students' Union. The nominations judging panel is comprised of School Education Reps and Postgraduate Education Reps, elected students who act as 'head course reps' for their School/Department. The process is then overseen by the Education Officer and Postgraduate Officer, the joint figureheads of the Network.





Dinosaurs are getting younger

(and six other things I learned as Dean)

We asked Professor Martin Binks, former Dean of NUBS, for his thoughts on what it's like to run an international Business School and he shared some very interesting insights.

Here are the seven lessons I learned from being a dean:

1

Leadership is a privilege – and a challenge

Ascending the university management ladder is both liberating and daunting. Years of offering sage advice from the safety of the sidelines cannot truly prepare you for life as a captain-cum-referee. With some experience as deputy dean, I like to think I achieved the transition with a veneer of calm. Beneath the surface, though, I was often paddling furiously.

2

Priorities are built on ever-shifting sands

A dean has to balance myriad priorities and concerns. There is a very real risk of upsetting people who may feel their needs should be higher up the pecking order.

I found myself quite unprepared for the diversity of stakeholders with whom I was immediately required to engage. As well as students and staff, there were multiple tiers of authority, businesses, local and wider communities, other disciplines, and local, regional, national and even international layers of government.

Understandably, any of the above might be oblivious to the others' determination to beat a path to my door. Keeping everyone happy was impossible.

3

Leaders need to be challenged

A dean is required to make difficult decisions. Given that everyone makes mistakes, the best means of maintaining a decent batting average is to surround yourself with people whose opinions you trust.

Although I made authoritative confidence a cornerstone of my leadership approach, I didn't regard myself as "bomb-proof". This was because the gap between my perceptions and those of the people I was trying to support sometimes seemed so far apart as to beggar belief.

The members of my close team proved invaluable, providing me – and each other – with regular reality checks.

4

Teaching is a duty, not an option

Many universities have a long-established tradition that all academics should be involved in teaching unless specifically appointed to a dedicated research role. This tradition must be enforced.

I was dismayed to find some senior staff felt their research eminence somehow absolved them from teaching in general, or undergraduate teaching specifically. I made clear that I believed quite the opposite to be the case. Most staff concerned were fine after discussions, but some had obviously either lost confidence in their teaching abilities or lost sight of the enormous importance of this central part of an academic's role.

Nottingham wins 'Outstanding Alumni Relations Team' award



The University of Nottingham has won the Alumni Relations Team award at the Times Higher Education Leadership and Management Awards 2016. The awards, now in their eighth year recognise outstanding leadership and management in the UK's higher education institutions.

The University of Nottingham's Impact Campaign managed to meet its £150 million fundraising goal a year ahead of schedule in 2015 and now has its sights set on £200 million by 2017. It raised more than 10 times as much in 2015 as in a previous campaign in 2006 – the result of a strong commitment at the top of the university and a wide engagement in fundraising across the institution.

The university says that the effort goes far beyond the immediate development and alumni team and is a "highly inclusive aspect of university life".

The winners were chosen by a panel of judges including Alison Johns, chief executive of the Leadership Foundation for Higher Education, David McBeth, director of research and knowledge exchange services at the University of Strathclyde, and Maja Maricevic, head of higher education at the British Library.

5

Administrative staff are not second-class citizens

Some academics appear to doubt the contribution that administrative staff make to overall efficiency. This attitude is both mistaken and deplorable. I was appalled that a small minority of our faculty treated administrative staff as second-class citizens. That same minority duly greeted with incredulity my observation that the members of the team they routinely denigrated were more important to the smooth running of the school than many of the academics.

6

Dinosaurs are getting younger

Given the extraordinary pace of change in today's world, we are all at risk of quickly becoming out of date. Most of us eventually find ourselves distanced from the cutting edge of technology and development.

I knew when I became dean that the vast majority of my students would regard me as Jurassic. Undergraduates, by and large, are in their late teens – whereas I, let's be frank, am not. Yet many students discover that by their mid-twenties even they are somewhat removed from new realities that confront those who come after them.

Rapid social and technological change presents an unprecedented challenge to senior academics tasked with shaping a curriculum to suit student needs, and universities face a constant struggle to stay relevant.

7

Freedom is relative

Deans and the schools they oversee enjoy a substantial degree of autonomy. But they are nevertheless required to negotiate various permissions with regard to appointments and expenditure.

The notion that management responsibility should rest principally with academics is under ever greater threat from the encroachment of professional administrators and the culture of centralism. This represents a growing and potentially insurmountable obstacle to universities' meaningful progress.

Cricket legend reunited with university team mates

Former West Indies and Nottinghamshire cricketer and Nottingham University Business School alumnus Deryck Murray (Industrial Economics, 1972) shared the secrets of his remarkable career after being presented with the Alumni Laureate Award.

Wicketkeeper-batsman Deryck was part of the world-famous West Indies side that won both the 1975 and 1979 World Cup trophies, keeping wicket for the fearsome line up of West Indies fast bowlers.

Off the field he held an equally impressive career, serving as diplomat in the Foreign Service of Trinidad and Tobago and as a representative to the United Nations.

The Alumni Laureate Awards recognise alumni who have achieved excellence in their chosen field. Deryck was presented the award as part of the University's fortnight of graduation ceremonies.

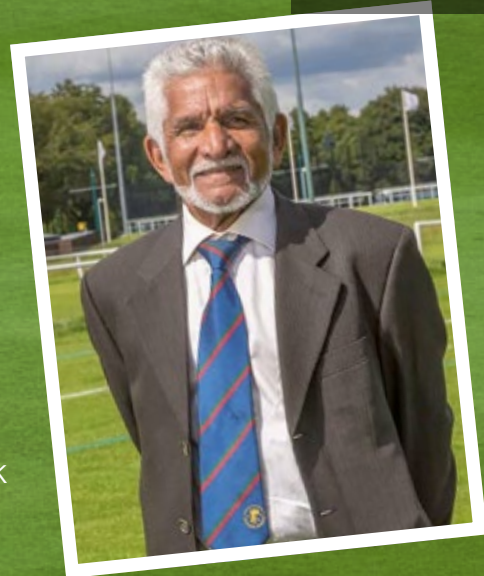
He said: "When you do things in your lifetime, you don't do it for awards or for selfish gain, but it's nice to be recognised and appreciated.

"Knowing that somebody has noticed what you have achieved is a great honour. When you think of how many graduates go through the University and you're singled out for an award like this, it really makes it very special."

Deryck then gave a talk to 200 hundred University of Nottingham alumni and cricket fans at Trent Bridge, a ground he came to know well while playing for Nottinghamshire Cricket Club from 1966 to 1969.

Explaining how his career in cricket took off as a 19-year-old on tour with the West Indies in England, he recalled how he always had in the back of his mind that he needed to 'get a proper job' outside of cricket, motivating him to study Industrial Economics at Nottingham University Business School, graduating in 1972.

He spoke of his time as a diplomat in the Foreign Service of Trinidad and Tobago and his involvement with the United Nations. Now chair of the Trinidad and Tobago Transparency Institute, he talked about corruption in sport and how his degree had played its part throughout his professional career.



“When you do things in your lifetime, you don’t do it for awards or for selfish gain, but it’s nice to be recognised and appreciated.”

Alumnus wins Consultant of the Year Award

Mark Epps (BA Hons Management Studies, 2006) won the coveted Management Consultancies Association (MCA) 'Consultant of the Year' award for 2016.

The awards, sponsored by The Times, recognise excellence in consultancy across 23 categories including thought leadership; change management; customer engagement; digital and technology; finance and risk management; innovation; international; performance improvement; people; social and environmental value; and strategy. Mark not only won the category award 'Performance Improvement Consultant of the Year' but was also one of the three prestigious overall award winners as 'Consultant of the Year', alongside 'Project of the Year' and 'Best New Consultancy'.

Mark is a Senior Manager within Deloitte's Strategy and Operations practice, and a leader within the Business Model Transformation team, focusing on performance improvement and transformation within the media sector, including business model transformation, enterprise cost reduction, process re-engineering, organisational design and people transition.

Commenting on the key role of Consultants in shaping business organisations, Mark said: "Performance improvement and business transformation cannot be done from the wings of an organisation; you have to be willing to roll up your sleeves and understand a client's individual challenges from the inside out, while bringing in external ideas and experience."



Coming soon – MSc Business Analytics

In September 2017 Nottingham University Business School is delivering an exciting new MSc course in business analytics to address a skills shortage in this much sought after discipline.

The full-time, one year course is for graduates looking to develop a career using big data analysis to solve complex business issues such as predicting fraud and understanding consumer behaviour.


You will benefit from significant industry input and project engagement expertise. Current industry and NGO partners include:

- Walgreen Alliance Boots
- IPSOS
- Tesco
- Tigo Mobile
- The World Bank
- International Red Cross
- 7/11 China and HK
- the National Health Service

The course will be delivered by N-LAB, our latest state-of-the-art teaching, data visualisation and research facility in collaboration with The Horizon Digital Economy Research Institute at the University of Nottingham.

If you are interested in the course (or someone you know), please e-mail Professor Andrew Smith (Director N-LAB) at Andrew.P.Smith@nottingham.ac.uk or visit our website.

www.nottingham.ac.uk/business

The background is a dark blue gradient with a complex pattern of glowing white and light blue elements. These include several interlocking gears of various sizes, some of which are semi-transparent. A network of thin, white lines resembling circuit traces or data paths crisscrosses the image, with small circles at the endpoints. Larger, bold white arrows point in various directions, suggesting movement or flow. The overall aesthetic is high-tech and digital.

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