

Forum

Issue 258 | August/September 2016

The monthly newsletter of Cranfield School of Management



#CranfieldSoM50 Join the celebrations!

As the School of Management looks ahead to marking its 50th anniversary in 2017, exciting plans are underway to make next year a celebration, to reflect on where we have come from as a school, where we are now and to look ahead to the next 50 years and beyond.

Over the summer, Michelle Mabbett (pictured, right) from the Career Development Service, moved into a newly-created Head of Projects role, where she is working with teams across the School to drive an exciting programme of activities for the celebrations.



Michelle has created a new microsite, which launches soon, where you can keep up to date and get involved with the plans for the anniversary year and revisit the people and events that have helped shape our half-century. More plans announced in due course.

Look out for an email from Maury with a link to the new microsite. There will also be a special golden 50th logo that can be used on marketing collateral and correspondence relating to our anniversary year, so watch this space!

50 Scholars

And, as September draws to a close, our new intake of MBA students will hold the distinction of being 50th Scholars, an accolade shared by our Executive MBA cohort joining in January.

E: SoM50@cranfield.ac.uk

Women on boards: work still to be done

The percentage of women on FTSE100 boards has increased to 26% but has still fallen short of the government-set target, according to this year's Cranfield Female FTSE report, led by Professor Sue Vinnicombe CBE.

Progress has slowed across FTSE250 companies overall, with women making up 24.7% of boards, short of the 27% needed to meet Lord Davies' target of 33% by 2020. This is the lowest figure since 2011.

Professor Vinnicombe said: "The focus on boards must be preserved as the pace of change has not kept up after the Davies closing report. In order to hit the 33% board target by 2020, chairmen and search consultants must ensure the board appointment process remains robust, transparent and gender-inclusive."

Now in its 17th year, the report, co-authored by Dr Ruth Sealy (City University London) and Dr Elena Doldor (Queen Mary University of London), found that the pipeline of female talent needed to be urgently

addressed. This will form the basis of work of a new committee in this area, under the stewardship of Sir Philip Hampton and Dame Helen Alexander.

Beneath the headline figures, Diageo, Unilever, Electra Private Equity, Grainger, Halfords Group, Renewable Infrastructure Group, and Woodford Patient Capital Trust have almost half of their board positions filled by women, while 102 companies across the FTSE250 have reached at least 27%.



Following the launch of the report on 7 July at KPMG's Canary Wharf offices in London, Professor Vinnicombe was interviewed on the findings of the report on BBC World and BBC Business (pictured, above).



(pictured, left) Professor Sue Vinnicombe, Dr Elena Doldor and Dr Ruth Sealy at the report launch event in London.

The banner features the Cranfield School of Management logo in the top left. A navigation menu includes Home, Moments, Memories, Impact, and Horizons. A countdown timer shows 108 DAYS, 7 HRS, 33 MIN, and 5 SEC. The main text reads "50 Years of Cranfield School of Management." Below this is a decorative border of golden bokeh lights. In the bottom right corner, it says "Tickets now on sale here! Anniversary Ball, 9th June 2017, London." At the bottom, it says "It's Our 50th Anniversary. Celebrate with us today."

Message from a Director...

As another academic year drew to a close last month, it was a sad time as we said goodbye to our full-time MBA students, but also a great opportunity to reflect on what has been a very memorable 12 months. As course director, I've been proud to get to know a wonderful and proactive group of students, who are very supportive of each other.



Something that has become an annual tradition for the MBA cohort is our annual Burns' Night. Kicking off 2016, we hosted our peers from London Business School and competed in games of badminton, basketball, touch-rugby, volleyball and dodgeball before enjoying a wee dram at Mitchell Hall, complete with ceremonial bagpiper and a toast to the haggis.

A major highlight for me came in March, when Joey Powis, Sarah Hatcher, Anchal Agarwal, Preetham Gandhari and James Nyamuda were runners-up in the European leg of the Venture Capital Investment Competition (VCIC), with 70 business schools competing worldwide. This was such a great achievement and a very proud moment for Cranfield School of Management.

Earlier in July, I was fortunate enough to join many of our students at the Cranfield MBA Regatta, which this year marked its 25th anniversary. In spite of numerous bumps and bruises, it was an incredible weekend dependant on team work and endurance, bringing together student and alumni crews from business schools across Europe. For the majority of us who were new to sailing, it was a steep but very enjoyable learning curve, taking part in six competitions around Portsmouth and the Isle of Wight, all expertly led by our very own Dave Fearon.

Collaborating and tapping into a global network of peers is such an important part of the MBA experience at Cranfield and I'm so proud of how our students have seized these opportunities and excelled themselves in the process.

I would like to take this opportunity to thank all the MBA team, faculty and support staff, without whom this wonderful programme could not function. While we say goodbye, we also look forward to welcoming our 2016/17 cohort of 57 students, who each become 50th scholars.

I would like to take this opportunity to wish the 2015/16 MBA cohort the very best for their life and career post-Cranfield. And finally, something I always tell my students: Don't forget to keep in touch, or I'll hunt you down!

Dr Stephanie Hussels

Full-time MBA Course Director

All that glistens is gold for CCED's joint programme

The School of Management has scooped a gold award for its executive development programme with oil and gas business, BG Group (now part of Royal Dutch Shell plc).

The programme, *Exploring Leadership*, is run by the Centre for Customised Executive Development (CCED) and was recognised for its business expertise, relevance to the corporate world, and strong long-term business relationships in EFMD's Excellence in Practice category. *Exploring Leadership* was developed by Cranfield's Executive Development Director, Mark Threlfall, and BG Group's Head of Learning & Development, Craig Darroch.

Dr John Glen, Director of CCED, commented: "It is an honour to have won the Excellence in Practice award. As businesses increasingly require personalised education programmes, the University's Centre for Customised Executive Development partners with global clients to design and deliver learning programmes that meet their leadership and talent development needs, thereby enhancing both individual and organisational performance."

Exploring Leadership is targeted at middle to senior managers and encourages participants to reflect on their current leadership practices. In fact, as part of the course, participants make a trip to the countryside to allow for undisturbed self-reflection. This helps them better understand how their past leadership experiences at work can influence their future management style.

EFMD is an international management development network that helps bridge business education institutions and corporate organisations.



Beds and Bucks sixth-formers take on the business world

Schools from across Bedfordshire and Buckinghamshire were represented at the semi-final of the School of Management's Schools Business Challenge on 8 September.

Sixth-formers from Harlington, Sharnbrook, Walton High, Shenley Brook End, Biddenham, Hazeley and Lord Grey schools were tasked with submitting a business plan and forecast for a business simulation, competing for a place in the final and a prize of £1,500.

The students were supported by non-executive directors – roles taken on by local business managers from Santander and current students from Cranfield's MBA programme.

Mohammed Ali from Santander gave the sixth-formers a great overview of the role of banks and encouraged them to pursue their goals without fear of being rejected by lenders.

Run by CCED, the Schools Business Challenge is in its twentieth year. Stepping into the shoes of a business leader encouraged students to develop and practice essential and transferrable skills. These included strong team involvement, strategic direction, forecasting, resilience and acting sustainably.

The hard-fought semi-final was finally won by Lord Grey and Harlington Upper School who go through to the finals at Cranfield School of Management in December.

Karen Valverde, Business Simulations Director, commented: "It was great to welcome back talented students from schools across Bedfordshire and Buckinghamshire. The teams, although under very tight time pressures, managed terrifically well to keep their composure, keep on track and show real business potential. We can be encouraged that our futures are in good hands.

"The challenge is an ideal way for students to experience working in a business with first hand guidance from mentors from the corporate world."



Cranfield Careers Service #1 in MiF rankings

Our careers service is the UK's best according to the most recent Financial Times Global Masters in Finance rankings. But the good news doesn't stop there. Our Masters in Finance programme has been ranked 4th best in the UK and 2nd best in the UK for value for money.

Professor Sunil Poshakwale (*pictured, below*) commented: "I am delighted that we continue to maintain our high ranking amongst the 55 best finance masters programmes despite fierce competition. The ranking of our programme reflects its calibre and Cranfield's global reputation in the fields of finance and management.

"The Cranfield MSc in Finance and Management has been designed to meet the needs of our industry partners, by providing the calibre of graduates that they are actively seeking."



Visit to European Parliament to receive award



PhD student, **Giorgio Caselli**, has won the Young Researchers on Co-operative Banks Award. Giorgio, who is based in the Centre for Economic Performance and Policy, received the award at this year's European Association of Co-operative Banks which was hosted at the European Parliament in Brussels in June. His research focused on the role of biodiversity in European banking. Congratulations, Giorgio!

MIRC Insights This summer's highlights

MIRC Insights is now the Information Services Blog!

It doesn't exactly roll off the tongue, we know! In August 2016, MIRC Insights moved to a new platform on the University-wide Information Services Blog. Our name, look and feel have changed a little, but you'll still be able to find us in the same place on the MIRC website. If you have bookmarked our old service, update the URL to <http://blogs.cranfield.ac.uk/tag/mirc/>



Recent posts include...

Systematic Literature Review

Thesis time is here again! In a series of posts on the topic, we attempt to demystify the systematic literature review; focusing on the selection of your sources, identifying your search terms and constructing your search strings and combining them to create your search strategy.

Introducing... the Bloomberg API

Bloomberg users, read on for a quick introduction to the Excel interface for Bloomberg, available on the PCs in MIRC's Bloomberg Suite. Use it to download customised datasets via the pre-defined templates or create your own individual searches via the Data Wizard...

Introducing... Sage Research Methods

A quick intro to a new University subscription, supporting research at all levels by providing material to guide users through every step of the research process.

Faculty Awards 2016

The annual Faculty Awards recognise outstanding contributions to SoM. This year's winners were:

Teaching and Learning:

Dr Catarina Figueira
Dr Andy Angus
Dr Costas Alexiou
Mike Bernon
John Algar
Imran Zawwar (*pictured, right*)

Research:

Dr Muhammad Roomi
Professor Liz Varga



In the news



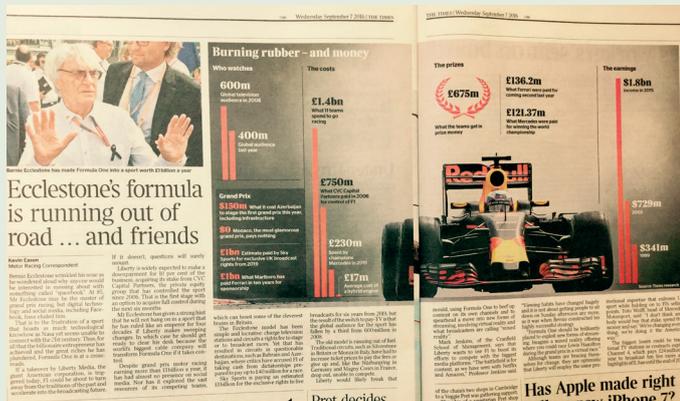
HR Magazine - September 2016

Professor Sue Vinnicombe and **Professor Elisabeth Kelan** have been named as two of the UK's most 'Influential Thinkers' by *HR Magazine*.

BBC World Service, BBC Radio 4, BBC Radio 2, BBC Radio Scotland and The Times - week commencing 05 September



Professor Mark Jenkins was interviewed live on *BBC Radio 4's* Today programme, discussing the prospect of media mogul John Malone buying Formula One. Clips from Mark's interview were also broadcast on subsequent news bulletins on *BBC Radio 4* and *BBC Radio 2*. He also featured on the same topics in live broadcasts on *BBC World Service* and *BBC Radio Scotland*. In the same week, he appeared in a large feature in *The Times*.



TRT World - 30 August

Professor Sunil Poshakwale gave his views on the appointment of the new governor of the Reserve Bank of India and the economic policy challenges that he faces for successfully running the Indian economy.



Business Times - 28 August

Professor Joe Nellis attended the MHA MacIntyre Hudson's Business in Britain Post Brexit Seminar where he discussed the implications of leaving the EU and the affect that Brexit will have on UK businesses.

Chartered Institute of Procurement and Supply - 22 August

Dr John Glen featured in a piece in *CIPS* where he explained that Brexit could have a significant impact on global supply chains over the coming years. He highlighted 'while the full impact of the leave vote is still unfolding, the confusion and uncertainty surrounding the current situation has already driven supply chain risk to a worryingly high level.'

Forbes and Decision Marketing - 17 August

Professor Patrick Reinmoeller featured in article in which he said that Chief Marketing Officers currently lack awareness of profit performance. He proposed an eight actions model to support CMOs to increase margin and perform ahead of market expectations. He explained 'Margins can now be governed to unprecedented levels, and those who take advantage of this will perform best in their roles.'

mycustomer.com - 15 August

Professor Malcolm McDonald analysed both sides of the 'customer-oriented culture vs immaculate marketing strategy' debate in *mycustomer.com*. He explained 'to recognise the inherent value of a customer-oriented culture, particularly upon customer loyalty and reputation, is an absolute necessity, but it is through identifying its limitations and focusing on the role it plays within an integrated marketing strategy that business success is achieved.'

bbpmedia.com - 05 August

Professor Emma Parry's discussion paper 'The Future of Workplace Relations for Acas' was mentioned in a piece outlining the challenges that ageing workforces present. She explained 'one of the most dynamic changes currently occurring in the workplace is the increasing number of older workers. Health, economic, social and legislative changes are contributing to this trend, which is set to present opportunities and challenges over the forthcoming decade.'

Inside O.R. - 01 August

The Analytics Network visited Cranfield University earlier this year to understand how the university is making sense of big data. **Dr Stan Maklan** highlighted that businesses must implement a practice-based approach to big data.

Marketing Week - 11 July

Professor Paul Baines featured in an article where he provided his views on the various effects that Brexit has had on the brand health of each of the political parties. He explained that 'if Corbyn stays and forces it to a ballot of wins, Labour's fortunes will be dismal for years to come. The brand health will really tumble.'

The House Magazine - 8 July

Dr Richard Kwiatkowski featured in an article where he provided tips to MPs on how to think clearly during stressful and difficult times. He explained that 'doing something that you are skilled at, that gives you a sense of mastery that enhances your feelings of self-efficacy are important mechanisms to help rebalance your state.'

BBC World News - 7 July

Professor Susan Vinnicombe featured on *BBC World News* and *BBC Business News* where she commented on the conclusion of her annual Female FTSE Board Report.

Cloud Computing Intelligence.com - 1 July

Professor Patrick Reinmoeller featured in an article explaining that many CMOs and CFOs view technology as an essential tool for increasing future profit. Professor Reinmoeller identified that 'the best performing CFOs and CMOs are already using IT to influence how strategies are developed.'

Leading Edge - 1 July

Paul Hughes featured in a piece outlining the importance of taking control of one's own personal and professional development. Hughes also provided clear guidance for development by advising 'once you have a clear picture of your skills, knowledge, strengths and weaknesses as a leader, you need to work out your developmental goals so you can progress in your job.'

CILT Annual Conference - 1 July

Emeritus Professor Martin Christopher provided a historical understanding of supply chain and logistics at the *CILT Annual Conference 2016*. He explained that 'supply chains have historically been designed from the factory outwards, rather than the customer backwards.'

Papers, publications, conferences, awards

Dr Catarina Figueira (pictured, right) and PhD researcher **Giorgio Caselli** received the best paper award for their paper "Risk-taking channel of monetary transmission and financial stability: what role for stakeholder banks?", presented at the International Workshop on Financial System Architecture & Stability, University of Victoria, Canada in August. This award was sponsored by the Centre for Social and Sustainable Business.



Dr Maarten van der Kamp (pictured, right) participated in the UNCTAD Global Commodities Forum in Nairobi, Kenya. This event, part of the UNCTAD14 meeting, explored the theme of "Breaking the Chains of Commodity Dependence", with participants discussing how commodity-dependent developing countries can adapt to the twin shocks of lower commodities prices and shrinking demand from emerging economies. Maarten's presentation explored a number of innovative business models to connect smallholder farmers to markets.



On 7 September **Shelly Chapman** (pictured, right) presented a paper co-authored with **Dr Stan Maklan** titled "Effects of Customised Food Advergaming on Children's Affective and Conative Responses" at the British Academy of Management (BAM) conference at Newcastle Business School, and won the first prize for best developmental paper in the Marketing and Retail track.



Dr Stan Maklan and **Professor Malcolm McDonald** won an Oxford style debating event hosted by the Worshipful Company of Marketors at the House of Commons on 14 July.

Professor Clare Kelliher and **Dr Deirdre Anderson** presented a paper in a symposium on The Consequences of Flexible Working at the Work Family Research Network Conference in Washington DC in June. Their paper was entitled 'Organisational Agility: achieving flexibility for employers and employees?'

Former doctoral student, **Dr Charlotte Gascoigne** presented a paper at the Work Family Research Network Conference in Washington DC in June. Her paper entitled 'The Working Hours Neutral Organisation: redesigning working practices to overcome the flexibility stigma for part-time professionals' was co-authored with **Professor Clare Kelliher**.

Professor Clare Kelliher's (pictured, right) paper has been accepted for publication in the *FT* 45 listed and *ABS* rank 4 journal *Human Resource Management*. Her paper is entitled 'Flexible Working, Individual Performance and Employee Attitudes: Comparing Formal and Informal Arrangements' and is co-authored with Lilian De Menezes at Cass Business School.



Dr Andrey Pavlov's (pictured, right) paper presenting a new approach to strategic change, co-authored with **Professor Cliff Bowman**, has won a nomination for the Best Conference Paper Award at the Strategic Management Society conference in Berlin. Andrey also had 5 other papers accepted for presentation at the Academy of Management conference (USA), European Theory Development Workshop (Finland), and at the Performance Management Association conference (UK), where he is also chairing a professional development workshop on Performance Management."



Cranfield Marketing academic wins international award for PhD thesis

Dr Benedetta Crisafulli (pictured, right), Lecturer in Marketing at Cranfield School of Management, has won the European Doctoral Association in Management and Business Administration (EDAMBA) 2016 thesis competition award for her doctoral thesis investigating the psychological processes underlying customer evaluations and responses to unsatisfactory services (supervised by Professor Jaywant Singh and Professor Francesca Dall'Olmio Riley at Kingston University).



Professor Elisabeth Kelan and **Dr Anne Laure Humbert** presented at the 9th Biennial International Interdisciplinary Gender, Work and Organisation Conference at Keele University on 29 June – 1 July 2016:

- "Men, Managers and Moderate Feminism – Analysing the Construction of Men in Gender Equality Efforts"
- **Professor Elisabeth Kelan** and M. Carr: "Mobilising femininities in the workplace: Offering intra-gender support as a way to make work 'work'"
- **Professor Elisabeth Kelan** and S.E. Brown: "There's Never Been a Better Time to be a Woman"
- **Professor Elisabeth Kelan** and M. Adamson: "Modelling the Corporate Feminist? Celebrity Business Women as Postfeminist Role Models"
- **Professor Elisabeth Kelan** and D.T. Baker: "Giving an account of oneself"
- **Professor Elisabeth Kelan, A.L. Humbert** and M. van den Brink: "How Leaders See Gender Quotas: A comparative analysis of attitudes toward legislated board quotas in the EU".

Professor Liz Varga (pictured, right) from the Complex Systems Research Centre has been awarded funding from the EPSRC for the research project OPTEMIN. Working with SWEE, as well as the universities of Brunel (lead) and Queen's in Belfast, the OPTEMIN project will take a whole systems approach to the optimisation of energy management in industry. Liz will lead this project for Cranfield which will bring £450,000 research income to the university.





Cranfield MBA Regatta celebrates 25 years

The School of Management marked the 25th anniversary of the Cranfield MBA Regatta in July. The annual sailing event takes place in the Solent, between Portsmouth and Cowes, on the Isle of Wight. The Cranfield crews were joined by MBA and alumni crews from business schools across Europe, competing in a thrilling series of six races.

With an experienced skipper and first mate at the helm, this was an exercise in teamwork and endurance for the crews, many of whom were new to sailing. The evenings provided an opportunity for networking and fun at a pirate-themed fancy dress party. Cranfield Vice-Chancellor, Professor Sir Peter Gregson, was guest of honour at the formal dinner on the Saturday night.

MBA student Dave Fearon organised the regatta weekend. Speaking after the event in Portsmouth, he said: "The Cranfield Regatta attracts people because they recognise the benefits, both in terms of networking but also in terms of fun and enjoyment. 60% of our MBAs had not been sailing before so they got exposure to an environment and a level of tiredness perhaps they had never experienced before. While many were battered and bruised, everyone walked off those boats with a smile from ear to ear."

Alas, after an epic year in 2015, Cranfield was unable to retain its winning streak, with London Business School taking the spoils. Professor Maury Peiperl presented trophies to the finalists in a final ceremony on Sunday evening.



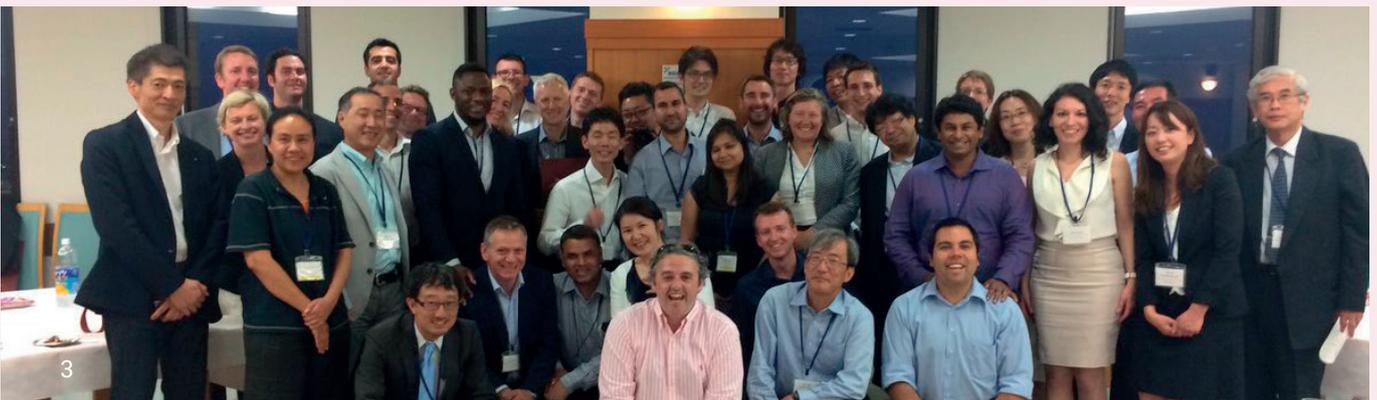
Cranfield MBA Regatta 2016 Results

1. London Business School
2. Skolkovo
3. Henley
4. Kellogg
5. Cranfield MBA 2014 Alumni
6. Cranfield MBA Team 4
7. Cranfield MBA 2012 Alumni
8. HEC
9. Cranfield MBA Team 2
10. IE
11. Cranfield MBA Team 1
12. Cranfield MBA Team 3
13. RSM



International Business Assignments

Our full-time and executive MBA students visited China (1), Sri Lanka (2), Japan (3) and Zambia (4) for this year's International Business Assignments, exploring issues around diversity, sustainability and corporate responsibility, as they affect organisations and society in their respective host countries. The assignments involved visits to partner business schools, commercial and public sector organisations to learn about the economy, employment practices and business culture, while some students undertook specific business projects for charities, receiving excellent feedback from their clients.



Mini addition to the SoM family

Huge congratulations to Andy Angus and his wife, Claire, who had a baby boy on 2 June. Their bundle of joy, Henry John Angus, weighed in at 6lbs 9oz. Claire previously worked with the School's Finance and Accounting team.



Charity fundraising

Thanks to all who supported August's charity, Children with Cancer. We raised £54.



Thanks also to everyone who supported July's dress down day, with the charity nominated by Michelle Mabbett. We raised £65.



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

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

Welcome...

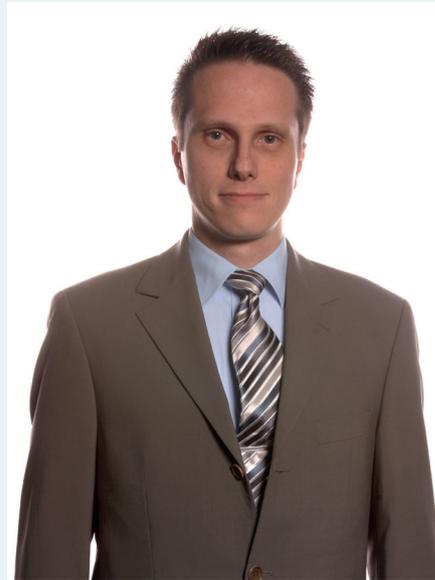
Dr Donna Champion, Reader in Information Systems (SOM) (*pictured, right*)

Alison Cutland, Executive Development Partner (CMDL) (*pictured, below right*)

Farewell...

Dr Martin Clarke, Senior Lecturer (SOM)

Dr Arnoud Franken (SOM) (*pictured, below*)



Marathon effort a huge success

Over several editions of Forum, we have followed the training and fundraising exploits of our intrepid MBA team, who completed the London Marathon back in April. Since then, the sponsorship money has continued to pour in and they have raised a whopping £5,136 for Revitalise, exceeding their goal by £636!

Diane Chan, James Nyamuda and Roman Tretyakov would like to extend a huge thank you to everyone at SoM who has supported them to reach their target and cheered them on as they put in the miles on all those cold mornings.

Westminster calling

The Careers Service team were recently invited for a personal tour of the Houses of Parliament by Richard Fuller, the local MP for Bedford.

Claire Maguire, Career Coach and Development Manager, said: "Richard is very supportive of our work here at Cranfield. Through our tour we got a real feel for how the parliamentary system works and the challenges of ensuring our laws and governance keeps up with the fast pace of our changing world.

"Through Richard's experience and stories we gained an appreciation of how important in all careers it is to be able to make connections and links between organisations and people."

