Faculty caught up in flight Chaos

Faculty members trying to get to Atlanta in the United States for the Academy of Management conference suffered severe delays and travel chaos due to severe travel restrictions introduced on August 10.

The regulations followed the announcement that an alleged plot to blow up transatlantic airliners had been foiled. Flights were delayed, extra security measures introduced and hand luggage severely limited for several days.

Worst affected was Dr Veronica Martinez (right) who was due to fly from Gatwick with Delta Airlines at 11am on August 10, the day the restrictions were introduced.

She was delayed for hours at Gatwick but once airborne her plane could not get US clearance to land so it circled Atlanta for two hours, then had to refuel in Augusta before returning to Atlanta when finally given permission to land.

Veronica was due to land at 3.30pm US time on the 10th, eventually landing at 00.30am on the 11th and arriving at her hotel at 3am.

Professors Alan Harrison and Sue Vinnicombe and PhD student Deirdre Anderson are pictured above with their regulation issue clear plastic bags on August 11 as they boarded their BA flight.

“Tributes to Ralph

Senior Lecturer Dr Ralph Levene lost his long and courageously fought battle with cancer on August 7 at the age of 64.

Ralph, who joined Cranfield in 1992, was a larger than life character with a jovial nature and sunny personality.

Among his roles he was Head of the Project Management Group from 2000-2004 and then Academic Leader for the Innovation and Process Management Community.

Ralph, who died at home, was buried at Waltham Abbey Jewish Cemetery with donations in his memory being made to the Isabel Hospice in East Hertfordshire (www.isabelhospice.org.uk).

Professor Michael Osbaldeston said “I had only had the privilege of knowing Ralph for a relatively short period of time but I had come to great respect for both the man and his professionalism.

He was a wonderful colleague who will be greatly missed by all of us at Cranfield and leaves a big hole in the life of the school.”

• The body of Jason Downer (MBA 2002), the Head of Trade Finance at Arab Bank Plc, was recovered from the English Channel on August 23. He and two childhood friends died after their yacht mysteriously disappeared. They were sailing from the Isle of Wight to Devon to take part in the Port of Dartmouth Royal Regatta.

Alumnus kicks of FA Trek!

Seb Blair (MBA 2000) has started an epic journey, attending every round of football’s FA Cup to raise money for charity.

Accompanied by his sister-in-law Kirsty Clark, Seb will initially support Wembley FC in the competition, switching allegiance to the victor when Wembley is knocked out. They will continue by supporting the winner in each round, right through to the FA Cup final eight months later on May 19, 2007.

With a minimum of 14 games (without replays), Seb and Kirsty expect to travel at least 10,000 miles between them, raising money through sponsorship and a charity auction.

Seb hopes to raise £20,000 for Mencap in memory of his daughter Emily who was born prematurely in 2004, having died in the womb. To follow Seb’s progress and make a donation see www.justgiving.com/everystepofthecup.

BAM 2006

The British Academy of Management annual conference is being held in Belfast from September 12-14. The theme of BAM 2006 is ‘Building International Communities through Collaboration’ and 15 School staff will be making presentations. See page 3 for more.

Breakfast Briefing

A free breakfast briefing for Bedfordshire and Buckinghamshire businesses is being held by the School’s MBA Marketing team on September 19.

The briefing will enable local employers find out how their organisations could benefit from the Executive MBA programme.

Alumni will be at the event to give personal accounts of their ‘Cranfield Experience’.

Cranstock 2006

Six bands took part in the annual music festival Cranstock, with side shows entertaining the crowds. Rodolfo Menazzi de Canese is pictured trying out the sumo suit for size!

See page 4 for more.

Mud, Glorious Mud!

Cranfield’s Tough Guy team did the School proud, coming 2nd overall in the University Challenge in the annual mud and water extravaganza. A petrified Steve Lynes is pictured and you can see more photos on page 4 - and find out what one MBA found in his shorts at the end of the challenge!

Contents

We welcome your comments, suggestions and contributions for Forum. Further details of how to contact us can be found on the back page.

Message from a Director 2
Papers and Publications 3
Staff and student News 4
Packed house for CSR Conference

A conference organised by MBA students entitled Corporate Social Responsibility – Future Strategic Directions attracted around 130 guests (internal and external), filling lecture room 29 and generating a day of debate. Corporate Social Responsibility (CSR) is now firmly established on the agenda of many national and multinational businesses, and speakers at the conference included companies such as British American Tobacco, Asda, Marks and Spencer, and IBM as well as academic experts in the CSR field.

Co-organiser Therese Buchmeier said the business environment is changing and companies have to consider CSR issues: “It is increasingly important for companies to demonstrate a strong commitment to corporate responsibility as a way of attracting and retaining the best employees and building their reputation in the communities in which they operate. A well-developed business strategy incorporating corporate responsibility can add tremendous value, doing good for the community while strengthening the company’s long-term value creation potential.”

Co-organiser Grant Daniel said he was delighted they had attracted representatives from around 40 external businesses to the event: “The feedback from everyone we spoke to was really positive and I think the conference raised the level of awareness about corporate responsibility and the many issues this involves. We hope to pass the torch on to next year’s MBAs to organise a similar event.”

• The inaugural Cranfield Conference was taking place at the School on Monday September 4 and Tuesday September 5. Entitled Challenges and Choices: A forum for exploring the challenges of today and shaping our choices for tomorrow, the two-day event was being entirely organised and hosted by current MBA students who used the conference to showcase the highlights of their Cranfield Experience.” Angelique Green, an MBA student and conference co-organiser, said: “It’s now our turn to give something back. We are extremely excited by the special guest speakers that are joining us and we hope the conference will become a cherished Cranfield tradition for students, faculty and the business community for years to come.” The conference was due to conclude with the annual Henry Ford II Scholar Award Lecture, this year given by Allan Leighton, Chairman of The Royal Mail.

Developing Biomanufacturing Leaders

Dr Palie Smart (left) has helped secure a £3 million grant for the bioscience community which will enable a Knowledge Transfer Network (KTN) to be established.

Dr Smart, deputy director of the School’s Innovation Leadership Centre, worked with Dr Tony Bradshaw, Director of the KTN, during the bidding process for the grant which was awarded to the Biotool Industry Association (BIA).

Innovation in the UK bioscience community is driving the commercialisation of new biotechnologies and is creating the foundations of a strengthening biomanufacturing sector.

In 2003 the Prime Minister Tony Blair launched Bioscience 2015, the influential Bioscience Innovation and Growth Team (BIGT) report which articulates the importance of this growth for high value manufacturing.

The newly-formed Knowledge Transfer Network, Bioprocess UK, will be dedicated to implementing the biomanufacturing recommendations in Bioscience 2015.

Dr Smart also recently delivered a one-day intensive workshop, stimulating dialogue amongst the leaders of the UK bioscience industry, academia and policymakers. It identified the need to initiate a career support programme to attract, retain and develop graduates in the biomanufacturing sector.

A report entitled Developing Bioprocess Leaders presents the key learning points from the workshop and makes recommendations for change that will be used to advise government policy.

Message from a Director

I would like to update you all on what is a very encouraging picture for the Executive MBA. January 2006 saw an increase of 25% in Executive MBA numbers over the previous intake.

The combined group of Modular and Part-time Executive MBAs, and Engineering Doctoral students totalled 61, giving us the great problem of having too many people for the lecture room. This was good news when some of our competitors were having difficulty in recruiting sufficient numbers to run their programmes.

The 2006/2007 Executive MBA is the first cohort to undertake the redesigned MBA programme and follows an equivalent process to the full-time MBA. The pre-design will allow more tailoring of the programme to exec MBAs working environments which, in turn, should attract the interest of corporate sponsors.

It’s perhaps too early to make predictions for the 2007 intake but interest so far is strong, and bookings for Preview Days are significantly greater than last year.

Of course, numbers are not everything. It is no mean feat to complete the same programme as our full-time students in two years, whilst holding down a job, in many cases receiving significant promotions during the programme. The 2005/2006 programme is no exception and it is great to see the growth in confidence and competence in these individuals. This group will be leaving us at the end of November and I would like to wish them the very best for the future and to thank them for their contribution to the School over the last two years.

Graham Clark
Director, Executive MBA

Best Factory Awards

The 2006 Best Factory Awards will be presented on Friday September 29 at the Hilton Hotel in London. Organised by Dr Marek Szwiecowski, and run in conjunction with the magazine Works Management, the awards recognise best practice and innovation in manufacturing through a range of 12 awards, including the Zurich Factory of the Year accolade.

In total 15 awards will be presented at the ceremony with short-listed companies producing items as diverse as washed and bagged salads to medical and industrial endoscopes.

Shrivenham MOU Signing

A Memorandum of Understanding (MOU) has been signed between Cranfield and the Open University. Professor Alan Harrison represented the School at the signing of the MOU.

Cranfield won the contract to provide the academic education at the new Defence College of Management and Technology (CMT) at Shrivenham and the Open University Business School (OUBS), which specialises in distance learning, has been appointed as a sub-contractor to Cranfield under the new contract.

The college is part of the UK Defence Academy and the School is providing management and leadership education until July 2028.

Cranfield Reunion

More than 300 Cranfield alumni will return to the School over the weekend of October 7 and 8 for the annual CMA Reunion.


Cranfield - A name for innovation and excellence in business education and research.

Media Coverage Online

Highlights of print and media coverage will return in the October issue of Forum.

Meanwhile details of all School of Management media mentions are available at http://www.cranfield.ac.uk/university/press/activity/
Atlanta Presentations

School faculty who travelled to Atlanta for the Academy of Management conference debated issues on the theme of Knowledge, Action, and the Public Concern.

In all 19 papers authored, or co-authored, by School of Management faculty were presented, with the International Centre for Women Business Leaders being particularly well represented with five papers.

In addition Professor Susan Vinnicombe chaired a symposium on ‘Women above the Glass Ceiling: Collision, Voice and Exit’ in which she presented the overview paper, co-authored by DBA student Halla Tómasdóttir.

PhD Student Partha Priya Datta presented a paper at the EIASM Workshop on Complexity and Management at the Said Business School in Oxford. The paper was entitled ‘A Multi-Agent Model for a Complex Supply Chain: The Case of a Paper Tissue Manufacturer’ and was co-authored with Professor Martin Christopher and Professor Peter Allen (right). Also at this workshop, Peter Allen presented a research report entitled ‘Complexity and the Evolution of Supply Chain Structures’ co-authored by Liz Varga, Mark Strathern, James Baldwin and Christen Rose-Anderssen.

Professor Peter Allen was keynote speaker at the BIOFM Conference Future Challenges and Current Issues in Business Information, Organisation and Process Management at Westminster Business School. His talk was entitled ‘Complexity, Co-Evolving Knowledge, Intentions and Business Reality’.

Peter Baker is co-author of The Handbook of Logistics and Distribution Management, 3rd edition, which has just been published by Kogan Page. The book is endorsed by The Chartered Institute of Logistics and Transport (UK). Peter has also had two papers accepted for publication: ‘Designing distribution centres for agile supply chains’ by the International Journal of Logistics, Research and Applications, and ‘An exploration of warehouse automation implementations: cost, service and flexibility issues’ by Supply Chain Management: An International Journal. The latter paper is co-authored with Zahed Halmi, a former Cranfield MSc student in Logistics and Supply Chain Management.

Conference papers by Dr Ursula Koners (left), who received her PhD this year, and Professor Keith Goffin have recently been presented at the European Operations Management Association (EurOMA) conference in Glasgow and the International Product Development Conference in Milan. Both papers looked at tacit learning in new product development teams and the latter paper has been selected to be considered for a special issue of the Journal of Product Innovation Management. A conference paper from last year’s EurOMA has been accepted for publication in a special edition of the International Journal of Production and Operations Management later this year.

In addition, Keith (right) has been invited to visit Århus School of Business in Denmark, to review their research on knowledge management in R&D and discuss possible co-operation.

Keith has also had an article published in the Service and Support Professionals Association SSRP News. Co-authored by Fred Van Bennekom of Boston College, ‘Improve Product Value: Design for Supportability’ describes how usability, maintenance and repair issues need to be considered during new product development, in order to maximize product value.

Dr Marek Szwajczerwski and Keith Goffin have had one of their case studies ‘Maximizing Equipment Effectiveness at Reckitt Benckiser’ published in a new book Operational Excellence in the Pharmaceutical Industry, which has been published in Germany.

‘Organisational Success Factors In E-Banking at the Woolwich’ by Dr Mahmood Shah has been accepted for publication by the International Journal of Information Management.

A report from The Cranfield Centre for Competition and Regulation Research, in conjunction with Tribal Consulting, London, on ‘The Future of Regulation of the Affordable Housing Sector in England’ has been published by the Chartered Institute of Housing. The report was sponsored by the Government’s Housing Corporation and written by Cranfield doctoral student and a member of Tribal Consulting, Jeff Zitron, assisted by Professor David Parker (right). The report recommends how the regulation of the rented housing sector could be improved.

The report can be read or downloaded at www.cih.org/policy/index.html#futureregulation

Satrijo Tanudjio and Dr Ashley Braganza’s paper ‘Intranet and Knowledge Management: Putting the cart before the horse?’ has been accepted for publication in the Journal of Information and Knowledge Management.

A paper by Professor Mike Sweeney, Dr Alan Couzens and Dr Marek Szwajczerwski (left) entitled ‘Manufacturing Network Flexibility – Roles and Capabilities’ was presented at the European Operations Management Association (EurOMA) conference Moving up the Value Chain at the University of Strathclyde. Another paper, ‘Repositioning in the Value Chain: How can Companies do it and is it worth it?’, co-authored by Marek Szwajczerwski was also presented.

Arnoud’s ‘Flying High’

Dr Arnoud Franken’s presentation ‘Defence Transformation: the Aerospace and Defence Firms of the Future’ was so well received at the Royal Aeronautical Society in May that he was invited to repeat the presentation to military personnel at RAF Benson in Oxfordshire. Benson is a frontline support helicopter base working within RAF Joint Helicopter Command and Arnoud made his presentation to 40 senior non-commissioned officers and officers, including the station commander Group Captain Duncan Welham. He also facilitated a discussion on the issues raised, as part of the RAF’s Leadership Development Programme, ‘Thinking Different’.

The presentation discusses how the US Department of Defence is changing in response to the changes in the geopolitical environment following the collapse of the Berlin Wall. These changes will have significant consequence for the UK MoD as a key US ally, in particular how they collaborate and communicate in joint US/UK operations.

Several of the junior officers commented that the presentation helped them better understand the changes they are currently undergoing within the RAF. One Flight Lieutenant of 33 Squadron was so inspired by the presentation that he volunteered to join the Thinking Different team at Benson.
**Cricket Triumph**

Cranfield ended the cricket season on a high note, beating Warwick by 35 runs in the last competitive game on August 27.

Cranfield batted first and amassed a credible total of 125 for 4 wickets off 25 overs. Fast straight bowling from the Warwick opening bowlers meant that Cranfield’s opening batsmen Sunil Poshawkale and Sourabh Jain had to battle to 39 for the first wicket before Sunil was bowled for 16.

Jeremy Sims (30 n.o.) then came to the wicket and together with Sourabh (39 n.o.) put on over 70 runs before both retired not out to allow others to have a bat. The home team started scoring rapidly but also lost wickets. The Cranfield team batted and fielded well including a fantastic reflex catch by Sourabh at short mid-wicket. From the bowlers: Annand took 4 wickets, including a fantastic reflex catch by Sourabh at short mid-wicket. From the bowlers: Annand took 4 wickets, including a fantastic reflex catch by Sourabh at short mid-wicket. Fast straight bowling from the Warwick opening bowlers meant that Cranfield weren’t so successful in their match against LBS on August 12 when they lost by 23 runs.

**Cranstock 2006**

Turnout at the MBAs annual music and entertainment extravaganza Cranstock suffered due to the cold weather this year, but the bands that played - Chris Dobbs, the MBA Band, Peaceful Warriors Dry Til Friday, Blue Juice and The Outliers (Séan Rickard’s alumni band) were superb and didn’t let the weather affect them. As well as the music there were side-shows to keep the crowds entertained – the sumo suit proving a great hit! The revellers didn’t let the wind and rain dampen their spirits and partied on into the night. The group sumos are left to right: Paul Lawes, Laura Pellicer Guardia, Navin Gopal and Sashi Appathurai. The MBA Band below are: Steve Lynes, Therese Buchmeier, Paul Lawes, Simon Wilson, Grant Daniel, Bala Balaguru and Sashi Appathurai.

**EMBA study tour investigates Canadian CSR**

Canadian EMBA student Kary Shannon organised a study tour for colleagues to give them the opportunity to investigate the state of Corporate Responsibility in Canada. The students covered hundreds of miles on the end of the event! The MBA Class of 2006 proved they are made of stern stuff by battling round the course in the annual Tough Guy Challenge to come second in the University Team Challenge. Our hardy females also did us proud coming second in the Women’s Team Challenge. Overall the team of 24 finished 18th out of 42 teams.

The course involves a six mile run followed by 40 obstacles designed to test team spirit and endurance to the limit. The course includes deep water-filled mud holes, underwater swimming, rope bridges, steep cargo nets, jumping over straw fires, crawling through pipe tunnels and squeezing under low barbed wire mesh.

Navin Gopal who organised the team made a new friend during the challenge – a fish he found in his shorts at the end of the event!

*Poor fish - my pants had rubbed against it and ripped its flesh off and its bones were scratching me. What a way to die... death by Navin’s shorts!*

*When I found it I thought nothing of it, I was too knackered and covered in mud to care. I think this story nicely summarizes the spirit and insanity of Tough Guy - You just have to do it!* he said.

**Welcome to...**

Veronica Burke, General Management Development Programme
Dr Stan Maklan, Senior Lecturer in Strategic Marketing
Martina Malisius, Marketing Executive (Maternity Cover)

**Farewell to...**

Tony Grundy
Siliya Svejenova
Mike Sweeney
Becky Messenger
Shaun Tyson

**Promotions**

Dr Val Singh to Reader
Dr Michael Dickmann to Senior Lecturer
Maggie Neale to Executive Administrator for Innovation and Process Management Community

**Safety Award**

Technical Services Manager Nick Pratt has passed the National Examination in Occupational Safety and Health. Nick studied part-time for the qualification whilst working.

**Moonwalk Marvels!**

The School’s five intrepid walkers who donned their trainers and decorated bras for the Moonwalk Marathon in May raised the magnificent total of £6,291. The group joined 15,000 other women, and 1,000 men, to power walk the 26.2 mile marathon route around London. Jan and Chris have already signed up for next year’s walk.

**EMBA Band below are:**

Steve Lynes, Therese Buchmeier, Paul Lawes, Simon Wilson, Grant Daniel, Bala Balaguru and Sashi Appathurai.