

the monthly newsletter of Cranfield School of Management

Entrepreneurship in farming report gets royal seal of approval

A Cranfield School of Management report suggesting that entrepreneurship needs to be the kiss-of-life for Britain's struggling agricultural sector, has received praise from HRH Princess Anne.

Co-authored by Dr Muhammad Azam Roomi from the Bettany Centre for Entrepreneurship, the research was carried out in partnership with The Anderson Centre. It found that UK farming is less entrepreneurial than other UK industries as it has historically been less profit-oriented and more concerned with subsistence and survival.

The report includes advice from successful farming entrepreneurs, and provides key points to help less entrepreneurial farmers develop their business, including engaging with other

business people, trying new ideas, and making better and fuller use of farm resources.

After the findings were presented at the Oxford Farming Conference, Princess Anne praised the report and Cranfield University's contribution.

Dr Roomi said: "It is clear that farmers need to aspire to be successful business people like Sir Richard Branson or Lord Alan Sugar. Even those who don't see themselves like that at all could learn to become more entrepreneurial."

The report found that farms are a strong place from where to develop entrepreneurial businesses, with valuable resources and a strong capital base, all of which can help the process of business growth.

The research was sponsored by the law firm Burges Salmon.



HRH Princess Anne with Dr Roomi

Leading the agile business – have your clients signed up?

This year's Cranfield Leadership Summit takes place on 5-6 April and boasts a fantastic programme of speakers, debates and workshops on the theme of 'leading an agile business'. It's also a great opportunity for your clients and contacts to engage with Cranfield thought leadership and research and to hear from industry leaders in what promises to be a dynamic few days.

Ian Howes, Home Retail Group (Argos)'s Supply and Distribution Director, is one of the keynote speakers and will be giving an insight into his organisation and its recent successful launch of home delivery.

If you would like to invite your customers as delegates, please get in touch with Louise Gardener on ext 4412.



Economics: top three in world



Global MBA Ranking 2016

Cranfield School of Management ranked third in the world for economics in this year's Financial Times MBA ranking, with the University of Chicago: Booth and Renmin University of China School of Business taking the top spots.

Lifelong learning: practising what we preach

Cranfield School of Management's commitment to lifelong learning applies as much to our own faculty as it does to our students.

A lunchtime seminar linking faculty development to the School's strategy, led by Professor Maury Peiperl, kick-started this year's programme. Alongside ongoing support for research and academic practice, faculty can now take part in a suite of workshops aimed at developing an executive development mind-set and skill set.

Professor Kim Turnbull-James (pictured), Director of Faculty Development, said: "This is a coherent set of workshops which will ensure faculty are able to work with our clients successfully. Faculty can gain personal coaching from our executive development team and take part in these workshops. It is a collaborative approach involving CCED, Open programmes and faculty."

The workshops are open to all, and repeated, enabling faculty to build their own development route based on their individual aspirations.



Get the best from your resources



Whether you're a member of staff, or student, you can get the very best out of Cranfield University resources 24/7, wherever you are in the world.

Researching a company or industry? Need help using one of MIRC resources? Writing a systematic literature review? Using Mendeley? Starting your thesis? Need help referencing?

The experts in the Management Information Resource Centre (MIRC) can help you get started. Check out MIRC Insights, their interactive blog with over 160 posts. Take a look at blogs.som.cranfield.ac.uk/mirc.

Message from a Director...



As I write this month's message, I'm delighted to welcome the newest intake of Executive students to our Cranfield community. It's a great time to join the School of Management, with our 50th anniversary in 2017: five decades of making a difference, five decades of growing people to become inspiring leaders. We will be telling you more about some of our exciting plans, both here in the UK and around the world – which will bring together our current students and participants, alumni, faculty and staff – in the next issue of Forum.

In what has become a particularly challenging market, I'm pleased to report that we have seen an increase in student numbers in our latest intake of the Executive MBA and would like to thank the programme director, Dr Muhammad Roomi, and his team, for all their hard work in making this possible.

To pre-empt our celebratory year, we are launching '50 Scholars for 50 Years', a scholarship programme for applicants to our MBA, who will be joining us in Cranfield in 2017. There will be more details about this in the next issue.

Despite Cranfield's disappointing placing in the FT's full-time MBA rankings in January this year, one of the pleasing outcomes was to see that our alumni continue to value their Cranfield experience. Within the FT's MBA rankings, the teaching of Economics at Cranfield was ranked third in the world.

Finally, I realise these short days, long nights and seasonable weather make this a challenging time of year to stay motivated, but I encourage you to keep your head up and stay positive. And if you need that little bit of extra inspiration, look no further than our intrepid team of MBA London Marathon runners, braving the elements, fundraising and putting in the hours of training in aid of a great cause. We wish them all the best!

Professor Joe Nellis

**Deputy Director, Cranfield School of Management
Director of Policy, Sustainability & Performance community**

Cabinet Office cohort completes first Project Leadership Programme

Six months after they started, the first of six Cabinet Office cohorts has completed its teaching on a Project Leadership Programme (PLP).

Cranfield School of Management was selected last year by the Cabinet Office to run a PLP in collaboration with PA Consulting Group and The Project Academy for senior civil servants responsible for major government projects.

Working closely with its partners, Cranfield is delivering a customised programme to over 250 government staff each year for the next five years. Participants span across defence, justice, health, rail and the Environment Agency.

Combining expert academic theory with practical hands-on learning, the programme will build the skills and capacity of participants to deliver large and complex projects on time and on budget.

Francis Maude, Minister for the Cabinet Office, announced the partnership in the House of Commons back in March 2015, saying: "We are launching a new project leadership programme with Cranfield. This programme will help to build project management skills in parallel to our successful major projects leadership academy."

Mike Bourne, Professor of Business Performance at Cranfield who is leading the programme commented: "Project management and leadership development are part of our core offering at Cranfield. We have worked with organisations across the world to help them improve their capability to lead on important and high profile projects.



"Major public sector projects are large and complex by nature due to their scale and complexity. We look forward to continuing to work with our government to ensure future projects have world-class leadership."

Two other cohorts are currently running, with a further three scheduled.



Cranfield 50 Entrepreneurs

Lord Karan Bilimoria, co-founder and chairman of Cobra Beer, and alumnus (BGP 1998), hosted an evening event at the House of Lords to launch Cranfield 50 Entrepreneurs.

This network brings together fifty of the most successful entrepreneurs from Cranfield's community of alumni and friends to inspire our next generation of start-ups by donating their time to support and promote entrepreneurship activities across the University.

Read more about our plans in the next edition of Forum.



Civil Service Learning contract win

A partnership involving Cranfield has been awarded the contract by Civil Service Learning to run the executive development programme for the top 4,000 civil servants in the country. The contract will run for up to four years, with delivery starting from March 2016.

The learning programme, led by Korn Ferry Hay Group and partnered with Massachusetts Institute of Technology (MIT) and Cranfield, will be tailored for the Senior Civil Service (SCS), comprising those who hold the most senior positions within ministerial and non-ministerial departments, executive agencies and non-departmental public bodies. The consortium will work with Civil Service Learning and the SCS to co-create a high quality curriculum and build innovative, bespoke and engaging learning tools.

New EC project

The *CryoHub* project has been awarded a grant by the EC under its Horizon2020 Research and Innovation Programme.

The project consortium, headed up by Judith Evans from London Southbank University will comprise 15 partner organisations, both academic and commercial, from across Europe. Professor Liz Varga will lead this four-year project for Cranfield.



The CryoHub innovation project will investigate and extend the potential of large-scale Cryogenic Energy Storage using renewable energy sources and will apply the stored energy for cooling, energy use and feed-in to the grid.

The planned start date for the project is April 2016.

For further information, contact:
liz.varga@cranfield.ac.uk.



Print

The Guardian (and other sources) - 28 January 2016

Professor Susan Vinnicombe's research is quoted in an opinion piece by the CBI head, which recommends that a quarter of top jobs should be held by women.

Financial Times - 25 January 2016

Dr Tazeeb Rajwani was quoted in an article where he suggests that companies should consider insuring against political risk, though it can be expensive but might be necessary. And, as with any investment strategy, he advises diversification.

Independent i - 20 January 2016

David Simmons wrote an advice column for prospective applicants in the Independent's MBA supplement, entitled 'Honesty and engaging storytelling are crucial'.

The Observer - 10 January 2016

Dr Ruth Bender was quoted in an article about underperforming hedge funds, saying: "Very high rewards for good performance are only really justified if there are penalties for bad performance."

Sunday Times - 27 December 2015

Professor Susan Vinnicombe was interviewed for an article on women losing out at big private companies.

HR Magazine - 22 December 2015

Professor Elisabeth Kelan wrote an article, entitled 'Gender inclusivity for middle managers', saying that: "Male middle managers must be encouraged to view gender equality as business-critical." She also published 'Eight tips for helping middle managers become gender aware' in the same publication.

Daily Telegraph - 7 December 2015

Professor Richard Wilding is quoted in a piece on SMEs and logistics. He said: "SMEs are obviously more agile than some of the giants in logistics and so they can move faster to enter niches that the big guys aren't filling – and to find ways of working that offer quicker lead times that customers are now demanding."

Sunday Times - 6 December 2015

Dr Jutta Tobias said the role of leader is evolving as the business environment becomes more complex. "It is no longer about the lone male, John Wayne-style, big-jawed hero receiving applause for solving everyone's problems. Leaders need to allow those around them to shine, stop being fearful of saying 'I don't know', and allow different voices and opinions to be heard."

Radio

BBC Radio 5Live's Wake Up To Money - 21 January 2016

Dr Ruth Bender was live on air talking about bankers' bonuses.

BBC Radio 2's Simon Mayo Drivetime - 15 December 2015

Dr John Glen was live on air commenting on news that the UK inflation rate has risen.

BBC Look East - 14 December 2015

Dr John Glen talked about NHS budgets in the context of bed shortages over winter.



Details of all media mentions can be found at:
<http://www.som.cranfield.ac.uk/som/presscuttings>

Mikko Arevuo (supervisor: Professor Patrick Reinmoeller) successfully completed his PhD, entitled 'Epistemic Objects in Collective Decision-Making: A Practice Perspective on the Use of Casual Maps as Situated Material Artifacts'. The supervisory team included Professor Cliff Bowman and Professor Mark Jenkins.

Carsten Hansen (supervisor: Dr Carlos Mena) successfully completed his DBA, entitled 'Examining Political Risk in Service Offshoring Strategies'. Carsten received additional support from Dr Heather Skipworth and Dr Tazeeb Rajwani.

Anandadeep Mandal (supervisor: Professor Sunil Poshakwale) successfully completed his PhD, entitled 'An Empirical Investigation of the Determinants of Asset Return Comovements'. The supervisory team included Dr Stephanie Hussels and Dr Yacine Belghitar.

Andrew Schuster (supervisor: Professor David Parker, then Dr Jonathan Lupson) successfully completed his DBA, entitled 'Exploring Projectification in the Public Sector: The Case of the Next Stage Review Implementation Programme in the Department of Health'. Andrew received additional support from Professor Mark Jenkins and Professor David Buchanan.

Jude Taunson (supervisor: Professor Sunil Poshakwale) successfully completed his PhD, entitled 'Lower tick sizes, index market liquidity & the pricing efficiency, price discovery and hedging effectiveness of index figures in Malaysia'. The supervisory team included Dr John Towriss and Dr Vineet Agarwal.

Papers, publications, conferences, awards

Professor Marek Szejcowski, Professor Mike Sweeney and Dr Alan Cousins' paper, 'The strategic management of manufacturing networks', was published in the January 2016 issue of the *Journal of Manufacturing Technology Management*. The paper examines the strategic management process employed in designing an international manufacturing network. The study was carried out during the recent global economic recession, a time when major multisite manufacturing businesses had to determine the most appropriate manner in which to go about restructuring their production facilities in order to remain internationally competitive.

Dr Monica Franco-Santos, Dr Lorenzo Lucianetti and Professor Mike Bourne's paper, 'Contemporary performance measurement systems: A review of their consequences and a framework for research', is the most cited paper in *Management Accounting research* over the last five years.

Professor David Grayson was a plenary speaker at the 2016 EFMD Deans and Directors Meeting in Budapest from January 25-26. He is also a judge for The Guardian Sustainable Business Awards.

Dr Neil Turner and Dr Elmar Kutsch have had their paper 'Rethinking project reliability using the ambidexterity and mindfulness perspectives' accepted by the *International Journal of Managing Projects in Business*.

Cranfield co-hosted the 'Winning with CX Conference' in London on 20 January. **Professor Maury Peiperl** was keynote speaker, **Dr Emma Macdonald** was conference co-chair and **Professor Hugh Wilson** chaired a panel discussion. The conference continues the School's relationship with Awards International and helps to promote Cranfield's expertise in Customer Experience Strategy and Management.

Dr Soroosh Saghiri had his co-authored paper, 'Supplier Flexibility and Postponement Implementation: An Empirical Analysis', accepted by *International Journal of Production Economics*.

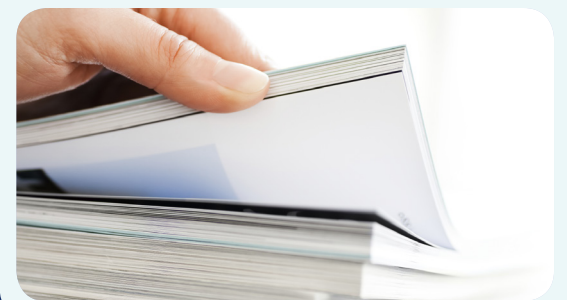
The revised and updated version of **Professor Mike Bourne** and Pippa Bourne's book '*Change Management in a Week*' was published on 7 January.

Dr Muhammad Azam Roomi's co-authored paper, 'About Gender Differences and the Social Environment in the Development of Entrepreneurial Intentions', was published in the January 2016 issue of the *Journal of Small Business Management*. His co-authored book review, 'Social Entrepreneurship in the Middle East', was published in the *International Journal of Entrepreneurial Behaviour and Research*. Dr Roomi was also a judge at the Annual Corporate Entrepreneur Awards organised by the Market Gravity.

Dr Jutta Tobias spoke at the 'Mind and Matter 2015' conference in London in December.

Dr Catarina Figueira and her third-year PhD student **Georgio Caselli** presented their paper, entitled 'Unveiling scholars' conceptions of academic risk taking: a phenomenographic study', at the Society for Research into Higher Education (SRHE) Annual Research Conference 2015 in Newport, Wales in December.

Professor Frank Horwitz co-edited a special issue of the *International Journal of Human Resource Management* (IJHRM) in December 2015 on the theme of 'Multinational firms from emerging economies in Africa: Global standards and host country development'. Two of his articles were published in the journal: one co-authored article titled 'Multinational firms from emerging economies in Africa: implications for research and practice in human resource management', and the second a single-authored article 'Human resource management in multinational companies in Africa: a systematic literature review'.



Welcome to...

Dr Abdelkader Aoufi - Lecturer in Operations Management

Alexandra Iordache - Group Administrator/Secretary

Doc McKerr - Executive Development Director

Cecilia Manes Lazaro - Business Development Administrator

Dr Abdul Mohamed - Senior Lecturer in Finance



Alexandra Iordache

Farewell to...

Laura Lack - Business Development and Marketing Manager

David Molian - Senior Lecturer in Entrepreneurship

Marguerite Robinson - Senior Research Fellow

Isla Mae McCormack

A warm welcome to the newest member of the Cranfield School of Management family. Congratulations to Marie and Cornel McCormack on the arrival of their beautiful daughter, Isla Mae, who was born on 7 January, weighing 7lbs 5oz. Already following in her communications manager mum's editorial footsteps, Isla makes her debut in this month's Forum.



Caption competition

Here's Professor Maury Peiperl as you may never have seen him before. There's a prize for the best caption as well as a prize for anyone who can identify the location. Get your entries in to forum@cranfield.ac.uk by 25 February.



Celebrating International Week



If you were ever in any doubt about what a global school we are, you couldn't have helped notice...and hopefully sample...the delicious international treats on offer in the Forum.

Our talented MBA students marked International Week by baking up a storm and celebrating their diversity with food favourites from their native countries, from Chile to Cyprus and Nigeria to New Zealand.



The delectable and colourful spread was in aid of an excellent cause, with all donations going to Revitalise, a national charity providing respite care in a holiday setting for disabled people and carers - the charity supported by our intrepid group of London Marathon runners.



forum

Forum 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

The deadline for the next issue is: **Monday 22 February.**

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Charity fundraising

The December dress down day to support the Multiple Sclerosis Society raised a fantastic £130. Thanks for all your support!



Charity raffle

The MBA Marathon Team are also raffling off a large hamper from Rococo Chocolates (value £100), just in time for Valentine's Day.

Tickets are £2 each OR £5 for five and can be purchased from Dawn at SoM reception (Building 111), but get yours quickly, as a winner will be announced on 10 February.

