

forum

Cranfield
UNIVERSITY
School of Management

the monthly newsletter of Cranfield School of Management

Congratulations Cranfield United

Fifteen teams from the full-time MBA entered the 15th annual A.T. Kearney Global Prize Competition, with three teams making it to the Cranfield final; Cranfield United, Synergizers and Three Reds and a Blue.



The winning Cranfield team were Cranfield United with team members; Peter Gilbert, Catherine Hutt, Tamuna Beradze and Munish Mittal, who went on to compete in the European final in London at the end of November.

In a closely fought final, Cranfield United came a very respectable third place, ahead of all other UK business schools taking part including Cambridge Judge and London Business School.

The competition, which has been running for 15 years, brings together MBA students from top business schools across the world to compete as management consulting teams, tackling cases based on actual A.T. Kearney clients.

Pictured back row (l-r): A.T. Kearney representatives and MBA alumni; Jonathan Plimley, Phil Dunne and Paula Bellostas. Front row (l-r): Munish Mittal, Tamuna Beradze, Catherine Hutt and Peter Gilbert.

Employers rate Cranfield MBA

Cranfield is among employers' top 10 preferred business schools in Europe according to the latest QS Global Top Business Schools Report published by *The Telegraph*.

The report is compiled from an annual survey of HR managers and line managers with recruiting responsibilities at companies around the world. Employers are asked to identify which business schools they regard as most attractive for the purpose of MBA recruitment.

Witty lecture

Andrew Witty, Chief Executive Officer of GlaxoSmithKline will be the guest speaker at the Pears Business Schools Partnership Lecture at Cranfield on Wednesday 18 January 2012.



If you would like to attend please contact Louise Gardener to reserve a place. louise.gardener@cranfield.ac.uk

Excellence award for Alan

Professor Alan Waller OBE, who sits on the School's Advisory Board, has been rewarded for his commitment to the logistics industry with the Individual Contribution Award at the *Supply Chain Standard Excellence Awards*.

Alan took over as International President of the Chartered Institute of Logistics & Transport (CILT) earlier this year. Commenting on the award, Alan said: "This is for all the networks I work with, this is collaboration in action."



Tribute to Stephen



A painting in memory of Stephen Regan, a Senior Lecturer in Management Economics at the School, who sadly passed away last year, was unveiled in the School's Executive Development Lounge at a special ceremony held in his honour. Family, friends and colleagues attended to view the unveiling of the painting by the artist Brent Millar who was a friend of Stephen's.

Evergreen Fund to support growing businesses

A donation from serial entrepreneurs Paul Tombs, who attended Cranfield's Business Growth and Development Programme (BGP) in 2006, and his business partner Dominic McGuinness has initiated the Cranfield BGP Evergreen Fund which will enable aspiring entrepreneurs, who might not otherwise be able, to participate in the Cranfield BGP in order to grow and develop their businesses.

Paul commented: "The BGP has been so vital to the development and success of our businesses over the last decade, that we felt inspired to give other growing businesses the opportunity to participate in Cranfield's programme."

David Molian, Director of the BGP said: "We are absolutely delighted by these acts of generous support. The Evergreen Fund will enable us to offer support to deserving businesses that will benefit significantly from participating in the programme. Through growing and improving their businesses, recipients of the fund will be able to become donors themselves in turn. It's a great model which has sustainability built into it, and we thank those who are helping us to launch the fund for their vision and commitment to our work."

Christmas break

The School will officially close at 2pm on Friday 23 December, re-opening on Tuesday 3 January.

You are all invited for 'mince pies and mulled wine' in the Forum on Friday 23 December from 12.30pm.





Message from the Director...



As the year draws to a close I would like to take this opportunity to thank you all for your hard work and commitment throughout the year.

2011 has continued to deliver a challenging environment for the business school sector particularly with the adverse impact of the new visa restrictions and reduced funding from banks for international students. However, we have continued to rise to the many challenges and thrive as one of the World's leading management schools, which is testament to our staff, students and alumni.

With difficult times, comes the opportunity for innovation and I look forward to the outcome of our review of graduate programmes early next year. I believe there are opportunities for new programmes and innovative forms of learning. Our position in the major global rankings has remained strong this year. In the Financial Times ranking of executive education providers, we were ranked the top UK business school for customised executive development for the second year running, a clear indication of our excellence in the

field of customised programmes. Our customised programmes were also ranked 1st in the world for overseas programmes, reflecting our commitment to delivering the very best in tailored solutions to organisations around the globe.

The Financial Times published its first global Masters in Finance ranking in June and our programme was ranked 18th in the world and 5th in the UK. This is ahead of Warwick, Cass and Imperial.

Across all the major rankings our MBA continues to be one of the World's leading programmes and continues to attract a diverse student body. Over thirty countries are represented on this year's MBA cohort. This mix is an intrinsic part of what makes the 'Cranfield experience'.

All that we do is driven by our mission - to transform knowledge into action through the distinctive 'Cranfield experience'. Our proactive engagement with business and organisations in over 40 countries and the quality of our faculty is fundamental to our distinctiveness.

In these uncertain times it is more important than ever that we remain focussed on our key priorities: to deliver world class management education; conduct rigorous and impactful research which makes a difference to the work that managers do; extend our international reach and develop new partnerships.

I have no doubt that with your support, for which I thank you sincerely, Cranfield School of Management will remain a leader in management education.

I wish you all a peaceful festive season, Merry Christmas and Happy New Year.

Professor Frank Horwitz
Director of School

Networked learning



CCED held their fourth networked learning event in November. Attended by clients and potential clients, the day focussed on the growing role of networked learning in senior management development. Dr Tazeeb Rajwani presented on the impact of social media and Dr Ruth Bender facilitated a discussion group.

Top management books

Professor Patrick Reinmoeller's book *Strategic Management: Competitiveness and Globalization* has been shortlisted for two awards (outstanding management and leadership textbook and best ebook) at the Chartered Management Institute's (CMI) Management Book of the Year awards.



Professor Keith Goffin's book *Identifying Hidden Needs* has also been shortlisted in the Innovation and Entrepreneurship category.

The awards ceremony will take place in February at the British Library.

Research into the Justice sector highlights need for greater innovation

A major research project on the Justice sector by Dr David Baxter, Professor Keith Goffin and Visiting fellow Dr Magnus Schoeman has identified a number of key factors to support innovation in the sector.

Based on an in-depth survey of UK and international justice practitioners, the research highlights thought-provoking insights into how practitioners perceive innovation and their views on the barriers to success.

The report which analyses case studies from the UK, the Netherlands and the Czech Republic, reveals common characteristics in justice systems where successful innovation is present. These included radically challenging and rethinking existing delivery models and effective cross-agency working.

Professor Keith Goffin commented: "It is widely recognised that successful innovation in the public sector is difficult. However, this research has revealed that breakthrough improvements are possible by taking innovative approaches, such as engaging different agencies, offenders, communities and the private sector in new forms of service delivery."

A must read for logistics professionals

Professor Martin Christopher's latest book *Logistics & Supply Chain Management* has been published. In the book, described by supply chain experts as "a must read", Martin explains a new focus on complexity management and the demand driven business model.



Business as usual

Stefan Stern, one of the *Financial Times's* best known commentators, visited Cranfield last month to present to the Cranfield Corporate Responsibility Network. In his lecture titled 'Business as usual' Stefan said that the business world needed to change and business schools must step up to the challenge in order to make this happen. He went on to talk about business opportunities of the future particularly in low carbon industries.

Stefan has been a journalist for 20 years, on a range of business titles. He worked on the BBC's *Money Programme* in the 1990s, and later became features editor of *Management Today* magazine. He wrote a weekly column on management for the *Financial Times* for four years before joining Edelman in August 2010 as director of strategy.

A recording of his talk can be found at www.doughtycentre.info.



Print

The Sunday Telegraph – 30 October

Professor Richard Wilding gives his views in a special report on global supply chains. Also in the report, **Visiting Professor Alan Braithwaite** shares his recipe for supply chain success.

Financial Times – 3 November

Stephen Carver features in an article which looks at the moves being made to raise the quality and quantity of project managers.

The Sunday Times – 6 November

Interview with entrepreneur **Sarah Willingham (MBA 2003)**. Sarah was a judge on *The Restaurant*, a BBC2 series which gave amateur cooks the chance to go into business with Raymond Blanc, the Michelin-starred restaurant owner. She also appears on ITV's *This Morning* as a consumer affairs expert.

The Daily Telegraph – 10 November



Professor Andrew Burke's research on the role that freelancers play in the de-risking of business and enhancing the expected return on investment is referenced.

Financial Times – 10 November

Professor Susan Vinnicombe comments on the number of FTSE 100 companies that have set targets for raising the number of female directors. She predicts that by 2015, 21% of board members will be women.

The Guardian – 15 November

Nick Jenkins (MBA 1999) founder of online greeting card business Moonpig is profiled. Nick dreamt up his personalised card idea while studying for an MBA at Cranfield.

The Times (MBA supplement) – 23 November

Professor Susan Vinnicombe, is quoted in an article addressing the gender imbalance on MBA programmes. She mentions the 'Women as Leaders' workshop she delivers to female MBAs.

The Times (MBA supplement) – 23 November

The M&S Sustainable Retailing Challenge 2012 run by the School's Doughty Centre for Corporate Responsibility in partnership with Marks & Spencer is featured.

Financial Times – 24 November

Interview with CCED Associate **Murray Steele (MBA 1977)**. Murray talks about the need for business school academics to bring real-life into the classroom.

Television

BBC1 Breakfast – 1 December

Dr Ruth Bender was interviewed about the rising levels of boardroom pay at UK companies.



Radio

BBC World Service (Hindi) - 27 October

Professor Sunil Poshakwale was interviewed about the deal announced by the European Commission for solving the Eurozone debt crisis. Professor Poshakwale provided a critical summary of the short and long-term impact of the deal for Eurozone countries and its implications for the rest of the world.

BBC Three Counties – 28 October

In a live interview, **Dr Ruth Bender** commented on new research published by Income Data Services (IDS) which found that directors in top companies received a 49% pay rise in the last year despite minimal growth in their companies.

Online

Guardian.co.uk - 15 November

Colin Hudson, Career Development Director, took part in a live Q&A: 'Postgraduate Careers Clinic'. Colin was on a panel of experts answering questions about all aspects of postgraduate degrees including how to balance paid employment with postgraduate study.

Guardian.co.uk – 15 November

Professor David Grayson and **Visiting Professor John Elkington** are both judges of the Guardian Sustainable Business Awards 2012. Now in their second year, the GSBA's reward and showcase innovative corporate sustainability projects.

Toby Thompson and **Camilla Jonsson** from CCED presented at EFMD's annual conference on 'Executive Education in the virtual World'.

Nadine Exter presented 'The challenges and joys of embedding sustainability in academia' at a PRME/HEFCE/ABS conference at Nottingham University Business School.

Dr David Baxter presented his paper 'How to promote and support innovation in the justice sector' at the 4th ISPIIM Innovation Symposium in New Zealand.

Paul Morton from CCED took part in a panel discussion on best practice in blending online and face-to-face sessions in executive development at the Handelsblatt Executive Education Congress in Mannheim and **Professor Keith Goffin** presented on 'Building a culture of innovation'.

Dr Catarina Figueira has had her paper 'What can situated learning theory tell us about leading to develop organisational learning capabilities for entrepreneurial performance?' accepted for publication in the *Thunderbird International Business Review*.



Dr Tazeeb Rajwani and **Maria Andrea De Villa Correa (DBA)** have had their paper 'Exploring market entry modes: antecedents, moderators and future research' accepted for the European Academy of International Business in Bucharest.

Dr Elena Doldor has had her paper accepted for publication in the *British Journal of Management*. 'Refining the concept of political will: a gender perspective' is co-authored with **Dr Deirdre Anderson** and **Professor Susan Vinnicombe**.

Livia Aliberti (DBA) had an article about the Italian quota for women on boards published in the Italian business newspaper, *Finanza Mercati*.

Professor Sunil Poshakwale's paper 'Country-specific equity market characteristic and foreign equity portfolio allocation' has been accepted by the *Journal of International Money and Finance*.

Emeritus Professor David Parker has been appointed to the Advisory Board of the Intergenerational Foundation. The Foundation promotes fairness in public policy for future generations.

Professor Richard Wilding has been elected to the Board of Directors/Trustees of CILT UK (Chartered Institute of Logistics and Transport).

Alessandro Giudici (PhD) was awarded an Outstanding Reviewer Award at the Strategic Management Society Conference in Miami.



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Congratulations to...

Mike Lauder (supervised by Professor Mike Bourne) who has completed his Cranfield DBA in just 3 years. Mike's thesis titled 'Conceptualisation in preparation for risk discourse: a qualitative step toward risk governance' sets out to form a bridge between risk governance practitioners and the academic body of knowledge.

PhD student Adina Poenaru (supervised by Dr Paul Baines) who has successfully defended her thesis titled 'Market segmentation capability and business performance: a reconceptualisation and empirical validation'.

Suzanne Griffiths from the MIRC who has become a Chartered Librarian (MCLIP). Suzanne was admitted to the Chartered Institute of Library and Information Professionals after submitting a portfolio of her work and professional development activities.

Papers, publications, conferences, awards

Professor David Grayson was a keynote speaker at the tenth annual Asian CSR Forum, organised by the Asian Institute of Management in Manila.

Professor Susan Vinnicombe

took part in panel session at a Global Diversity and Inclusion conference organised by the International Leadership Association in London. She also spoke at a Women on Boards breakfast briefing hosted by Boyden and PwC with the Department for Business, Innovation & Skills in London.



Dr Ruth Sealy took part in a symposium at the House of Lords on on the future of the workplace, with regards to gender and ethnicity. Ruth was also a keynote speaker at Opportunity Now's Global Diversity Forum in Canary Wharf.

Professor Andrew Burke presented at the National Freelancers Day Lecture which took place in London in November.

Professor Kim Turnbull James gave a keynote presentation on 'Leadership, context and organization change' to ASVOR, the Italian association for business schools and corporate partners.

Emeritus Professor Michael Osbaldeston took part in a debate on a Comparison of Business School Accreditation Bodies at the AACSB Europe Annual Conference in Milan.

Details of all School of Management media mentions can be found at:
<http://webapps2.cranfield.ac.uk/presscuttings/>



Welcome to...

Mattia Anesa – Research Assistant, Doughty Centre

Slama Sarkis – Client Administrator, CCED

Conrad Wilson – Senior Marketing Executive

Farewell to...

Mariska Ritfeld – Assessment & Development Officer, CCED

New appointment...

Alison Wilkerson has taken over the role of DBA Programme Manager.

November



During November a number of staff and students took part in Movember; the annual, month-long event involving growing moustaches!

As Forum went to print the Demand Chain Management (DCM) community had raised an incredible £3,000 for Movember.

Movember is a fantastic initiative that raises awareness and funds for men's health issues, such as prostate cancer. If you have not already shown your support, it is not too late. You can still donate at the School of Management Reception or online.

Thank you...

To all who contributed to last month's dress down day which raised **£147** for Children in Need.

Cake sale

Grad admin raised **£393** with their cake sale last month. The money will be split between Children in Need, dreamflight and Movember.



Inter-County Schools Challenge

Five pupils from Ousedale School in Newport Pagnell have won the Inter-County School Business Challenge, organised and hosted by CCED at Cranfield. The final event brought together the four winners and runners up from two previous County Challenges. Pupils got to experience what it is like to run a business by participating in a business simulation that included presenting to their Non-Exec Directors and to camera at a mock press conference. The winners are pictured receiving their trophy from Paul Morton and Camilla Jonsson.



Make it a green Christmas

Over the festive period we produce more waste than at any other time of the year. In the UK alone we produce an additional 3 million tonnes of waste.

More than 6 million Christmas trees will be bought in the UK. If you have a real Christmas tree, remember to recycle it at your local waste management site.

Remember to also recycle your cards, wrapping paper, bottles and food waste.

It's easy and you'll be saving energy and the environment too.

NUS card



Staff and students from the School are entitled to apply for the NUS Extra Card. The card costs £11 and can be used at hundreds of shops around the UK to get discounts on clothes, entertainment, eating out and lots more. Application forms are available from the CSA Office. You will need to bring a passport photograph and your Cranfield ID card. Further details on this and other staff benefits are available on the Intranet.

Go-Kan-Ryu



Full time MBA student Martin O'Hara took part in the UK National Championships of Go-Kan-Ryu (a style of Karate) in Sheffield in November. Martin competed in 2 categories, Kata (forms) and Kumite (sparring) and came away with a silver medal.

forum

Forum is produced by the Media Relations Office and covers news and events from across the school. Contributions from staff and students are welcome. Please email stories, event news, ideas and photographs (with captions or full details) to forum@cranfield.ac.uk

Forum is not produced in January.

The deadline for the February issue is: **23 January**.

Printed on paper from a sustainable source by the School of Management print room.

Lunchtime lecture

On Monday 5 December Professor Andrew Kakabadse will talk about the unpredictable nature of boards.



The lecture will start at 13:00hrs in the CMRI Gallery, with a buffet lunch from 12:30hrs.