

'Over the Moon'



Andy Dodd (Advertising & Marketing, Lonsdale, 1999) scored his first dream job in becoming Commercial Assistant for the Football League. He first heard about the vacancy on the LU Graduate Vacancy Bulletin. Working in a marketing and football environment - Andy's two greatest passions - he liaises with clubs and national sponsors and will visit the grounds. He is already using the general marketing thinking and skills he learnt during his degree at Lancaster.

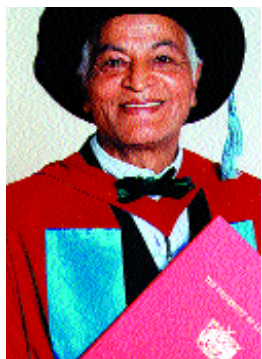
"It's really amazing to start my career off in marketing and sport, it just doesn't happen! It is the perfect job for me, every day is different and there is always something interesting happening. Now I have found my way in, hopefully I can go on to have a successful and very enjoyable career" said Andy.

Corporate Failure Project

In 1999 Alan Katz and Michael Mumford, both of the International Centre for Research in Accounting, struck lucky with their research on corporate receivership. It happened that public interest in the appointment of investigating accountants as receivers for the bank hit the headlines, with questions in both the Commons and the House of Lords.

Alan and Michael have been lucky again in their current project, recently approved by the ICAEW Centre for Business Performance. Alan, a newly retired insolvency practitioner, and Michael, a senior lecturer at Lancaster since 1972, have just been granted £22,450 to compare receivership with administration as business recovery vehicles. At the same time, the government has published a White Paper proposing to abolish receivership. Interest in the topic is high, but systematic evidence is largely lacking. The findings, based on questionnaire and interview evidence, are due just in time for the expected publication of a Bill in Spring 2002.

Ethical Management Expert honoured



The remarkable career of management expert Satish Kumar was marked in July 2001 with an honorary Doctorate. Satish Kumar is an apostle for the need for a harmonious society that sustains humanity and the natural world in balance. He lived out this conviction in an 8,000-mile pilgrimage from India to America undertaken in poverty.

Settling in Britain, he has become a revered world teacher, editing *Resurgence*, a journal that relates ecology and spirituality, and directing the Schumacher College, a residential international centre for the study of ecological and spiritual values.

Satish Kumar teaches Ecology and Ethics on the MPhil in Critical Management.

Boom time again

The 2001/2 academic year promises to be the most hectic yet for the School. Record numbers of new undergraduates (over 470) and postgraduates are expected to enrol.

New programmes and increasing demand has led to significant growth in total numbers on our full-time Masters programmes. We are expecting an additional 100 postgraduates to register in October, bringing the total Masters number up to at least 320. Fortunately a number of School lecture theatres are being refurbished in amphitheatre style - just in time to accommodate these large groups!

CIM competition successes



A team of Marketing BA students took the three top prizes in a regional competition run by the Chartered Institute of Marketing and sponsored by the locally based Charter Consulting. Working against the clock the three-person team had to devise a £500,000 strategy to launch an American fruit drink on the British market. "It was a great experience for the students" said CIM northern director John Hartley "It certainly put them under the realistic kind of pressure they will face in industry".

Pictured above are students Ben Farrow, Paul Bagstaff and Claire Cooper with Marketing Department tutor Dr Helen Woodruffe-Burton (far right)

Publications

Please do e-mail s.cameron@lancs.ac.uk if you would like to receive

- brochures for any postgraduate programme
- Directory of Research and Publications - 2000 edition
- information on School Working Papers
- order form for Directory of Management School Alumni 2001 edition, postgraduates only
- Postgraduate Prospectus - 2002 entry

5 Corporate enterprise

6 Launch of China Centre

7 BT studentship sponsorship

8 Record student intake



August 2001

ambassador

lancaster university management school alumni association

School appoints first female Dean

Professor Sue Cox has been appointed Dean of the Management School as successor to Professor Stephen Watson who took up the post of Director of Henley Management College in March 2001. She is currently Director of Loughborough University's Business School and will join the School on the 1st October and take the Chair of Safety and Risk Management.

Sue says that she will be looking for strategic opportunities to further develop the Management School.

"The UK has experienced a growth in the field of management education and research and this is set to continue. This offers opportunities for excellent Management Schools to develop further and to increase their impact in Europe and on the world stage. One of Lancaster's many advantages is that it is one of the few 5* schools with the expertise to develop new business leaders in the UK, in Europe and globally. My role will be to press home this and its many other advantages. I shall be developing new links with our various stake holders in business and commerce and with policy makers here and abroad."

A former industrial chemist, Sue's research and teaching expertise is in human factors, safety management systems and risk. It is supported by much practical experience in large multinational organisations such as Michelin, Ocean Group, Air Products, Northern Foods and Severn Trent advising on the design and evaluation of safety management systems. Her work has extended beyond Europe to offer support safety management in developing countries working in Kuwait, the Republic of China and India within their chemical industries. She has published extensively on safety management, risk

assessment and training and on human factors in occupational health and safety.

Sue is a member of the British Psychological Society, the British Academy of Management, the Institute of Occupational Safety & Health, and a Fellow of the Royal Society for the Promotion of Health. She is also a member of a number of government committees related to the nuclear industry, including the Health & Safety Commission's Nuclear Safety Advisory Committee (NUSAC) and an adviser on human factors, organisational and cultural issues within the nuclear and chemical industries.

Sue is an Executive of the Association of British Business Schools, a member of the British Academy of Management's Council, and has been involved with the Council for Excellence in Management and Leadership set up to enhance the quality of British management.

She is looking forward to nurturing young researchers and finding ways to retain the excellent staff that have made the School so successful. She will be the Management School's first female Dean.



Stimulate your thinking, exchange experience

Management theories and ideas circulate both in academia and in the world of practising managers. Some of those ideas are seized upon and receive far more attention than others. Through a mysterious interaction between the practising managers and academic theorists, 'hot topics' emerge. Some have a relatively limited life span, others may be more enduring. How do managers decide which theories and ideas to adopt, where and when to use them, and for how long?

A Management Theory at Work Conference in September 2001 aims to provide a stimulating environment for discussing and debating such issues, and for comparing views and experiences.

The keynote speakers are Judith Doyle, Cultural Trends Analyst, The Industrial Society, on 'New community or new slavery: the emotional division of labour' and Professor John Burgoyne, Management Learning, on 'The virtual, knowledge-managing, learning organisation?'

Amongst the Conference Themes are: Gender and Diversity; Organisational Change and Culture; Virtual Practice - the Avatar Environment; Ethics in Management; Entrepreneurial Learning and Processes; Knowledge Management and the Learning Organisation.

www.mgttheoryatwork.co.uk

Top 5 for Business Studies

The Management School has retained its position in the top five for the teaching of Business and Management Studies in the annual *Times Good University Guide*. This is essential reading for intending undergraduates and we are pleased, in the face of growing competition, to have held this position.

We also continue to be rated in the top 100 MBA's in North America and Europe in the *Financial Times* rankings.

Whilst there continues to be scepticism about the various rankings in terms of the methodology used and the value, there is no doubt that in practice potential students and sponsors make increasing use of them.

SCHOOL'S WEB SITE

In the autumn, the School's new web site will be launched. Internet developers Incutio, formed by graduates of the University's Computer Science department, have been commissioned to develop an entirely new database driven site.

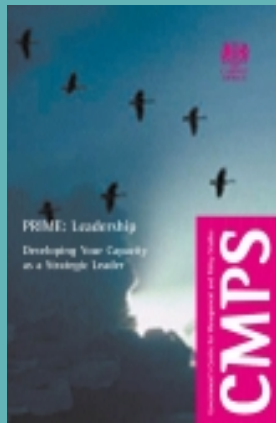
So do look at www.lums.lancs.ac.uk after 15 October and e-mail Project Manager Richard Evans (revans@lancs.ac.uk) with your comments.

Update your record

With the new web site will come an on-line updating facility for graduates. Please do keep in touch and tell us if you change jobs or move house, either by email to s.cameron@lancs.ac.uk or by accessing the University's on-line facility at ktru-main.lancs.ac.uk/public/alumni.nsf/

keep in touch@ www.lums.lancs.ac.uk

LUMS in e-learning venture for Cabinet Office



How do you support your geographically dispersed senior leaders in your organisation to develop their leadership skills? LUMS has been working in partnership with The Centre for Management and Policy Studies, a unit within the Cabinet Office which provides leading edge training for Ministers and Senior Civil Servants and a new media company called Enlighten to develop an innovative, interactive E learning programme on leadership called Prime. PRIME: Leadership is a blended learning package, available remotely via the Internet or an organisation's Intranet. Blended learning is a dynamic, learner centred combination of on line learning, individual and group offline learning.

The package has been designed to:

- increase the cost-effectiveness of training
- complement existing face-to-face training
- provide greater flexibility in the learning approach
- extend the reach of training to a wider group of learners
- create a learner-centred experience

The programme contains the following modules:-

1. Starting Point
2. Current Thinking
3. People
4. Partnerships
5. Strategic Thinking
6. Learning and Change
7. Competences.

LUMS has been involved in developing ideas, frameworks, exercises and case studies for the programme and working closely with the CMPS, and Senior Civil Servants to ensure the programme is innovative, relevant and useful.

PRIME: Leadership will be available from Spring 2002.

Project Management Division joins LUMS

On August 1st 2001 the university's Project Management Division (PMD) moved to the Management School from the Engineering Department, becoming a distinct unit within the Management Development Division.

PMD has since 1985 successfully run a portfolio of programmes for companies and individuals around the theme of project management, drawing on both practitioner and academic expertise. The open programmes to which individuals may apply comprise an MSc in Project Management, a Certificate and Diploma (both of which allow the option to progress on to the MSc), and short courses in Project Planning, Definition and Control. The programmes are accredited by the Association for Project Management, and are also registered by the IEE, IMechE, and the Organisation of Professionals in Construction (TOPIC) under their CPD schemes.

All of PMD's programmes can be customised to a company's needs, and delivered at a venue of the organisation's choice. The learning design includes all those successful features of other corporate programmes in the Management School: modular structure, action learning, small group tutorial support, and in-company projects. PMD's clients include BAE SYSTEMS, BNFL, Marconi, and Yorkshire Electricity Group.

John Mackness, Director of the Management Development Division, said: "The integration of PMD into the School fills an important gap in our offer to organisations. There is no doubt that PMD in turn will benefit from the School's five-star rating and being part of a much larger corporate group."

MBA student wins with Novo Nordisk



One of this year's full-time MBA students, Kumar Ramamoorthy, (pictured far left above) won a place through an essay competition at Novo Nordisk's Global Leadership Forum in Denmark this August. Novo Nordisk is one of the world's leading pharmaceutical firms, well known for its diabetes drugs. At the leadership forum, Kumar worked alongside students from other top business schools - including Stanford and the Indian IIMs - all competing in a business simulation called Neosim, which Kumar's team won.

Kumar commented that 'the simulation nurtured a competitive spirit, strategic thinking, team working and results orientation. It was a memorable event and reinforced the adage that none of us is better than all of us.' On completion of his MBA in September, Kumar will be joining the Swiss pharmaceutical company Novartis as Business Intelligence Manager.

Executive MBA to launch in Greater London area

LUMS has decided to add a new south-east of England location for its successful Executive MBA programme. From the spring of 2002 the EMBA will also be run from Chartridge, the executive residential training facility formerly owned by British Airways and used by LUMS for many years to run the BA MBA.

The programme will exactly replicate the existing EMBA's strengths, including taught modules, monthly tutorials, and regular in-company assignments and projects, and will feature the same teaching faculty. The Lancaster based EMBA will continue in the Lancaster House Hotel as normal.

Chartridge is conveniently located between the M1 and M25 motorways, and is just 45 minutes from Heathrow Airport.

New programme director David Murphy commented: "The EMBA is in key respects a unique programme which delivers measurable benefits to organisations, and we look forward to working with many more major employers in the south-east."

Learning from entrepreneurial failure (Masters in Failure?)

There is a widely held perception that USA and Britain have different attitudes towards entrepreneurial failure. Politicians and journalists often claim that in USA, entrepreneurial failure is seen as part of a learning process, the lessons from which can be used in future enterprises. It is claimed that in Britain on the other hand, if an entrepreneur fails, he/she will not be allowed a second opportunity. Most of these writers do not provide any evidence to support their assertions

Matthew Rundle, an MSc in Management student chose to explore this issue for his dissertation. His research studied the views of entrepreneurs from both countries, who had experienced failure, to see if their experiences supported the claim. His findings suggested that the difference in attitudes is not as distinct as many claim. Entrepreneurs from both nations perceived that there was a stigma attached to failure. Respondents in the USA and Britain reported similar personal experiences of failure, with the exception of those from Silicon Valley. He suggested that the perceived difference in attitudes

between the two countries has developed because the favourable attitudes towards failure adopted in Silicon Valley are assumed to apply to the rest of USA. This may not be the case.

However the study did suggest that fear of failure has led some British entrepreneurs to adopt risk-averse, low-growth, business strategies. This would have implications for value creation in individual ventures and in the economy as a whole.

This research is now being developed by Matthew's supervisors, Dr Frank Cave and Dr Sue Eccles and the results were recently presented at the Babson

Entrepreneurship Conference, the leading forum for entrepreneurship research*.

Frank has commented "we are keen to continue with this research and hope alumni will volunteer themselves or suggest others willing to participate."

If you can help in this research please contact Frank Cave, Entrepreneurship Unit, Tel. 01524 594057 or e-mail fcave@lancs.ac.uk

*Cave, F, Eccles, S and Rundle, M, 'An Exploration of Attitudes To Entrepreneurial Failure: A Learning Experience Or An Indelible Stigma?' Paper presented at 2001 Babson College/Kaufmann Foundation Entrepreneurship Research Conference, JIIES, Sweden, June 2001.

Launch of Lancaster Centre for Management in China (LCMC)



The Management School has recently announced the launch of a Centre to focus on development in China. The Centre will

- build on past and current links in research, education and training;
- develop collaborative programmes with high status Chinese organisations;
- generate funds for research into management and business issues;
- develop new post-experience programmes for training Chinese businessmen and officials on short and long-term courses both here and in China - for example in finance; governance; strategic management; management development/learning; knowledge management;
- foster research on Chinese business and also relationships between China and the rest of the world;
- establish a network of associates in China, the UK, and elsewhere.

Emeritus Professor Alasdair MacBean has been appointed Director of the Centre. He also Chairs the Executive Committee which determines policy and action for the Centre. He has said:

"Having twice enjoyed the privilege of working in China as a visiting professor at universities in Beijing and Shanghai I was delighted to be asked to become Director of this important Centre. It will help us to build on our past successful activities, and to co-ordinate our actions and programmes in China. It will also signal to the outside world our commitment to China, to Chinese students and to Chinese organisational research."

For further information do access www.lums.lancs.ac.uk/international/chinamgtcentre.htm or email: A.MacBean@lancaster.ac.uk

Germany

The MSc in International Business taught through the Economics department will, in future, allow students to take part of the degree at partner institution Reutlingen Business School in Germany.

An agreement was signed recently which formalises this arrangement - those spending enough time in Reutlingen can also qualify for their MSc in International Management as well as the Lancaster degree.

Singapore

The Management Science department is collaborating with logistics company Translink in Singapore to deliver a short course in supply chain management in November 2001.

The company is a wholly owned subsidiary 360 E-Business Services Pte Ltd which acts as an education service provider. Other collaborative courses are on the agenda, including one in knowledge management, to be delivered in January 2002 by the Management Development Division.

Conference of top international Business School experts

In July 2001 academics from top Business Schools in Spain, France, Germany, USA and Ireland met at the Management School to strengthen the International Business Partnership Scheme (IPBS).

The degree scheme developed through the IPBS gives students of above average ability the opportunity to work and study in two countries over the period of the 4-year degree. For Lancaster students, the partners are in France (Reims Management School), Spain (Universidad Pontificia Comillas, ICADE in Madrid) and Germany (Reutlingen Business School). Students usually spend the first two years in Lancaster taking courses in management subjects and the language they plan to study in the last two years. They also have the chance to work in two organisations on short work placements.

And, to top it all, they are awarded not only the Lancaster BBA Honours in European Management but also a degree from the European University, such as a Diploma in European Management from Reims. It is not surprising then that graduates from this special degree scheme have moved on to excellent jobs in companies such as McKinsey's, Accenture, Arthur Andersen, Price Waterhouse Coopers, Deutsche Bank, Deloitte & Touche, JP Morgan, British Telecom and Ford.

In Summer 2001 the School celebrated the graduation of the first group of BBA European Management students. The excellence of the students was reflected in the large number of First Class Honours awarded - 8 overall, including 6 from the German/Reutlingen link.



PhD studentship successes

This has been an exceptional year for studentship awards. Not only have our students been especially successful in national competitions, but an agreement has recently been signed with BT by the new Centre for the Study of Technology and Organisation to fund three full PhD studentships for 3 years. The purpose of this programme, which is a response to the BT Stepchange.gov initiative - www.bt.com/stepchange - is to contribute to research into leadership, innovation and trust these being the key priorities of 'modernising government' and delivering 'joined-up government.' Contact : b.bloomfield@lancs.ac.uk

In the highly competitive Economic and Social Research Council studentship scheme, the School's success rate was the highest yet at 86% this year; in addition five international students have gained prestigious ORS awards, the most ever, and finally Paul Robinson - working with David Brown (Management Science) on e-commerce issues - has been awarded one of only three national Lloyds Tercentenary studentships for year 2 Business Studies PhD students.



Modelling Intuition in Retail Site Assessment (M.I.R.S.A.)

Professor Ian Clarke (Marketing), profiled on page 3, is Principal Investigator on an EPSRC-funded project, which is in its final year of a three year programme. The project, which is transferring to Lancaster, is exploring senior retail managers' intuitive insights into the factors driving the success of new store investments and is being conducted jointly with Dr. William Mackness of the University of Edinburgh's Department of Geography.

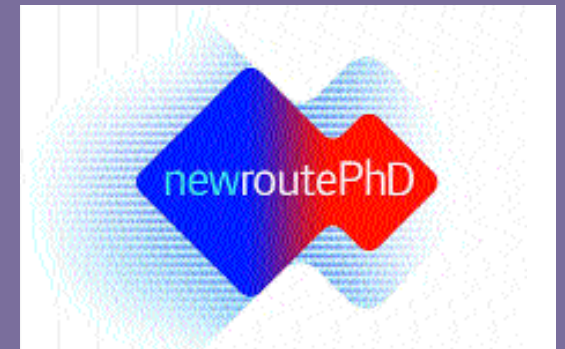
The group have been working closely with directors of three national UK retail multiples to construct qualitative knowledge bases as a basis for new modelling software that uses the constructs to derived from decision-makers insights to identify analogue stores for new sites. In the last year of the programme, the software is being tested in a live decision environment as a support to group decision-making.

Accounting and finance awards

It has been a good year for the Accounting and Finance department: Professor John O'Hanlon and Paul Taylor have been awarded a grant of over £9000 from the Centre for Business Performance (of the ICAEW) to research into 'Information about Associates and Joint Ventures - its impact on accounting ratios and its association with stock prices and with measures of risk.'

Professor Peter Pope and Dr Pelham Gore have, very unusually for non-US researchers, been awarded a grant of US\$35,000 by the prestigious American Accounting Association for research on corporate governance and auditor independence - accounting.rutgers.edu/raw/aaa/awards/rfpauditind_winners01.htm

Professor Pope has also secured ICAEW support for an ESRC CASE studentship: the PhD student holding this award will research corporate and personal taxes and corporate finance decisions.



New Route PhD

Three of Lancaster's departments, including the Management School, have signed up for a pilot PhD scheme offering international students an alternative to the conventional doctorate. In this 'new route' PhD students follow a 2 plus 2 pattern of training, including following the School's new M Res/MA research degrees now offered in Accounting and Financial Management; Finance; Information Technology, Management and Organisational Change; International Business; HRD and Management Learning; HRM and Knowledge Management; Management Science).

Further information is available from Susan Lucas on s.lucas@lancs.ac.uk or through www.lums.lancs.ac.uk/research/newroutephd.htm

ECluster research and SMEs

The eCluster research project, currently supported by Hewlett Packard and being undertaken by Management Science PhD student Nigel Lockett and his supervisor David Brown, has attracted SAP as a co-sponsor. Total funding will be in excess of £30k. Both organisations have identified SMEs as an important new market.

The research is investigating the engagement of SMEs in eBusiness, with the particular reference to the role of aggregation and intermediaries. Participants in the research include iFusion, Achilles, Global Homeopath, Soil Association, Play Sport New Media and the Trade Association Forum.

An output of the research will be insights into possible business models from a service provider perspective. Further details are available at www.ecluster.org