



# Forum

The monthly newsletter of Cranfield School of Management

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## Government's project delivery capability boosted by Cranfield programme

**The first participants have graduated from Cranfield School of Management's Association for Project Management (APM)-accredited Project Leadership Programme (PLP). This is a major contribution to boosting the delivery profession across Government, intended to improve project delivery.**

Cranfield, with its partners PA Consulting and The Project Academy, was selected by the Cabinet Office in 2015 to run the PLP for Senior Civil Servants responsible for complex Government projects. The programme currently has a further 250+ project leaders scheduled to graduate during the next 12 months with further cohorts joining in 2017 and 2018.

Participants come from across Government, including Defence, Home Office, Justice, Health, Education, Transport, Environment and latterly the Brexit department (DEXEU).

At the recent graduation event, Tony Meggs, CEO of the Infrastructure and Projects Authority, said that he hoped their development would encourage

"collaboration across government", "speaking truth to power" and "building the profession" at a time when Government most needed professional leadership in delivering projects. Professor Maury Peiperl added that the PLP had become a "benchmark programme, delivering real value to practice, encouraging lifelong learning".

On a day of celebration, Joe Nellis, Professor of Global Economy, gave the participants a keynote speech on the UK Post-Brexit outlook which will have a massive influence on all Government departments during the forthcoming years, followed by a presentation of some well-earned certificates.

Led by Mike Bourne, Professor of Business Performance, the ground-breaking PLP combines expert academic theory with practical hands-on learning, face-to-face class time with coaching, reflection with application in the real world, to build the skills and capacity of participants to deliver large and complex projects on time and on budget.



Professor Joe Nellis with Tony Meggs and some of the PLP graduates

## Sweet success for Hotel Chocolat in National Business Awards

**Cranfield School of Management alumnus Angus Thirlwell tasted sweet success as his company Hotel Chocolat scooped a National Business Award.**



Dr Steffi Hussels, co-Director, BGP, with Peter Harris (left) and Angus Thirlwell (right)

Angus, an entrepreneur who attended Cranfield's Business Growth Programme, won the Lloyds Bank Mid-Market Business of the Year, and collected the award with co-founder Peter Harris.

The judges remarked that: "Hotel Chocolat was a standout winner in this category. Not only has the company established a strong and aspirational luxury chocolate brand but it has also successfully rolled out its retail stores both in the UK and overseas. In addition, management have successfully executed an IPO in what can only be described as a backdrop of volatile market conditions. As an innovative company with a strong growth trajectory the judges were of the opinion that Hotel Chocolat is very worthy of the accolade of Mid-Market Business of the Year."

# Message from the Director

**Professor Maury Peiperl**

Director and Pro-Vice Chancellor,  
Cranfield School of Management



However we look at it, 2016 has had more than its share of challenging events playing out around the globe.

Against this backdrop of uncertainty and change, it is easy to lose sight of the opportunities and successes over the last 12 months, as we approach our 50th anniversary. Yet it becomes even more important for Cranfield to be a force for positive change in the world. And we are doing this.

Our Centre for Customised Executive Education (CCED) scooped a gold award from the EFMD (European Foundation for Management Development) network for their work with BG Group, where Cranfield was praised for its business expertise, relevance to the corporate world, and strong long-term business relationships. To be recognised in this global arena is testament to our ethos and to the work of our teams across the School. It builds on an earlier accolade when the FT ranked our customised programmes number one in the world for international reach (also in 2016).

As you will see from our lead story in this edition, this year saw another first for Cranfield with the graduation of the first two Civil Service cohorts from our Project Leadership Programme. Including participants from the Government's new

Brexit department as well as the Home Office and the Department of Education, this is a clear demonstration of how our research and teaching has the potential to impact more than organisations, as the UK faces a challenging period of transition.

Cranfield School of Management is going through its own exciting transition over the next few months as we re-organise into market-facing Thought Leadership Groups, proposed by Faculty and based on both academic coherence and real-world impact. Keep an eye out for further news of our efforts, which will include both Cranfield's traditional strengths (such as Supply Chain and Gender & Leadership), and several exciting new areas.

As we look ahead, 2017 is a special year for the School of Management as we celebrate our 50th anniversary ([www.cranfieldsom50.com](http://www.cranfieldsom50.com)). I want to encourage staff and students to get in touch with any ideas they have for ways we can celebrate - please email them to [som50@cranfield.ac.uk](mailto:som50@cranfield.ac.uk). The SoM 50th project group is organising a range of events throughout our year of celebration, so please do look out for opportunities to get involved.

As 2016 draws to a close, I want to thank you all for your hard work over the last 12 months and wish you a relaxing holiday.

## Innovation Management

Professor Keith Goffin's new book, 'Innovation Management: Effective Strategy & Implementation (3rd edition)', features 86 international case studies that illustrate both the theory and practice of managing innovation and range from the service to the manufacturing and from the public and not-for-profit sectors.



Professor Keith Goffin

Co-authored with Rick Mitchell, a visiting professor to the School, the book also includes a new video featuring high-profile business managers from around the world.



## Singapore supply chain leadership programme

**The School of Management has launched a bespoke leadership programme in Singapore to enable high potential supply chain professionals to realise the country's world-class ambitions.**

Developed in close collaboration with both the Singapore Economic Development Board and Supply Chain Asia, the Global Supply Chain Leaders Programme will work with leading organisations on the island, including Rolls-Royce and Electrolux.

The School is recognised as an authority in the teaching and research of logistics and supply chain management. Professor Martin Christopher and Dr Denyse Julien will teach on the programme, which will be delivered on a modular basis in locations across the island.

Cranfield University has extensive industry links in south-east Asia, spanning aviation, telecoms, manufacturing, defence, distribution and logistics.

Tim Ringrose, Executive Development Director, CCED, launched the programme and said: "Not only does this consortia programme provide an opportunity for organisations to address challenges they have in their own supply chains, but it provides cross-industry support to lift the overall capabilities of leaders in this important field, which is a key driver for Singapore's economic future."



Tim Ringrose in Singapore

# Brose takes best factory

**A Midlands-based maker and supplier of essential car parts took the spoils in this year's Best Factory Awards.**

The Brose plant in Coventry won the coveted overall prize in the special 25th anniversary year for Cranfield School of Management's Best Factory Awards, which recognise and reward manufacturing excellence across the country.

Marek Szwejcowski, Director of the Best Factory Awards and Professor of Operations Strategy at Cranfield, commented: "Over the last 25 years, UK manufacturing has seen a huge amount of growth and the industry continues to develop rapidly. As a world leader in the industry, it is absolutely essential to recognise and enhance manufacturing talent, and it has been great to see such a wide range of areas from inkjet systems to gas sensor analysers in this year's BFA shortlist."

"Customer satisfaction is at the heart of business success and Brose Limited has really made this a focal point with zero missed deliveries in the last year as well as improved quality performance."

The Best Factory Conference, taking place from 26 - 27 April 2017 in Oxford, will provide an opportunity for manufacturers to hear how the best in the business transformed their factories into world-class performers.

For more information, contact Sandra Marinaro  
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# BFA 2016



**"Customer satisfaction is at the heart of business success and Brose Limited has really made this a focal point with zero missed deliveries in the last year as well as improved quality performance."**

## Cost to serve

Led by **Dr Vahid Mirzabeiki**, a team of Cranfield supply chain experts studied the role of GS1 standards on managing the cost-to-serve in apparel (clothing) omnichannel distribution networks, by analysing different processes through apparel supply chains. GS1, or Global Standards One, is an international organisation that develops and maintains standards for supply and demand chains across multiple sectors. Vahid was joined by **Professor Richard Wilding** and **Dr Soroosh Saghiri**.



Commenting on the findings, Professor Richard Wilding said: "Understanding the cost-to-serve customers is increasingly important for apparel retailers, because without good cost transparency, organisations can rapidly lose money and destroy their profit. The apparel retailers we interviewed found it challenging to provide a complete view of their omnichannel supply chain costs due to increased complexity, lack of transparency and the high levels of volatility being experienced in the market. Many are now reviewing their systems, performance indicators and drivers of cost-to-serve."

The results of the project provide an interactive tool for calculating the cost-to-serve in omnichannel apparel networks in addition to a white paper explaining the challenges of managing supply chain costs in clothing industry and the ways to reduce these costs, to be used by the manufacturers and retailers.



## New Executive MBA Director

**Congratulations to Paul Baines, Professor of Political Marketing, who will be taking on the role of Executive MBA Programme Director.**

Commenting on Paul's appointment, Professor Maury Peiperl said: "His experience of programme development and direction both at Cranfield and in his previous career is substantial, and he is well qualified to successfully take the programme forward."

The format, structure and reach of the Executive MBA programme are currently under review, with plans to launch at least one new variant of the programme by January 2018.

# Papers, publications, conferences and awards

**Professor David Denyer** has become a Fellow of the Academy of Social Sciences.



**Dr Palie Smart's** co-authored paper has been accepted for publication in *International Journal of Management Reviews* (3 ABS): Adams, R; Smart, P and Huff A, S. Shades of grey: guidelines for working with the grey literature in systematic reviews for Management and Organizational Studies.

**Dr Noeleen Doherty** has been invited to act as external doctoral examiner at Norwich Business School, University of East Anglia.

**Professor Sunil Poshakwale** was one of the special invitees at the Diwali celebration reception hosted by the Prime Minister Theresa May at 10 Downing Street.



**Professor Sunil Poshakwale's** research paper with A. Mandal: "Determinants of Asymmetric Return Comovements of Gold and other Financial Assets", has been accepted for publication in the *International Review of Financial Analysis*.

**Dr Constantinos Alexiou** has a number of recent and forthcoming publications:



**Alexiou, C.**, Nellis, J. and Papageorgiadis, N: "Patent Enforcement Strength, FDI and Economic Growth," *Multinational Business Review*.

Tsoufidis, L., **Alexiou, C.** and Tsaliki, P: "Greek Economic Crisis: Causes and Alternative Policies," *Review of Political Economy*.

**Alexiou, C.**, Tsaliki, P. and Tsoufidis, L: "Classical Theory of Investment: Panel Co-integration Evidence from Thirteen EU Countries," *Contributions to Political Economy*.

**Alexiou, C.** and Nellis, J: "Cyclical Multiplier and Zero Low Bound Effects of Government Expenditure on Economic Growth: Evidence for Greece," *Australian Economic Papers*.

**Alexiou, C.** and Nellis, J: "The Post-mortem of Austerity. The Greek Experience," *Economic Issues*.

Papageorgiadis, N., **Alexiou, C.** and Nellis, J: "On Patent Legislation, Patent Enforcement and Economic Growth: Empirical Evidence from Developed and Developing," *Global Business and Economic Review*.

Constantinos is attending the *International Conference on Advances in Management, Economics and Entrepreneurship* in Toronto, Canada from December 21 – 22.

**Dr Tamira King** had a paper accepted in *Psychology and Marketing Journal* (3\*) entitled "Towards a Framework for Identifying Attitudes and Intentions to Music Acquisition from Legal and Illegal Channels." The paper is lead-authored by Cranfield doctoral graduate, Athina Dilmperi, and written together with Tamira and Charles Dennis.



**Professor Michael Dickmann** has had the following papers accepted:

Suutari, V., Brewster, C., Mäkelä, L., **Dickmann, M.** and Tornikoski, C: "The effect of international work experience on the career success of expatriates: a comparison of assigned and self-initiated expatriates," *Human Resource Management*.



**Dickmann, M.** and Cerdin, J.-L: "Exploring the Development and Transfer of Career Capital in an International Governmental Organization," *The International Journal of Human Resource Management*.

Haslberger, A. and **Dickmann, M.**: "The Correspondence Model of Cross-Cultural Adjustment: Exploring Exchange Relationships," *Journal of Global Mobility: The Home of Expatriate Management Research*, Vol. 4 (3): 276 - 299.

**Dickmann, M.**, Suutari, V., Brewster, C., Mäkelä, L., Tanskanen, J. and Tornikoski, C. (2017) "The career competencies of self-initiated and assigned expatriates: Assessing the development of career capital over time." *The International Journal of Human Resource Management*.

Mayrhofer, W.; Briscoe, J.; Hall, D. T.; **Dickmann, M.**, Dries, N.; Dysvik, A.; Kaše, R.; Parry, E. and Unite, J. (2016) "Career Success across the Globe: Insights from the 5C Project," *Organizational Dynamics*.

**And has the following paper published:**

Mäkelä, L., Suutari, V., Brewster, C., **Dickmann, M.** and Tornikoski, C. (2016) "The impact of career capital on expatriates' perceived marketability." *Thunderbird International Business Review*, 58(1): 29-40.

**Dr Jutta Tobias'** paper, "Different Departments, Different Drivers: Asymmetry in Antecedents and Outcomes of Voluntary Knowledge Exchange between Sales and Production Functions", has been accepted by the journal *International Journal of Operations and Production Management*.

**Jutta** also had a report published in collaboration with the Institute of Employment Studies, on "Mindfulness in organisations: Case studies of organisational practice".

She gave an invited keynote at the HR Inside Summit 2016 in Vienna in October.

**Professor Patrick Reinmoeller** presented the six papers at major conferences (Academy of Management, Strategic Management Society, European Group for Organizational Studies, European Academy of Management) over the summer, including:

Giudici, A., Kouropalatis, Y. and **Reinmoeller, P.**: "The relational sensing of new opportunities in business matchmaking events: The role of partner-specific absorptive capacity and organizational self-awareness."

**Reinmoeller, P.** and Ansari, S.: "Working with and against the same partners: Exploring managerial tension arising from the paradox of cooptation."

One paper was runner-up in the Best Student Paper Award at the Strategizing Activities and Practices (SAP) Interest Group, Academy of Management. Mikko Arevuo and **Patrick Reinmoeller**: "Causal Maps in Collective Decision-making: A Practice View on Enacting Situated Material Artifacts".

A first-time tripartite symposium collaboration took place in October between the School of Management, Cranfield Defence and Security and the Defence Academy's Joint Services Command and Staff College at Shrivenham. The theme was Leading Change in Complex Organisations and heard from Major General Julian Free, Lt General Andrew Gregory (former Deputy Chief of the Defence Staff (People)), Leo Quinn CEO of Balfour Beatty and former CEO of QinetiQ, **Professor Maury Peiperl**, Dr Bryan Watters and Stuart Young of CDS.

**Professor Frank Horwitz**, Director of Defence and Security Leadership at CDS, was the MC and chaired panel sessions. Around 120 delegates attended from the defence and security sectors together with representatives from several major industrial and commercial businesses. The symposium was a successful showcase for Cranfield and the Defence Academy's thought leadership work on leadership development, organisations and managing change.

**Dr Neil Turner** won a 2016 Emerald Citation award for his 2013 paper, "Mechanisms for managing ambidexterity" in the *International Journal of Management Reviews*.

**Dr Harvey Maylor** and **Dr Neil Turner** have had their paper, "Understand, reduce, respond: Project Complexity Management Theory and Practice," accepted by the *International Journal of Operations and Production Management*.

**Dr Neil Turner** is a co-author of 'Who does what in enabling ambidexterity? Individual Actions and HRM practices', accepted by the *International Journal of Human Resource Management*.

**Dr Liz Lee-Kelley** and **Dr Neil Turner** have had their paper, "PMO Managers' Self-Determined Participation in a Purposeful Virtual Community-of-Practice", accepted by the *International Journal of Project Management*.



**Dr Radu Dimitriu** has co-authored two forthcoming papers:

**Dimitriu R**, Warlop L and Samuelson B, "Brand Extension Similarity can Backfire when you look for Something Specific", *European Journal of Marketing*. (ABS 3\*).

**Dimitriu R** and Guesalaga R, "Consumers' Social Media Brand Behaviours: Uncovering Underlying Motivators and Deriving Meaningful Consumer Segments", *Psychology & Marketing* (ABS 3\*).

**Professor Michael Bourlakis** (PI) is working with **Professor Richard Wilding**, **Dr Farooq Habib** and **Dr Hendrik Reefke** on a new project funded by multinational estate company, Knight Frank. The project will identify the major logistics and supply chain management trends in the next five years, focusing on specific sectors. A thought leadership report will be generated at the end of the project.

**Professor Michael Bourlakis** had a paper accepted in *Production Planning and Control Journal*, examining supply chain issues for the extended enterprise in the aerospace sector.

**Professor Clare Kelliher** was once again a judge for the workingmums.co.uk Top Employer Awards 2016. She was a member of the Q&A panel at the Awards Ceremony, alongside others including Jess Phillips MP, co-chair of the All-Party Parliamentary Group on Women at Work.



**Professor Clare Kelliher** and **Dr Deirdre Anderson** have had their article "Can Flexibility be Win-Win?" published in *The European Financial Review*.

**Professor Clare Kelliher** contributed an article entitled "Making Flexible Working the Norm" to the *Future of Work Report* published by workingmums.co.uk

**Professor Clare Kelliher** has had an article entitled "Fit for Self-Employment? An extended person-environment approach to understand the work-life interface" accepted for publication in the *Journal of Management and Organization*. The article was co-authored with Ward de Jager, Pascale Peters and Rob Blomme.

**Daniele Tumidei** has successfully defended his DBA thesis and was awarded the doctorate with no corrections. His thesis was entitled "Choice and Inevitability in Modelling an Organization's Future" and he was supervised by **Professor Michael Bourne**. The progress review team included **Professor Ruth Bender** and **Dr Andrey Pavlov** for all their guidance and support to Daniele.

MSc Programme and Project Management student, **James McCaffery**, won the Geoffrey Trimble Award for the UK's best MSc thesis in project management at the Association for Project Management (APM) award ceremony in London.

**Professor Sunil Poshakwale's** PhD student Anandadeep Mandal, who graduated in June this year, won the Director's Best Thesis Award. His thesis title was "An Empirical Investigation of the Determinants of Asset Return Comovements".

# In the news



## BBC Radio 5Live – 25 November

**Dr John Glen** was interviewed live on *Wake Up To Money* to comment on the Institute for Financial Studies' paper on average income growth into 2021 and on news that incomes won't grow.



## Financial Times – 24 November

**Professor Susan Vinnicombe** was quoted in the lead article on the front page of the FT's Executive Appointments supplement, in which she discussed how leading search firms were increasingly embracing diversity.



## Sunday Times – 20 November

Former lawyer, **Clare Banwell Spencer** MBA 2016, features in an article about MBA students who founded their own companies after graduating.

## www.legalsupportnetwork.co.uk – 20 November

**Professor Elisabeth Kelan** featured in Briefing where she discussed inclusion in the workplace. Professor Kelan highlighted that simply offering an unconscious bias training course will not achieve the desired culture change.

## BBC Radio 4 - 16 November

**Professor Mark Jenkins** appeared live on the Today programme, where he commented on news that long-standing boss of McLaren racing team, Ron Dennis, had left the Formula team, following a bitter courtroom dispute with his fellow shareholders.



## OnRec – the online recruitment resource – 15 November

## recruitment-international.co.uk – 10 November

**Professor Clare Kelliher** has co-authored the 'The Future of Work' report published by Workingmums.co.uk, in which she highlighted the potential tensions between agile business and employees' needs for flexible working.

## BBC 3CR – 10 November

**Professor Joe Nellis** discussed the likely impact of US President-elect Trump on international markets, trade and defence.

Chartered Institute of Procurement and Supply [CIPS] - 9 November



## Logistics Manager and Supplychaindigital.com – 7 November

**Dr John Glen** commented in an article about supply chain risk and the future of globalisation in the wake of Brexit. "Supply chain managers are facing a new wave of impediments to the flow of goods across borders. With international trade deals under threat around the world, supply chain managers must be as aware of political risks as they are of natural disasters and economic hardship."

## HR Magazine – 9 November

## Sunday Times – 6 November

In an *HR Magazine* article entitled 'Strengthen your female executive pipeline, FTSE100 told', and the *Sunday Times* piece 'Fast Track Woman, FTSE told,' Cranfield School of Management's influential Female FTSE report is quoted.

## Financial Times – 1 November

Cranfield's Female FTSE report is cited in an article about women struggling to join boards where targets are absent.

## Huffington Post.co.uk – 28 October

**Dr Jutta Tobias** blogged on organisational mindfulness and how organisations can develop a mindful culture at work.



## Midlands Business News.co.uk, Coventry Observer and others – 24 October

Various local, regional and trade outlets reported that Brose UK had been crowned overall Best Factory in Cranfield School of Management's Best Factory Awards.

## The HR Director – 14 October

Within the context of the Samsung Note 7 recall, they quote research from **Mike Bernon**, that "firms that have a proactive recall strategy tend to see their share price not hit as badly by investors running scared from the potential costs of the recall."



## Financial Times – 3 October

**Dr Anne Laure Humbert** discussed the various ways that women are held back by men in the workplace. Dr Humbert explained 'what's happening is even more dangerous because there is this myth that we have achieved gender equality. Sexism is now ingrained within the culture and culture is incredibly hard to change.' Dr Humbert's research with MIT was also mentioned as they are conducting a study into how often women are interrupted by men in meetings.



# MBA Sports Hour

MBA student **Esinam Adorkor** reports on an epic sporting encounter



**It was so quiet you could hear a pin drop. The whole cohort was watching with bated breath, and the tension was so thick, you could cut through it with a knife. No, this is not the finals of the world cup; neither a cricket championship between India and England.**

This was it. Red versus blue. The culmination of sports day of orientation week. And after heated rounds of football, tennis, dodgeball, it was down to this, the only game standing between blue team and the pride of winning the first contest between the streams. This was also the only opportunity for Red team to steal a last-minute victory. The gloves were off!

The blue team went to make a move, one mistake and it would be over. Jemma, the mastermind that had pushed the team this far was scanning the field, looking for her next move. Nobody moved. Even the slightest rustle of the wind was sure to break her concentration. She slowly, deliberately made her move and walked away, sure that the very next move would end the game in blue team's favour.

How I found myself in the middle of the most intense game of Jenga ever played on the planet, I cannot explain. It had started out innocently enough. I cannot do sports to save my life, so when the sports day of orientation week came around, I went for the least athletic activity on the list, Jenga. And here I was, my first time of playing the game, up for the next move against Jemma who must have had a Master's degree in structural engineering before coming on the MBA.

I turned to my teammate, Nadini, and said "This is going to be the last move. No matter what I do, this thing is coming down." Nadini shook her head and pointed out possible moves as we both walked around the structure that could rival the Leaning Tower of Pisa. By this time, we had drawn a large crowd; the entirety of the red stream started bouncing off ideas. What would should have been a twenty-minute game began to build momentum. The red stream pulled together and no matter what wiles the blue team pulled out of their bag of tricks, there were always four more options offered by the red stream.

It was a nail-biting moment for me when I watched as the blue team made the move that finally brought the tower of Jenga blocks down. While I took the pats on the back and basked in the glow of the win, I didn't count it as a win for me. I counted it as a win for the team who could push a non-athletic, sport-phobic woman to win at a sporting event in her first week of the Cranfield MBA.



## MIRC Insights

**MIRC posts on the Information Services Blog This month's highlights...**

### GoScholar – The Google Scholar app

Google Scholar users, did you know about their app? Read our post for an overview of its main features.

### Introducing... Bloomberg News

A quick introduction to the News function on the Bloomberg terminal. Bloomberg users have at their fingertips a powerful news search tool. Check out our post to find out more...

### Introducing... the UK Data Service (UKDS)

Looking for IMF or World Bank data you can't find elsewhere? If so, then check out the UKDS. Read our post to find out how to access all kinds of secondary data from large scale government surveys to micro- and macro-economic datasets.

### Need help with your references?

We continue our series on referencing with a well overdue post on how to reference a book and another on how to cite an author cited by another, otherwise known as secondary referencing.

### Creating a bibliography using Mendeley

Using Mendeley with MS Word? Read our quick and easy guide to creating your bibliography from the citations within your text. Three easy steps and you're done!

### Researching an industry?

Read our latest posts focussing on the food and drink and retail industries for hints and tips on getting the best out of our resources.



## Freakonomics:

We were delighted to welcome some very special trick-or-treaters to the School of Management this Hallowe'en, when partners and children of the MBA cohort paid us a visit. Here they are with Professor Joe Nellis.

## Welcome to...

**Stefan Hemel**  
Research Fellow

**Anurag Tewari**  
Research Fellow - Complexity Science  
for Complex Engineering Systems

**Marco Amaral Feris**  
Lecturer in Programme and Project  
Management

**Maria Pearson**  
PA/Administrator

**Orly Levy**  
Reader in International Organisational  
Behaviour

**Elisabeth Guenther**  
Research Fellow

**Pauline Scoins**  
Business  
Development and  
Commercial  
Manager  
(Maternity Cover)

**Avni Thakrar**  
Projects Officer  
(pictured)



## Farewell to...

**Eugene Butans**  
Research Fellow

**Silvia Rossi Tafuri**  
Lecturer

**Huainan Zhao**  
Professor of Corporate Finance

**Tazeeb Rajwani**  
Senior Lecturer in  
Strategic  
Management  
(pictured)

**Peter Yallup**  
Senior Lectureship  
in Finance

**Carole Hutchings**  
Client Liaison Officer

**Caron McLaughlin**  
Client Administrator

**Ian Speakman**  
Senior Lecturer in Key Account  
Management



## Trafalgar Day

Our MBA students marked the annual Trafalgar Day with a formal dinner with special guests from the Royal British Legion...and a human tug of war! The evening was hosted by Stu Slowther (left) and Dan Bleasdale (right).



## The CCED Bake Off

Inspired by the BBC Bake-Off, the people of CCED decided to see what culinary talents lay dormant in their team.

16 people entered a gruelling series of rounds, more challenging than the Hogwarts Tri-wizard tournament, which culminated in a grand final last week. Five master bakers presented beautiful creations which had a large invited audience drooling, oohing and aahing.

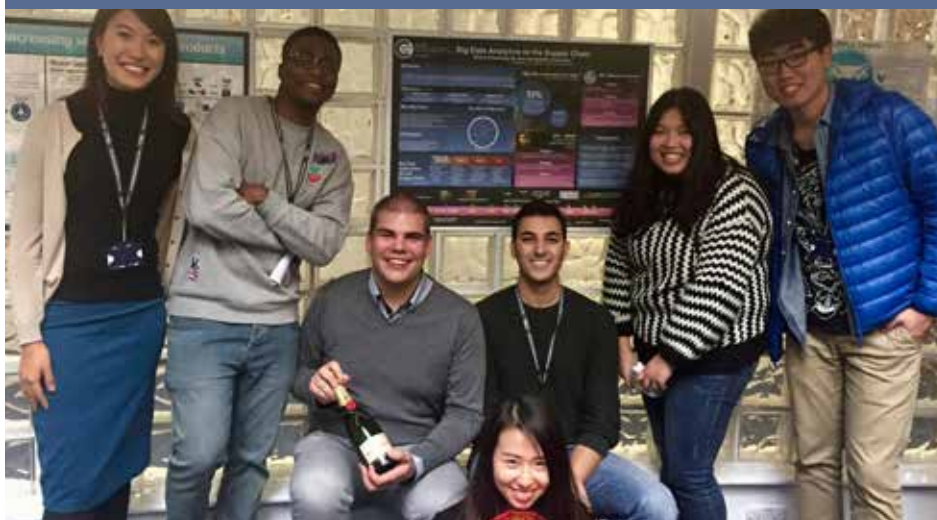
But there could only be one winner, and as Dr John Glen awarded the first prize to Kristy McCrindle he said "It's wonderful to see the level of skill and creativity we have here in CCED. What will they come up with next?"



Amalfi Lemon Cake

## Best poster session

MSc Logistics and Supply Chain students went head-to-head in a poster competition, focusing on key challenges, covering CSR, humanitarian logistics, omni-channel retailing, increasing servitisation of products, big data analytics, 3D printing and the use of drones. Congratulations to the red stream, who took home the champagne and chocolates for their poster entitled Big Data Analytics in the Supply Chain.



# 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](mailto:forum@cranfield.ac.uk)

Printed on paper from a sustainable source by Cranfield Design and Print

## Charity fundraising

Thanks to all who supported our recent charity dress down days. October's Wear It Pink day raised £80 and November's fundraising for Children In Need made a whopping £318.52.



## Operation Christmas Child

Many thanks to those who donated a gift-filled shoebox for Operation Christmas Child, a charity that delivers presents to disadvantaged children in over 100 countries. Coordinated by Gislene Robertson in Executive Education Services, 66 boxes were collected for this excellent cause.