The opening of Lancaster’s new Management School building in early 2005 will help to enhance the school’s reputation as a world class institution. Co-founded with NWDA, the building will provide enhanced postgraduate facilities and an opportunity to further develop connections within the School and with external partners.

As part of this development, the Lancaster Leadership Centre (LLC) will draw upon the solid foundation of leadership research and development which has been a central element of the School’s activities since 1977. Occupying one of the floors in the new building the LLC will act as a forum for both academic and practitioner interests and seeks to weave the two together by coordinating and facilitating the work of almost 20 members of LUMS staff in several departments, centres and institutes, including:

- Department of Management Learning
- Management Development Division
- Institute for Entrepreneurship and Enterprise Development
- Centre for Excellence in Leadership
- Centre for Collaborative Intervention in the Public Sector

The Centre will act as an information portal for the research and development activities already undertaken by faculty in these areas and will provide seminars, conferences and workshops to support and enhance collective activities.

The new Sage peer-reviewed international journal Leadership will also be associated with the centre and act as the academic publications’ flagship. In addition, there will be a regular termly newsletter to advertise events and communicate leadership news.

Leadership development programmes, such as the IMPM (International Masters in Practicing Management), the ALP (Advanced Leadership Programme), lead2lead, the NHS Experienced Chief Executives Programme (with the Kings Fund) and single company programmes for Airbus and BAE Systems, have long formed a critical role at Lancaster and remain essential to the portfolio of leadership activities. The LLC will expand and consolidate this field with a new array of accredited programmes, initially through the certificate in Collaborative Leadership in partnership with the Scottish Leadership Foundation.

The LLC builds on almost 30 years of research and development in leadership and its location within the world-class facilities of the new building sets Lancaster at the forefront of leadership studies in the UK.
In the 2003 edition of the Ambassador we reported on LUMS’ success in being selected to contribute to the Advanced Institute of Management, under the Management Research Initiative. The MRI is intended to improve the quality of management research in the UK, funded jointly by the ESRC and EPSRC.

AIM’s more specific objectives are to create and make readily available new research-based knowledge as well as to improve the quality and quantity of management research capacity in the UK.

To help to achieve these goals AIM has funded the appointment of thirty-one Fellows

There are seventeen Competitiveness Fellows and twelve Public Sector Fellows, plus two short-term International Study Fellows from a diverse range of Management disciplines.

LUMS was fortunate in being awarded four of these National Fellowships: two in Marketing (Professor Ian Clarke as a 3-year Fellow and Professor Geoff Easton as an International Study Fellow), one in Management Learning (Professor Mark Easterby-Smith) and one Public Sector Fellow in Management Science (Professor Mike Pidd). In addition Dr Luke Pittaway (Institute for Entrepreneurship and Enterprise Development) was appointed to work on a specific project.

This year, we can update on each of the selected projects:

Executive Influence at Work

Ian Clarke and Geoff Easton are both using AIM to stimulate collaborative research with business in the academic Marketing community in the UK.

Their own research projects reflect their interests in marketing management issues: Ian is undertaking two projects that both will explore ways of improving strategic decision-making (in a joint initiative with Professor Gerard Hodgkinson at Leeds Business School), and also study ‘top team’ executive effectiveness.

On the first of these projects, Ian’s collaboration with Professor Hodgkinson is working toward a better understanding of how managerial and organizational cognitive capabilities can be used to enhance processes of organizational strategizing. Through collaborative research with industrial partners, they are investigating ways in which organizations cognitive resources are used in processes of strategic management.

On the second project he will explore just how the best top teams cope with new pressures and what can other UK companies learn from them?

These pressures include hyper-competition, globalization of markets and strategies, decentralised company structures, and a massive revolution in communications (internet, e-mail and mobile telephones).

Geoff meanwhile is currently undertaking an innovative study of manager-researcher ‘dyads’ in Scandinavia, see page 13.

As projects with distinct implications for marketing management generally, both Ian and Geoff are keen to explore the challenges and two-way benefits to be had by marketing academics and businesses in conducting research projects that are jointly designed and implemented through collaboration. A Panel of researchers and businesses involved in such research has been assembled to provide thoughts on the challenges and methods involved in developing ‘meaningful involvement’. If anyone is interested in participating in the Panel or obtaining more information on these projects, either Ian (i.clarke@lancaster.ac.uk) or Geoff (g.easton@lancaster.ac.uk) can be contacted direct.

Public Sector Management

Professor Mike Pidd’s AIM Public Services Fellowship is being used to investigate performance measurement in the provision of public services. He is particularly interested in finding ways to avoid some of the known dysfunctional effects of such measurement systems and approaches.

Prior to starting this fellowship, he led an EPSRC network looking at ways in which hard and soft approaches may be combined in Operational Research, and this complementarity is core to his work in AIM.

He is interested to understand why these dysfunctionalities occur and also to develop approaches that may avoid some of the problems. A promising approach is the use of dynamic models to investigate how systems actually operate and to use these to develop performance measurement systems. In this way, it should be possible to see what will happen if, say, short-term targets are given priority over longer term goals.

Linked to this, it is important to understand why target-led performance regimes are in place. Working with him is Dr Maria Hayes, who is using some of Giddens’ ideas on high modernity as a framework to understand the role of performance measurement in an era in which people are reluctant to trust external authorities.

Innovation and Corporate Venturing

Luke Pittaway was a lead scholar undertaking work for the Department of Trade and Industry’s (DTI) Innovation Review. Following Michael Porter’s analysis of UK competitiveness, the DTI commissioned three studies on Innovation in the UK. Until August 2003 Dr Pittaway led a team, including Dr Kamal Munir from the Cambridge Judge Institute of Management Studies and Dr Maxine Robertson, from Warwick Business School.

The team undertook a systematic review of networking behaviour between businesses and its impact on innovation; providing policy recommendations which informed the DTI’s Innovation Report. Luke’s appointment recognised his contributions to the study of corporate venturing and his influence on the development of networking activities between LUMS and its local business community.

The report explored the linkage between networking and innovation, explaining where the UK stands internationally in terms of business-to-business networking and its contribution to innovation, with particular reference to comparisons between the UK, USA, Germany. The work outlined the key empirical evidence according to a number of themes.

These themes included an explanation of informal channels of networking leading to innovation, such as communities of practice; mentoring schemes; knowledge brokerage; and entrepreneurial networks. Also included was an understanding of how formal institutional mechanisms aimed at promoting business-to-business networking activity can work.

Other themes were an exploration of how networking behaviour can be successfully translated into tangible outcomes specifically related to innovation; including a focus on different forms of innovation, such as process and innovation. Finally there were examples of network failure and inertia that prevent the occurrence of innovation within networks and hence an exploration of why networks fail.

Finally, Mark Easterby-Smith, who is working on organisational learning issues, has commented: “We feel under pressure to produce research papers in the top US journals, to raise the overall quality of management research across the UK, to generate some radical academic insights into the nature and process of management, to respond to some specific concerns that the Chancellor of the Exchequer has about relatively poor levels of productivity across the UK, and to generate practical insights and advice that will aid the competitiveness of the UK plc.

This is a tall order for a small group of people, however talented some of them may be. Inevitably we find ourselves applying bits of ‘management speak’ to our work, around needing quick wins, adopting a division of labour, developing a balanced portfolio of projects, negotiating with stakeholders, etc. Without doubt we will achieve some of the high expectations that are being presented, but not all of them. And we will have to ensure that the final balance is definitely positive - but this is very much work in progress!”
Message from the Dean

The past year has been extremely successful - and once again the School has had much to celebrate. At the same time staff and student colleagues in the School have faced major disruption as HBG (our main contractors) moved in January to commence the building work. Professor David Otley, Steve Kempster and Anna Cockman have managed the project admirably on behalf of the School and we all look forward to the official hand-over of the building at the end of December. We know it will be worthwhile and the School will soon have the external presence it deserves.

The highlights of the last year relate to our success in continuing to attract high profile colleagues to the School and to our developing profile and reputation. We made a spectacular re-entry into the FT Top 100. The FT headline ‘Lancaster powers through a strong European field’ was a tremendous boost for our PR - we were the highest new entry in the global rankings. It was the improving fortune of our MBA alumni that particularly boosted our position.

We have welcomed many new colleagues into the School. Our new professorial colleagues will be adding to the leadership capability of the School, for example Professor Cary Cooper has now joined us from UMIST and is spending 60% of his time as Pro-Vice-Chancellor for External Relations. Cary’s unrivalled expertise in PR has helped not only to put the School but also the University on the map. Professor Keith Green joined us from Oxford Said Business School. Keith has taken up a role within Management Learning and is Director of the Lancaster Leadership Centre (see page 5).

Professor David Peel has joined Economics from Cardiff and will be boosting our presence in Banking and Finance education with the planned MSc. Professor Margaret Hogg has joined Marketing from UMIST and will be heading our expertise in the consumer behaviour research group.

During the next 12 months we hope to make further progress towards our Association for the Advancement of Collegiate Schools of Business (AACSB) accreditation. Our initial paperwork is now lodged with the Association and we should be assigned a mentor in the next few months. AACSB accreditation will add to our growing reputation.

In all these developments we continue to value the support of our alumni. I would like to take this opportunity to thank all our members for their support. I would welcome any feedback or news from members on the development of the School. Please email me (s.cox@lancaster.ac.uk) with your thoughts.

National Representation

LUMS staff will be busy representing the School’s interests at national level in the next 12 months.

Dean, Professor Sue Cox has been President of the Association of Business Schools (ABS), but now also plays a major role on other national and international bodies. She has been appointed as a member of the Research Priorities Board at the ESRC, is on the Executive Steering Committee for AIM and has recently joined the European Foundation for Management Development Committee responsible for implementing the EQUIS quality principles.

Professor Cary Cooper, CBE, who is Professor of Organisational Psychology and Health, has a very wide range of national roles. These include President of the European Network of Management; President of the Institute of Welfare Officers; President of International Stress Management Association (UK); Vice President of the British Association of Counselling and Psychotherapy; and Vice President of the Association of Coaching.

Professor Mark Easterby-Smith (ML) is the current Chair of the British Academy of Management (BAM). Although his term of office on the ESRC Training Board finished last September he still contributes to a number of ESRC panels and working groups.

A tribute to Brian Kingsman

The sudden death of Brian Kingsman on 30 August 2003, whilst cycling near his Lancaster home, came as a great shock to his colleagues and many friends.

Brian Geoffrey Kingsman was born on 14 December 1939 in Newark, Nottinghamshire, Brian entered Emmanuel College, Cambridge on a senior scholarship and three years later in 1962, with a first class degree in mathematics, he joined the Operational Research Department of Richard Thomas and Baldwins Ltd (RTB) in South Wales.

In the summer of 1964, Mike Simpson left RTB to become a founding member of the newly formed Operational Research Department of Lancaster University and Brian was attracted as a project officer. At its inception, the three permanent staff undertook studies, charged at commercial rates, to support the Department, including the first intake of postgraduates. Their initial work included studies designed to simplify the Central Electricity Generating Board was typical of OR at that time; enormous benefit accrued to the organisation through much common sense and very little mathematics. However it did lead to Brian’s first publication; a co-authored paper entitled “Centralisation versus Decentralisation in the Transmission Function of an Electricity Generating Company”.

For two years Brian worked on the first major national study of the impact of containerisation on Britain’s deep-sea trade and the number of UK ports likely to be required, commissioned by the National Ports Council (NPC).

In 1967, Brian was appointed to a lectureship. From 1966, he had been researching, commodity purchasing for which in 1969 his PhD was awarded, his thesis topic being “Commodity Purchasing in Uncertain Fluctuating Price Markets”. Then followed a flood of papers in this field, culminating in 1985 in the seminal book “Raw Materials Purchasing: An Operational Research Approach”.

Brian was appointed to a senior lectureship in 1975 and to a chair in 1980. His research interests widened to the purchasing of fixed priced products, their production and stocking but he eschewed simply extending previous methodologies. Instead for example, Brian became a pioneer in production planning for make-to-order manufacturing companies, where the interface with marketing is of vital importance.

Throughout his career, Brian displayed an outstanding ability to develop new ideas and to use whatever level of mathematics was required. Many research students had reason to be grateful for this gift. His hard work and kindness to all his students was unlimited.

Over the years, Brian supervised over 25 doctoral students from almost as many countries, all of whom held him in great affection. His support and enthusiasm led to many extended research relationships.

Brian was highly respected by all who knew him well and he will be sadly missed.

Emeritus Professor Alan Mercer

FT ranks LUMS PhD 6th in world

In the latest Financial Times ranking of the top global MBA programmes, LUMS is ranked 8th in the world in its ‘Doctoral Rating’ for business PhD programmes.

The FT’s criteria for this rating is the number of doctoral graduates from the last three academic years with additional weighting for those graduates taking up a faculty position at one of the top 50 schools.

1. Warwick Business School
2. University of Illinois at Urbana-Champaign
3. New York University (Stern)
4. Wharton
5. MIT (Sloan)
6. Lancaster University Management School

Using this criterion, the FT’s ranking of the top 6 business schools for doctoral programmes is:

LUMS has one of the largest and best-supported ESRC-recognised doctoral programmes in the UK, with academic research in all areas of business and management. We have around 100 full-time PhD students (and many part-timers too) drawn from countries all over the world, and a generous Management School PhD scholarship programme.
Staff and Student Achievements

Risking Everything

Oliver Westall (Economics) spent a day in December 2003 walking about the City of London, preceded by a young woman walking backwards, holding a microphone to catch his every word, paring the crowds before him. He was helping to make the BBC Radio Four documentary series ‘Risking Everything’ which looked at the British insurance business.

Oliver’s publications on insurance history led to him being asked to advise on the series and provide content. After studio interviews, he went on a wild taxi drive round the City, visiting locations that combined significance for insurance with the atmospheric background sound that radio producers hope will win them awards.

Dr Choi is from Korea and a graduate of Sogang University and KAIST. He takes his ‘Whitworth scholarship’ title; WhSch. He spent time by the Thames describing one of the great 19th century warehouse conflagrations that transformed fire insurance, as the river lapped evocatively against the riverbank and vessels chugged by. He wanted to climb the Monument that commemorates the Great Fire of London, but BBC Health and Safety ruled it out. Others live more dangerously.

As he explained the modern industrial structure of British insurance by describing the head offices that can be seen from the Lloyd’s building, he saw a dozen men, illuminated by the setting sun, walking out across the shiny curved glass skin 180 metres high on top of the Swiss Re’s new turnescent gherkin. That proved a good route into the realities of risk management.

May Hicks Award

Tongwei Wang from China gained a Distinction award on his MSc Operational Research last year and also won 3rd prize in the national May Hicks competition. His winning project was on “Improving the Accuracy of Approximations to Partial Expectation E (K) and the Inverse”

This project looked at making improvements within the inventory management software of Finnmatica Software Limited, in particular at improving the approximations to numerical integration that are used within the software. The focus for this was on improving the approximations to the relationship between safety factor K and the partial expectation E (K).

Ian Rustige (MSc in Management ‘03) has celebrated being made a special award. In November 2003 he was presented with one of thirteen Whitworth Scholarship Awards by Alan Johnson MP (Minister of State for Lifelong Learning and Higher Education).

The scholarships are awarded by the Institute of Mechanical Engineers. Ian was accompanied at the ceremony by Ian Cammack, course tutor for the project management course modules. His initial award took place in 1999 when he successfully completed his studies and received the Whitworth scholarship title, WhSch.

Special Award

The programme was broadcast just a few weeks later, hosted by Marcus Brigstocke, the rather mystified DJ who interviewed Bill Nighy in ‘Love Actually’. One of the chief pleasures for Oliver was the number of friends who got in touch having heard his contribution. He listened over the web in Bangalore where he was helping to run the IMPM management programme that Lancaster offers in collaboration with INSEAD, IIM Bangalore, INSEAD and a group of Japanese and Korean Universities.

Sitting in the sunshine and colourful gardens of an Indian January, the City in December seemed a long way away.

Teaching Prize Winners

Lancaster University prizes have been awarded to three LUMS faculty members this year. Dr Pelham Gore (Accounting and Finance) and Dr Sharon Bolton (Organisation, Work and Technology) have won prizes for undergraduate teaching, and Dr Frank Cave (IEED) a prize for commercialisation. Prizes were awarded during a ceremony in the Great Hall in June 2004.

The Recently Launched Institute for Advanced Studies in Management and Social Sciences (IASMS) awarded an Associate Fellowship to Professor Michael Hulme (Chief Executive of Teleconomy), who is already engaged in a number of collaborative research projects with faculty and research students in the Faculty of Social Sciences and LUMS.

There will be close cooperation with Michael on diverse themes linked to media, technology, and culture. For information on IASMS see www.lancaster.ac.uk/ias/
New Staff

The last twelve months has seen an exceptional growth in LUMS Faculty. We are therefore continuing to attract a number of new lecturing staff into the School.

Amongst staff appointed over the last year are Dr Carole Howarth who has recently joined the Institute of Entrepreneurship and Enterprise Development as Senior Lecturer and Sean Lincoln and Mark Threlfall have developmental roles within the Management Development Division.

Other appointments have been Maria Stafylarakis (Management Learning), Professor Bart Lambricht (from Judge Institute Cambridge); Dr Grzegorz Paulina, Dr Axel Adam-Muller and Dr Evi Neophytou (Accounting and Finance); Dr Kim Kalvanto and Professor Alan Henry (Economics); Mary Stafylarakis and David Simm (Management Learning); Dr Tina Hekeren and Dr Jerry Busby (from the University of Bath) in Management Science; Dr Emma Banister and Dr Gillian Hopkinson (both from UMIST) in Marketing and finally Dr Joe O'Mahoney in Organisation, Work and Technology.

Success in research grant competitions has also led to the appointment of a number of senior research staff, including Dr Manuel Graça and Shen Xue Lin (Management Learning); Sara Hayes (Marketing) as well as Dr Maria Hayes, Dr Christopher Townson and Konstantinos Nokelopoulos (Management Science).

Finally administrative appointments include Dr Amelia Hunt (Research Support Officer); Kerry Wilging (Graduate Management School Administrator); Jacqueline Hughes and Joanne Stott (Accounting and Finance) and Karine Bloor (Administrative for the new MSc in Advanced Marketing Management).

Key posts

There have also been key professorial appointments, all highly successful scholars who will contribute to LUMS’ mission to remain a leading research School.

Professor Keith Grint has recently been welcomed to the School as Professor of Leadership Studies and Director of the Lancaster Leadership Centre. He was previously Director of Research at the Oxford Said Business School and Fellow in Organizational Behaviour, Templeton College, University of Oxford. Keith spent 10 years in industry before switching to an academic career.


His most recent book, Redefining Leadership, will be published by Sage in 2005.

Professor Margaret Hogg took up the first Chair in Consumer Behaviour & Marketing in May 2004. A graduate in Politics and Modern History from Edinburgh University, she spent these years doing postgraduate studies in History at the Vrije Universiteit, Amsterdam. Her first introduction to Consumer Behaviour and Marketing came at Lancaster in the early 1970s, where she studied for the MA in Business Analysis, and where she was taught by interalia Chris Kenny-Luvick, Peter Spijlder and Albert Schoffield. She worked in Marketing for six years with K Shoes in Kendal, before having a career break.

She completed here PhD part-time at Manchester Business School examining the role of distastes and dislikes in consumption. In 1995 she joined Manchester School of Management, UMIST where she developed undergraduate and postgraduate courses in consumer behaviour; and was Programme Director of the MSc (Marketing).

She is an active European member of the major international forum in her specialist area: the Association for Consumer Research.

Her many publications include:


Malcolm Kirkup has joined as a Professorial Fellow and the new Director of our Full-Time MBA. He brings extensive experience of programme management having worked previously at Birmingham Business School, Loughborough University, Aston Business School and Cranfield University. His most recent achievement was in developing the UK’s largest specialist Masters programme in Marketing while at the Birmingham Business School.

Malcolm is also himself a marketing specialist. He worked commercially in Marketing Planning with Sears plc and continues to be active in marketing consultancy. Recent clients have included SPSL Ltd, Holsten Pils, Next plc, Blue Martini Software and Conchango.com. His academic research interests focus on retail marketing, customer tracking and consumer choice, and he has published an extensive collection of retail and marketing case studies.

Malcolm joins a successful MBA team which continues to build on success in the FT rankings and initiatives are in place to enhance further the distinctiveness and benefits of the programme and to extend global awareness of the opportunities presented by the Lancaster MBA.

Professor David Peel (Economics)

Professor David Peel has recently been appointed as Professor of Money Banking in the School’s department of Economics. He was previously Professor of Economics at Cardiff Business School.

David has been in academia since graduating from the University of Warwick. He spent 12 years at the University of Liverpool as lecturer, senior lecturer and reader before becoming Professor and Head of department at University of Wales Aberystwyth. He was at Aberystwyth for 11 years before going back to the University of Liverpool as a Professor of Economics. After 2 years he joined Cardiff Business School where he spent 7 years before joining Lancaster.

David has written numerous articles in professional journals and is perhaps best known for his work on aspects of rational expectations, testing market efficiency with particular respect to gambling markets, the political theory of the business cycle, modelling of political popularity, nonlinear adjustment in purchasing power parity and modeling asymmetric preferences of central banks.

David has published several books. His most recent is ‘Advanced Macroeconomics: A Primer’ (with Patrick Minford). Edward Elgar, 2002.
Staff News

Pro Vice-Chancellor appointment

Professor Cary Cooper CBE, who joined LUMS in October 2003 as Professor of Organisational Psychology and Health, has been appointed Pro-Vice Chancellor for External Relations at Lancaster University.

As well as maintaining his academic work and being a member of the senior management team, Professor Cooper will be responsible for raising the profile of Lancaster's excellent research and teaching through fundraising and alumni relations, public relations and business links.

Cary Cooper, said:

"It's great to be associated with a university which is in the top ten for research and one of the top management schools in the world and I want to make sure that this excellence becomes much better known. I will be carrying on my international scholarly research whilst working to raise the local, national and international profile of Lancaster."

Cary Cooper is President of the British Academy of Management, a Companion of the British Institute of Management and one of only 3 UK Fellows of the American Academy of Management. His latest book Leadership and Management in the 21st Century is about to be published with Oxford University Press.

He is a national ambassador for The Samaritans, Founding Editor of the Journal of Organizational Behavior and Co-Editor of the international medical journal Stress and Health. He is the Editor, jointly with Professor Chris Argyris of Harvard Business School, of the international scholarly Blackwell Encyclopedia of Management and the Editor of Who’s Who in the Management Sciences. He has been an advisor to the World Health Organisation, ILO, and published a major report for the EU's European Foundation for the Improvement of Living and Work Conditions on 'Stress Prevention in the Workplace'.

Professor Cooper also won the 1998 Distinguished Service Award for his contribution to management science from the Academy of Management.

STOP PRESS - Pat Beigan

It is with great sadness that we announce the unexpected death from an asthma attack of Pat Beigan, MSc ITMOC Secretary on Saturday 24th August 2004

NYSE Award


Carolyn Dexter Best Paper Award

Dr Anthony Hesketh (Management Learning) has won one of the American Academy of Management's prestigious annual prizes awarded in recognition of outstanding contributions to academic scholarship. Anthony has won the Carolyn Dexter Award for the paper which 'best meets the objective of the Academy to internationalise'.

Anthony's paper was chosen from 42 nominations and is entitled "Employability In The Knowledge Economy: Living The Fulfilled Life Or Policy Chimera?"

It examines the processes through which the obligation of continued individual development - captured by the notion of 'employability' - is being increasingly rearticulated and transmogrified by policy makers, managers and organizations in both the UK and US as a means through which individual and social (economic) fulfilment can be obtained. It suggests that the concept itself represents little more than a policy chimera: a thinly veiled attempt to relocate the responsibility for lifelong and economically relevant learning at the door of the workforce itself.

Change of vocation

Julia Davies, who retired in 2003 as a Professorial Fellow, was ordained into the Church of England in Manchester Cathedral in July 2004. Her ordination was followed by a Service of Celebration at St Andrew's Church, Bolton. Julia is now playing a full and active role in the local ministry at St Andrew’s.

In her time at Lancaster Julia worked first in the department of Management Learning and then in the Management Development Division, developing and delivering flagship programmes such as the British Airways Global MBA, the MPhil in Critical Management and many others.

Former colleagues wish her well in her new vocation.

Hall of Fame

Professors David Otley and Ken Peasnell (Accounting and Finance) have been invited to become two of the fourteen founding members of the British Accounting Association's Hall of Fame. The ceremony took place at the BAA 2004 Annual conference at York in April 2004.

This Hall is intended to become a “virtual academy” of distinguished contributors to UK academic accounting and finance. David and Ken (pictured 2nd and 3rd left respectively) are members by virtue of having been previous holders of the BAA’s annual Distinguished Academic of the Year Award.

Promotions

In July 2004, Dr Lucas Introna was awarded a Personal Chair as Professor of Organisation, Technology and Ethics. Promoted to Senior Lectureships are: Dr Mark Shackleton (Accounting and Finance); Dr Sharon Bolton (Organisation, Work and Technology) and Dr Rob Simmons (Economics). Two teaching fellows in the Management Development Division have been promoted to senior status too. Elaine Swan and Dr Andy Bailey. Dr Sally Watson has been appointed Director of the Management Development Division.
Economic prospects for English Football

Dr Rob Simmons, Department of Economics

As the 2004/5 football season gets underway, clubs and fans typically feel a sense of optimism about their prospects. Generally, the English football industry looks to be in rude health. Attendances in the Premier League and the Football League are on a rising trend. Broadcast revenues, at least for the Premier League, remain healthy. Top clubs in England manage to attract many of the world’s best players in their bids for domestic and European success. For example, Chelsea can opt to field a first eleven this season whose combined transfer fees sum to over £100m.

However, English football is not without its problems. Leeds United, now relegated to the rebranded ‘Championship’ (formerly Division One), nearly went bankrupt last season and remain debt-ridden. Over 20 clubs have experienced spells of administration over the last three years and balance sheets at many smaller Football League clubs look increasingly fragile. The gap in revenue potential between Premier League and Football League clubs is widening still further.

Current sports economics research examines English football in some detail. This research has either been published in mainstream economics journals or has been delivered at economics conferences worldwide. This article summarises some current research findings.

Is there a crisis in English football?

In March 2004, a group of sports economics and management specialists gathered at Rimini, Italy to assess the financial situation of football in each of Europe’s football leagues. Representatives of eleven countries presented papers detailing the financial position of football leagues in their respective countries. The results make interesting reading and show considerable divergence in country experience. In Italy, several top clubs had their accounts investigated by the tax authorities and debt levels are alarmingly high.

In France, a strict regulatory regime compels clubs to submit full details of accounts to the League in order to gain permission to compete; punitive sanctions, including financial penalties and even relegation, apply for clubs which are shown to have records of financial mismanagement. The papers are available online at www.imperial.ac.uk/business/dynamic/other/RiminiGroup/index.htm

Included in the set is a contribution on English football. The crisis in English football, by Rob Simmons, Tunde Buraimo (University of Central Lancashire) and Stefan Szymanski (Imperial College). The main conclusion for England is that there is a growing crisis for smaller clubs in particular with an increasing number of clubs being placed in administration.

Although the example of gross financial mismanagement at relegated Leeds United is a salutary warning to over-ambitious Premier League clubs, it is at the lower levels of the Football League where financial pressures are most acute. The crisis was triggered by the collapse of ITV Digital in 2002. Many clubs had spent lavishly on player salaries in anticipation of broadcast revenue that failed to materialise. Most clubs have taken remedial measures especially in terms of contract negotiations with players. Playing squads have been trimmed, so that there is now a 20% reduction on playing staff compared to one year ago, and contracts are now more flexible and more short-term with greater performance-related components. Many clubs now insist on contract clauses that specify salary reductions in the event of relegation.

Overall, though, 2004/5 will be a difficult season financially for many clubs in the lower reaches of the football league as they try to balance sporting success with financial solvency.

The future of sports broadcasting

Much research in sports economics focuses on ‘outcome uncertainty’. If leagues and games become too one-sided then fans get bored and the contest as a whole loses appeal. There are several sporting examples where one player or a couple of teams dominate their competitions: Michael Schumacher in motor racing, Celtic and Rangers in Scottish football. Trying to pin down how and if at all ‘outcome uncertainty’ matters for sports fans is actually a very elusive task and several academic articles have been devoted to this problem. Looking at English Premier League football, a connection between outcome uncertainty and attendance at games is not a feasible option as most Premier League teams regularly have sell-out crowds.

Current research by Lancaster PhD student, Tunde Buraimo, explores the role of outcome uncertainty in a different setting, the television audience for Premiership football. He has amassed a large database of Sky Premiership television audience ratings figures drawn from industry sources. In order to assess the impact of outcome uncertainty on audiences, Tunde has to control for influences of team league standings and team quality for contestants in a particular televised match. From a sample of over 500 televised matches, He finds that outcome uncertainty - the closeness of a particular fixture - does affect audiences but only to a modest extent.

Not surprisingly, fans switch on according to the glamour of the teams involved. For the Premier League this means that making the League more equal would indeed raise TV audiences, but only if team quality can be held at current levels. If team quality was to be reduced then audiences will switch off. The Premier League then faces a trade-off between equity and ‘efficiency’.

Further research in sports economics investigates broader issues of competition policy applied to sports broadcasting. Stefan Szymanski at Imperial College, London has a number of papers on this problem (see his home page at www.imperial.ac.uk).

Essentially, the conclusions are these -

Current arrangements for collective selling of TV rights represent a cartel with adverse consequences for consumer welfare; The European Union Commissioner for competition policy was right to investigate the agreements reached between BSkyB and the Premier League; The number of Premier League games televised ‘live’ is insufficient to meet audience demand; Televising more Premier League games live will not adversely affect gate attendance; BSkyB’s near-monopoly position in sports coverage is harmful to consumer welfare; The compromise agreement reached between Sky and the Premier League involving resale of some live games to another broadcaster is inadequate to address concerns over consumer welfare and finally encouraging clubs to negotiate individual deals with broadcasters for live TV coverage would raise consumer welfare.

These issues are explored in detail in a paper entitled, Broadcasting, attendance and the inefficiency of cartels co-authored by Rob Simmons, Stefan Szymanski and David Forrest. Review of Industrial Organisation (Summer 2004).

The 2004/5 football season looks to be a fascinating one and debate over the issues of financial solvency, competitive balance and the role of broadcasting will continue with plenty of fertile material for sports economists to absorb and analyse.

Rob welcomes any comments at r.simmons@lancaster.ac.uk
Dynamic Capabilities: Implications for HR

Over the years, Ciba Specialty Chemicals has built up an immense body of knowledge in the chemical sector. Drawing on this expertise and its experience of supporting customer industries, Ciba is now offering a range of knowledge-based services designed to enhance the performance of companies in a variety of sectors.

The company is providing these services on a global basis. This development is significant in two ways: the speed with which Ciba set up the new business (which was less than three months), and the shift it represents from selling products to selling services.

Ciba’s ability to make this shift is an example of “dynamic capability”, an idea that strategy people have been exploring recently and which has potentially far-reaching implications for the HR profession. The term was first coined in 1997 by Gary Pisano of Harvard Business School and colleagues David Teece and Amy Shuen. They described dynamic capability as “the firm’s ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments”.

This follows from the so called resource-based view of the firm - that competitive advantage depends on how far a company has unique assets and core competencies which are difficult for competitors to imitate. The added ingredient of dynamic capability refers to the idea that firms should develop the ability to change their core competencies in response to external developments.

The idea has been extended recently by two academics, Maurizio Zollo and Sid Winter, respectively from INSEAD and Wharton. They suggest that dynamic capabilities depend very much on the organisation’s ability to learn from experience, and that any such changes in core competencies represent a wider learning process for the organisation. According to their definition, a dynamic capability is a learned pattern of collective activity that enables an organisation to modify its operating routines so as to improve effectiveness. They also view dynamic capabilities as relevant at all times - not just when an organisation is reacting to dramatic changes in the business environment.

The idea of dynamic capabilities has evolved largely from abstract theorising, and there have been relatively few accounts of what they look like in practice. We have recently started a joint research project between Lancaster and Liverpool Universities, which seeks to fill that gap. As well as investigating dynamic capabilities at both strategic and operational levels, we are also interested in whether there are ready-made examples of dynamic capabilities in organisations, or at least elements, which might illustrate the concept in part. We are currently working with a number of organisations, including IBM, the NHS, Ciba Specialty Chemicals, and a fast growing internet company, Business Serve.

Some of these organisations offer examples of processes and operating routines that seem to embody dynamic capabilities. They are illustrated by changes at strategic levels, which have seen the companies concerned combining and repackaging some of their existing capabilities. We have already mentioned the creation of a new business around the marketing of expert services at Ciba. Another example of dynamic capabilities in practice comes from Business Serve. This company has evolved around several distinct internet services, including being a straight ISP service for businesses, providing optimisation of web services and offering greatly enhanced connectivity. In the middle of last year the company reconstituted the bulk of its business into a single product called NetSuite, which provides hosting, connectivity and optimisation of web services. This seems to be selling very rapidly and is already leading to the development of a further linked product.

The change at Business Serve was conceived and implemented in a matter of months, and has obvious implications for internal structures and relationships and for the skills required of many of the staff. But it still builds on areas of established expertise and seeks out new unique competencies, including support for established personal relationships with internet clients, and team management procedures which combine internal collaboration and competition.

Time will tell whether the idea of dynamic capability is yet another gimmick that will follow in the long tradition of OD, excellence, competencies, the learning organisation, knowledge management, and so on; but it does provide a language to summarise many of the theories about flexible organisational design. There are a number of specific implications for HR. First, there are implications for training and development. For example, in Business Serve the development of a new product from three existing activities required closer integration of the work of account sellers and web designers. This meant that the sales people had to take a longer view of the relationship with customers because current sales had to be linked to follow-up products, and this required substantial product training and ongoing development with team leaders.

Second, there are implications for recruitment and development policies. In Business Serve the move towards an integrated product increased demand for web designers, and this has led to a new recruitment drive. But the web people now needed to work in cross-disciplinary teams, which meant that the new staff had to be (or have the potential to be) multi-skilled and able to learn new skills rapidly. Since this was a major shift from past practice the company decided to recruit a new manager with a background in banking, rather than web design, to provide intellectual guidance to a group that were moving into new territory.

Similar issues were tackled in Ciba where the decision to develop its expert services business has led to a need to develop social and customer relations skills among employees who have always worked on technical and scientific innovation within their own communities of practice. In other words, technical expertise needs to be complemented with behavioural competencies so that employees are able to relate and respond effectively to the changing business demands. This calls for a stronger emphasis on managing competencies, as opposed to functions, within organisations.

The development of dynamic capability also requires a stronger emphasis on trust and collaboration within working groups so as to enable individual members to share knowledge. This is especially relevant when firms operate in rapidly changing environments, since continuous changes of routines are likely to make people feel insecure about their own roles and ask themselves to what extent it is “safe” for them to share knowledge. In addition, it is crucial to pay special attention to the understanding and monitoring of how different practices inter-relate and impact upon each other, so as to keep them aligned at all times. Relying solely on the fact that individual group members know and do their jobs very well does not guarantee success when firms need to modify their operating routines frequently.

These are some of the HR implications that can be associated with the idea of dynamic capability. It is also worth noting that stressing the ability to rethink and change routines weakens the role of the script (or plan) in organisations. Instead, loose couplings among units and spaces for improvisation are more likely to be observed, together with minimal structures that enable individuals and groups to stay aligned in their practices. The idea of dynamic capability suggests that we need to view organisation as jazz, emphasising
Grocery Industry at a ‘Cross-Roads’

The Workshop reported on a three-year study funded by the Economic and Social Research Council (ESRC), which replicated research undertaken 22 years ago and coupled it with detailed ‘ethnographic’ studies of carefully selected households over an 18 month period. The aim of the study was to address the implications of the growth in concentration in food retailing in the UK and its impact of consumer choice at the local level, by exploring how households have experienced the ‘choices’ emerging from a concerted period of retail change, which has led to the major expansion by supermarket groups over the last 20 plus years.

The study shows that the increase in food retail competition over the last 20 or more years had led to consumers becoming ‘choosier’ but at the same time more constrained in their choices. The Report calls into question the way choice is viewed by retailers, regulators and planners. At the regulatory level choice is always discussed as it occurs between stores, but the customers interviewed were as interested in the choice that exists within stores. The research also points out that regulators often fail to take into account local circumstances sufficiently when they consider ‘choice’. The study suggests that those people with limited consumer choices are not confined to what policy-makers have called ‘food deserts’ - places where there is an absence of grocery outlets within a short distance - people living in more affluent areas can also have problems accessing stores.

In terms of the implications of this important research, Professor Clarke said: “Despite the huge explosion in retail provision and improvements in living standards over the last two decades, fluidity, improvisation, and ongoing mutual learning rather than more centralised or rigid conceptualisations.

So, do developments in the two organisations we have described here provide genuine examples of dynamic capabilities according to the definitions offered at the start of this article? The key elements involve the ability to change routines and systems in a continuing and proactive way, and for this to be part of an ongoing learning process. The Ciba expert business demonstrates highly proactive innovation; while the Business Serve example shows rapid and wholesale change in response to anticipated moves among competitors. But these are largely isolated incidents or examples, albeit on a large scale. A dynamic capability must also be demonstrated by the ability to maintain the rate of change and flexibility, and to be able to repeat examples like this, which are underpinned by similar processes at operational levels. These are some of the things that we will be looking for in our research project, which will initially run over a two-year period. One of the big questions we will seek to answer is whether it is possible to find “ideal” organisational examples of dynamic capabilities. If, on the other hand, it is an abstract model that can be compiled from lots of separate cases and instances, then the next question is whether it is possible to construct a general template around how to create and sustain dynamic capabilities in a practical sense.

Further reading:


The Workshop attracted some important panellists and delegates, including Bill Grimsey, Chief Executive of the Big Food Group (operators of Iceland and the wholesale group Brooker), John Bridgeman CBE, former Director-General of the Office of Fair Trading, and Vicki Hird of the consumer group Sustain.
Modernisation and the Joining-Up of Local Government Services

Professor Brian Bloomfield & Dr Niall Hayes, Centre for the Study of Technology & Organisation.

Following its election in 1997 the New Labour government ushered in a programme of awesomely radical change for the public sector. In a word, modernisation became the order of the day both in the provision (production) and experience (consumption) of public services. Having modernised itself, the Labour Party sought to reshape the ways in which public services are thought about, planned, and delivered. For instance, a move toward joined-up electronic government (e-government) - with an emphasis on the electronic delivery of services - was set out in a plethora of policy documents affecting both central and local government alike (e.g. Cabinet Office, 2000).

The discourse on modernisation carries with it a strong (moral) sense of purpose. As Harrison (2002: 466) contends, it is “a convenient term which both implies and justifies progress: after all, who would wish our public services to be ancient?” Moreover, if the technological means for effecting the transition to a modernised condition are already at hand then there is a significant challenge to local councils, with skill shortages and financial constraints among some of the barriers, not to mention initiative fatigue due to the unrelenting plethora of new programmes and edicts streaming from central government. The realization of individual modernisation projects, and their translation in situ, involves the complex mobilization of many heterogeneous actors and materials. These projects draw upon the expertise of commercial organizations, with the private sector seen to offer the sort of preferred business knowledge/know-how and innovation that are (allegedly) markedly lacking in the public sector. Crucially, the specifications, delivery, and often funding, of many projects is determined and executed by a private sector organisation (and its outsourcing partners).

Such projects involve knowledge both as the object and the subject of activity: as object, existing organizational practices in the public sector are studied, typically by private sector consultants, so they may acquire, distil, standardize, and codify what is deemed essential for the delivery of efficient citizen-centred services. This dominance of private sector consultants and their knowledge practices in the shaping of modernisation is evident in projects across the local government sector.

(2) The customer-centric model of modernisation. The focus on the individual citizen necessitates fundamental change to long-established functional and professional boundaries. For instance, efforts to join-up local government services through the creation of clusters of services from across different professional boundaries, such as health, housing and social services; the so-called ‘information silos’. The customer-centric model of change seeks to free up information from the silos, and in so doing eradicate the resulting inefficiencies. Thus, the re-engineering of the back-office through process modeling and standardization appeals simultaneously to the modernisation programmes for efficiency savings and for breaking up of the dysfunctional silos. We argue, that one consequence of this dismantling of silos is that it might undermine the historical role that the professions play in serving citizens. Further, we will suggest that the resulting renegotiation of boundaries that modernisation necessitates, presents significant issues for knowledge sharing practices within local government. For example, professionals (through their body of expert knowledge, protocols and shared practices) are crucial to understanding and making sense of the requirements of citizens. We contend that the erosion/renegotiation of professional boundaries during these citizen centered reorganisations may result in ‘trapped information’. That is, though citizen records might well be made to flow across the organisation, the contextual knowledge and expertise pertaining to that information cannot and remains confined within the areas of professional specialism. Process modelling and standardized work designs present problems in the business world too because they have to be enacted and modernised. The citizen’s view of the fragmented public service landscape, such problems can be expected to become particularly challenging in the context of initiatives crossing the boundary between public and private. Our research questions the extent to which private sector change methodologies are applicable to many facets of local government (re)organisation.

(3) The extent to which modernising projects may be irreversible. Many modernising projects in local government are built around the notion of long-term (10-15 year) partnerships between the public and private sector. These typically involve significant private sector investment which, in order to recoup and make a profit, requires a long-term collaborative agreement. Easier attempts to modernise public services focused on outsourcing models such as contracting out which could be reversed and the activities brought firmly back under council control. In contrast, with recent modernising projects the renegotiation and blurring of the boundaries between public private agencies would seem irreversible - legally, materially and organisationally. Indeed, modernisation implies more than a shake-up of existing practices for it implies a renegotiation of the very terms public and private and the putative boundary between them. Central to these issues are the differing and sometimes competing objectives both within and between public and private sector organisations. For example, for local government stakeholders key principles include the provision of better citizen services, satisfying the local electorate, gaining investment and funding for a new technological infrastructure, the incorporation of private sector change methodologies and techniques, and not inconsequentially meeting the mandates of central government. For the commercial partners, the priorities are concerned with ensuring that they gain a substantial return on their investment in technology and consulting, as well as the risks that they undertake. The struggle to resolve conflicting objectives runs through the negotiations between the public and private sector agencies and their constituents and thereby leaves its mark both on the technology that is deployed and the project of modernisation.

Full references and details of the Government White Paper are available from nhayes@lancaster.ac.uk
Understanding share buybacks

Share buybacks involve firms repurchasing a proportion of their issued shares from existing shareholders. Like dividends, buybacks represent an important method of distributing cash to shareholders. For example, between January 1995 and December 2000, UK firms repurchased over £33 billion to shareholders via buybacks, while in the US repurchases have replace dividends as the preferred payout mechanism among large industrial firms.

To investigate the increase in buyback activity in the UK, Dr Steve Young (Accounting and Finance) has recently been awarded an 18 month grant of £50,700 from the Leverhulme Trust. The research will focus on three issues relating to buyback activity: the alleged financial flexibility of buybacks compared to dividends, the potential link between executive compensation and share buybacks, and the effect of recent UK corporate tax reforms on dividend payments and share buybacks.

"Increasingly share buybacks are being used by managers to distribute cash to shareholders. Yet crucially, despite their increasing economic significance, our understanding of the buyback phenomenon remains limited" said Dr Young.

Any queries to Steve Young s.young@lancaster.ac.uk

Advertising bans and advertising strategy

Every year the tobacco industry spends billions of pounds worldwide advertising and promoting tobacco products. However, with the incontrovertible evidence that consumption of tobacco products is bad for your health there has been a global movement to ban tobacco advertising. Unsurprisingly, partial or full bans on tobacco advertising encounter strong resistance from the tobacco industry that argues that it cannot be proven that a ban on tobacco advertising will lead to a reduction in consumption. However, anecdotal evidence shows that where tougher advertising restrictions are proposed, there is a subsequent increase in tobacco advertising expenditure in anticipation of the ban being enforced.

How the tobacco industry changes its advertising strategy in response to advertising restrictions or the threat of restrictions is the subject of a Nuffield Foundation research project directed by Dr Caroline Elliott (Economics). Using data on UK tobacco company advertising expenditure, her research will examine whether legislation and the threat of legislation impacts upon tobacco companies’ advertising strategies.

If companies are found to increase advertising when facing tougher future advertising restrictions this may indicate that they are trying to use advertising to stimulate and/or maintain demand for their products. Given the addictive nature of tobacco products and the health risks associated with them, there may be significant welfare consequences of such a strategy.

Any queries to Dr Caroline Elliott c.elliott@lancaster.ac.uk

The cost of Higher Education

Dr Jill Johnes and Professor Geraint Johnes (both from Economics) in collaboration with researchers from Aston University have successfully tendered for £42,000 from the Department for Education and Skills to continue their research into the cost structure of the Higher Education (HE) sector. Their research will examine how costs vary between Higher Education Institutions, whether certain factors (such as student-staff ratios) effect these costs and provides implications for the future expansion of the HE sector.

Innovation and Business in Europe

Professor Mary Rose (Institute of Entrepreneurship & Enterprise Development) has received a share of £42,000 from the Spanish Banco Bilbao Vizcaya Argentaria Foundation in conjunction with the Universities of Barcelona, Pompeu Fabra (Barcelona) and Bocconi (Italy) for a 2-year project to investigate innovation and business in Europe. The research will also draw on the expertise of Mike Parsons (Honorary Entrepreneurial Fellow in IEEED).

LUMS has been a hive of research activity over the last year. As well as being recipients of grants through initiatives such as Advanced Research News & the EEC’s Evolution of Business Knowledge Programme - page 2 - and the ESRC’s Evolution of Business Knowledge Programme - page 8 - numerous individual grants from a variety of UK and international sources have been awarded.

Major EU Asia-Link funding

In July 2004 David Brown (Management Science) and Professor Alasdair MacBean (Director of the Lancaster Centre for Management in China) were awarded a major €300k research contract under the EU’s Asia-Link programme. This Programme is an EU initiative to promote sustainable global and multilateral networking between EU higher education institutions and South Asia, South-East Asia and China.

The 2½ year project is being undertaken in partnership with Stockholm University School of Business; University of Science and Technology, Beijing and the National University of Laos. LUMS, through its China Centre, will manage the project. This is the 2nd award that staff in the School have secured from one of the EU’s Asia Programmes. In April 2002 David Brown was awarded EU-Asia-Link funding for a project on the use of information technology in Vocational and Technical Education in Lao PDR and Sri Lanka (Asia IT&C Programme).

The aim of the new research project is to improve management education in two rapidly developing areas: E-Business and ‘Innovation and Entrepreneurship’, with particular emphasis on the development of young faculty and postgraduate students.

Leader of the research project, David Brown said “we are very pleased to have received this award whose strategic value will be to develop human resources at the university level in Lao PDR and China in two critical subject areas and through their graduates yield major, long-lasting economic and social benefits to their respective economies”.

The mismanagement of graduate talent?
The Mismangement of Talent - Employability and Jobs in the Knowledge Economy researched by Dr Anthony Hesketh (Management Learning) and Professor Philip (Cardiff University) was published in Spring 2004.

Their book highlights the results of new research using US and UK data which shows that the demand for high skills workers in the economy has been seriously over-estimated. In the UK there are currently over one million students in the UK’s higher education system. With approximately 400,000 graduates entering the labour market each year, Brown and Hesketh estimate the number to be at the very most” around 62,000 designated graduate-level jobs available within large organisations.

But as the Mismanagement of Talent points out:

“A university degree is not enough to make one employable as credentials do no more than employable as credentials do no more than to demonstrate that something was successfully learned".
Globalisation Seminar makes a major contribution

LUMS organised a high profile symposium on Globalisation in Delhi in mid-January 2004 at which the main speakers were the distinguished Economist Professor John Dunning, editor of 'Making Globalisation Good' (published by OUP) and three senior Indian public figures.

Professor Dunning set the scene for the mini-symposium by outlining the main theme of the various contributions in the book. Globalisation has much to offer to both the developed and the developing countries, but it also poses immense challenges to existing social institutions - the rural challenge of globalisation. Although a problem of immense proportions, a set of universally acceptable moral values do exist. This set of values should be nurtured and presented.

The speakers from India included Mr N K Singh, formerly senior civil servant and now a distinguished member of the Indian Planning Commission. He concurred with the views expressed by Professor Dunning. He urged that international organisations overseeing trade and investment, the bulwark of globalisation, should make sure that there was symmetry in rule making and enforcements of rules, between the developed and developing countries.

Professor Roddam Narasimha, a leading scientist and Head of the prestigious Indian Institute of Advanced Studies, Bangalore, provided an interesting set of ideas on how globalisation could be reunited with the ancient traditions and mores of India and Hinduism, and cited examples on how Indians have been able to accept globalisation without sacrificing any of their traditional values ingrained in the family and religion.

Finally Ashok Desai, one of India’s leading financial journalists, outlined the origins of globalisation tracking it back to the 19th century. What is different now is the broad sweep of globalisation, not its main contours. He also made interesting and provocative observations on the role of religion and protectionism in the world economy.

The Symposium was very well received by the 80 participants. In the audience were University and LUMS graduates, academics as well as senior business people from all over India. For a copy of the proceedings, e-mail LUMSAlumni@lancaster.ac.uk

International Collaborations

2004 has seen the launch of a number of new, exciting institutional collaborations. Amongst the highlights are the introduction of a student exchange programme with HEC Paris, one of France’s top Schools.

In China relationships have been developed for MBA exchanges with Guangdong University of Foreign Studies and with Sun Yat Sen University (Lingnan College). The link with London Business Exchange offers a different type of business opportunity by identifying Chinese managers who want to attend the short courses being developed through the Lancaster Centre for Management in China.

For more information on these and other developing collaborations, email s.lucas@lancaster.ac.uk

Bled

The School has recently announced an innovative collaborative programme to facilitate research and doctoral study with the IEDC in Bled, Slovenia. LUMS will work with IEDC to deliver a Certificate in Research Methods as part of year 1 of a full-time PhD in Management programme. Research Assistants and other doctoral students will be supervised for their core doctoral work by selected tutors at either LUMS or Bled, or both, and will qualify for a dual award when graduating.

Director of the Graduate Management School at LUMS, Professor Geraint Johnes, said: “We are delighted to be able to strengthen our relationship with IEDC through this new programme. The opportunity to work with bright young researchers in Central Europe is appreciated and we are sure that the programme will make a major contribution to management education in Slovenia.

Relationships between LUMS and IEDC are already very close, through our participation in the annual ITMA programme, and we hope that this doctoral relationship will lead to further collaborations between our two institutions.”

This programme has been initiated by Professor Danica Purg, Head of IEDC and by Professor Nenad Filipovic, IEDC Co-ordinator.

Metizol

LUMS has recently signed a contract with Metizo, a company that delivers personal and social development programmes. This initiative will give students on selected MSc programmes the opportunity to underpin their academic study with a better understanding of their personal and career goals.

Metizo has offices in France and China and through the office in Beijing additional services will be provided to the large number of Chinese students at LUMS through a special career development course at the end of their MSc studies.

LUMS is the first UK School to sign up with Metizo and this programme is seen as important in the context of the School’s growing profile in China.

Professor Bob Aubrey, President of Metizo has said: “I welcome the opportunity to develop programmes with LUMS and look forward to working with their MSc students both in Lancaster and in China. I see this as a mutually beneficial relationship and I am sure that the students will derive benefit from the skills they develop as they prepare their Personal Enterprise Plan.”
Alumni reunions abroad

2004 has been a hectic year for Alumni reunions in many different parts of the world - China, Singapore, Taiwan, Nigeria, Zurich and Brunei. These events provide valuable networking opportunities for the LUMS graduates who have attended as well as being very enjoyable social occasions.

Many thanks to the local organisers, including Laura Ziebell (MBA, '99) in Zurich; Ilya John Gaje (EMBA, '02) in Abuja and Haji Julahi Abdullah (MAML, '93) in Brunei.

Scandinavian Collaboration

Professor Geoff Easton (Marketing) has been funded through an International Fellowship awarded by the Advanced Institute of Management (see page 2) initiative to undertake international comparative research.

The project aims to investigate manager - researcher relationships, programmes and contexts in Scandinavia to discover whether there are any implications for the UK. Research visits and interviews are being made to the Norwegian and Stockholm Schools of Economics, Chalmers University, Gothenburg, and Copenhagen Business School. Interviewees will be researchers and the managers with whom they have research relationships of various kinds, from intense, long term to short term and perfunctory.

The researchers will be primarily members of the well-established European International Marketing and Purchasing research group, of which Geoff is a senior member. The theoretical framework will also draw upon the work of the IMP group, treating manager - researcher relationships as exchanges set in a network of other relationships. Central research issues include discovering what managers and researchers derive from their research encounters and how different programmes and contexts affect those outcomes.

The project's aims will be realised by disseminating the results to two audiences; managers and researchers. For more information email: g.easton@lancaster.ac.uk

Launch of Delhi Alumni Association

A very successful alumni dinner was held in Delhi in January to launch the local Alumni Association. Over 30 alumni and staff members attended the dinner at the Imperial Hotel, with guests of honour including speakers from the morning's Symposium on Globalisation, Professor John Dunning and Mr Ashok Desai, as well as South Asia British Council Director Mr Edmund Marsden and his wife.

Guest speaker was well known Economics Professor Balasubramaniam (Baloo), who entertained alumni and guests with a witty reflection on Anglo-Indian relations - through cricket, food, music and beyond.

Two recent graduates volunteered to set up a local Alumni Branch and would be pleased to hear from other alumni interested in joining. They are Vikram Bhalla (MSc Management, 2003) email: vikramaditya_bhalla@yahoo.com and Ankur Sood (MSc Information Management, 2001) email: sood_ankur@hotmail.com

IMPM ALP

In September 2004 the IMPM Partnership will be celebrating ten years of running the Master's degree it offers to senior managers around the world at a special Management Development Master Class at McGill University, Montreal. LUMS has taken a leading role in this Partnership whose members are LUMS, McGill, INSEAD, IIM Bangalore and a network of Japanese Colleges.

The programme is designed to provide an innovative approach which uses the experience of the participants and the various locations where the programme modules are run to reinforce the learning. After five modules, all in different international locations, participants proceed to a major project, which leads to the award of a Master's in Management.

Using the learning from this successful experience, the partnership is now starting the new IMPM Advanced Leadership Programme. This is designed for teams of senior executives at the head of organisations. They will bring organisational problems to the programme and, with the help of faculty and other executive teams, clarify their understanding of the issues involved, and work their way to a solution. At the same time they will also explore a wide range of issues that will enhance their understanding of themselves as managers and their organisations. Professor Rick Crawley and Oliver Westall will be leading for Lancaster in this new development, along with faculty from round the world.

Further information on both programmes can be found at www.impm.org.

IPBS Conference

Dr Mike Wright, Associate Dean for Undergraduate Studies, is pictured 3rd left with colleagues from other members from the International Partnership of Business Schools through which our successful BBA European Management degree is delivered.

Other members of the partnership are now ICADe, Madrid; Reims Management School, France; UCSC, Piacenza, Italy; Breda, Netherlands; Northeastern University, Boston, USA and UDLA, Puebla, Mexico

Delegates at Merbach Castle, Germany
Baloo’s contribution recognised

A Conference in Ulster in Spring 2004 turned into a special celebration for Emeritus Professor Balasubramanyam (Economics) whose considerable contribution over many years to research in international business was recognised by an award at a special session.

A selection of the papers presented at the conference will be published in a special issue of “The Transnationals”, the journal of the UNCTAD, with a foreword by distinguished economist Professor Jagdish Bhagwati.

National prize awarded

Dr Luke Pittaway (Institute of Entrepreneurship and Enterprise Development) has recently won a new prize for his exceptional entrepreneurial teaching.

Recently profiled by the Sunday Express for his innovative teaching practice, Dr Pittaway was recognised by the Learning and Teaching Support Network (LTSN). The idea behind the prize was to gather examples of best practice that could help promote innovation in teaching, nationwide.

In explaining why he thought he had received this award, Dr Pittaway laid out Lancaster’s long background in entrepreneurship.

“Lancaster has been one of the few institutions that have been at the forefront of entrepreneurship teaching since the 1980s. I think the Institute secured the award because of the degree of engagement we have with local entrepreneurs, the level of student interest that we have attracted and the innovative nature of our programmes.

This style is visible across the range of the courses, and is employed to promote general understanding of small firms and the environment in which they operate.”

For information on the IEED’s New Venture Planning Course, its budding scheme through collaboration with the Prince’s Trust and regional collaboration between businesses and the Institute email L.Pittaway@lancaster.ac.uk

NEW

Master’s degrees

Two new Master’s programmes will be launched in October 2004 - MScs in Advanced Marketing Management and in E-Business and Innovation.

Recognising the value to organisations of specialist marketing managers, the department of Marketing has introduced a 12 month full-time MSc in Advanced Marketing Management. This is an advanced degree which adopts a problem-solving approach, using a variety of cases and projects, to evaluate critically the integration of theory and practice in marketing management. A key aspect of this programme is that the tutors make great use of intranet based virtual learning environments to facilitate and structure participants learning.

The department of Marketing taught an MA in Marketing for over 20 years in the 1970s and 80’s producing many high quality graduates who now hold senior positions as managers, advertising or marketing executives. One such MA graduate is Antony Burgmans, who is now Chief Executive of multinational Unilever and a recent recipient of an honorary PhD degree (see page 1).

The Department is interested to hear from any alumni, now in the field of Marketing, who would like to be involved in this programme. For further information, email: MScMarketing@lancaster.ac.uk

Expertise and the outstanding research reputations of both LUMS and the Computing Department have been harnessed to develop the MSc in E-Business and Innovation. This programme provides students with the leading theory and practice required for managing increasing complexity driven by innovations in information technology (IT) and information and communications technologies (ICT). The innovative nature of the Internet, e-commerce, mobile technologies, multimedia and e-business are changing the way organisations compete, co-operate and deliver services across all private and public sectors.

Importantly this multidisciplinary programme offers the opportunity for team-based organisational projects in high quality host organisations. Overall, the MSc provides students with a highly desirable qualification, including organisational or research based experience.

When they graduate, students will be well placed to gain employment in private and public sector organisations responding to innovations in ICT in new or emerging firms requiring entrepreneurial skills to exploit ICT innovations or as project managers in existing technology and service providers.

Also worth mentioning is the MSc in Money, Banking and Finance due to be launched in October 2005.

Brochures can be requested by emailing management@lancaster.ac.uk

Alumni NEWS

International Wedding

Aditia Gupta from India (MSc Finance, ’02) and a current PhD in Accounting and Finance student recently married Stefan Sick from Austria (MBA ’02) with colourful ceremonies being held in both countries.

CBE recognition

Professor Alfred Morris (MA Accounting and Finance, 1970), Vice-Chancellor of the University of the West of England in Bristol, became a Commander of the Order of the British Empire (CBE) in recognition of his services to higher education in 2003. He commented: “The achievements of UWE are large and remarkable - but they are not my achievements. They reflect the hard work and dedication of the entire and extraordinarily talented staff.”

William Hung (MBA 1996) reports on his memorial wedding ceremony held on 12 October, 2003 in Tianjin, North East China. His wife is Susan Song. She is a Tianjinese, working in the Tianjin International School.

Quinny YIN Qun (MA in Accounting and Finance 1996) tells us about her daughter’s achievements. “WAN Zhao Jing (Kitty, 9 year-old) is one of youngest members of a newly formed class in Grade 4 of a top primary school in Shenzhen, P R China. Recently she made a public election speech for the post of monitor (the chief for the class) and got 48 votes out of 51 classmates. I am proud of her performance.”
Developing managers who make a difference

LUMS works with individuals and companies helping to develop the knowledge, competencies and skills necessary to make a difference in an increasingly competitive world. Through full and part-time MBA programmes, Diploma and Certificate programmes designed specifically to meet the needs of individual companies, and senior level international programmes run in conjunction with business schools such as INSEAD in France and IIM Bangalore in India, we help managers to develop the mindsets that will make them and their organisations successful.

To find out more please contact Chris Saunders, External Relations Manager, on 01524 593473 or email c.jsaunders@lancaster.ac.uk

MBA alumni reunion

MBA alumni met in a busy pub near Waterloo Station in London in July 2004 for an enjoyable evening exchanging views, updating on LUMS developments and growth plans and also watching Greece play the Czech Republic in the Euro 2004 semi final. Thanks very much to local organisers Etienne Vandewalle and Ankur Agrawal (both MBA, ’03).

Operational Research, in war and peace

In 1995, Professor Maurice Kirby (Economics) received the commission from the UK Operational Research Society to write an “official” history of operational research in Britain since its inception. This project came to fruition in August, 2003, with the publication of his research monograph, Operational Research in War and Peace: The British Experience from the 1930s to 1970 (Imperial College Press, London). Maurice was pleased to take this on because Lancaster University was the first higher education institution in Britain to appoint a Professor in the subject - Pat Rivett - in 1964.

Operational research as a guide to rational decision-making emerged in the later 1930s when it was applied to the development of radar as an essential part of ‘the air defence of Great Britain’ in advance of World War Two. Thereafter, the discipline was diffused throughout the military command structure before its adoption by an increasing range of civilian organisations in the public and private sectors.

Maurice comments that “the project has given me complete intellectual fulfilment - the book was heralded by a sequence of journal articles and invited addresses to national and international conferences: at the time when a certain Professor of Management Science knocked on my door to draw attention to the Operational Research Society’s invitation, I never envisaged that my research would become bound up with the subject”.

Maurice is currently working on volume 2 which will deal with the history of operational research after 1970 which he hopes will be published in 2006.

Another Checkland accolade

One of our best-known academics has been awarded an honorary doctorate for his work. Emeritus Professor Peter Checkland (Management Science), received the honour from the Czech University of Economics at a recent ceremony in Prague, attended by the Vice-Chancellors of all the Czech universities and by the deputy British Ambassador.

Peter spent about 30 years in LUMS, after 15 years as a manager in the industry.

“I could not have had my second career in researching and teaching at Lancaster without having had the real-world experience in the synthetics fibre industry,” he said.

Peter led the research team which developed a new way of tackling problem situations faced by managers. The ‘soft systems methodology’ approach is now used and taught worldwide.

Now ‘retired’ Professor Checkland is still active in teaching and research and is currently working in the NHS and helping a London borough to rethink the delivery of its services to make them more ‘citizen friendly’.

Major new publication

Professor John Burgoyne (Management Learning) has recently published a book on Leadership “A Managers’ Guide to Leadership”, co-authored with Mike Pedler and Tom Boydell.

It is a practical workbook which takes a challenge-based approach to providing people, at all levels, with the opportunities to develop their unique leadership style and abilities. This means going beyond the expected competencies normally required in responding to the most pertinent challenges of today.

What sets this book apart from other leadership books is that it combines a bespoke diagnosis of the readers’ own unique set of leadership strengths and weaknesses coupled with the identification of achievable goals for future self development. It also provides the personal coaching programme to take these forward.

A Manager’s Guide to Leadership contains 21 practical and thought-provoking chapters that assist the development of the key leadership qualities needed to face workplace and corporate challenges. Fourteen of these chapters address the critical situational challenges considered to be the most pertinent to today’s leaders, including managing organizational change, leading in networks and improving work processes. Each contains practical tools and models with suggested follow-up work.

The other seven chapters focus on the core leadership practices that are essential to leadership development and which can be applied to any situation. These include: working with power, living with risk and asking challenging questions.

For more information, contact John direct on j.burgoyne@lancaster.ac.uk
Events

In celebrating the University’s 40th Anniversary year, LUMS has organised or collaborated in the organisation of a number of seminars and dinners. These events have been opened to all local alumni and some are being organised in conjunction with the Open University Business School and the North West branch of AMBA.

The next EMBA event, to which all graduates are invited, is at 6.30 pm on 29 September at LUMS. Professor Keith Grint, profiled on page 5, will talk on “Leadership: white elephant or wheelwright?” See www.lums.lancs.ac.uk/events/alumni/3382/ for more details.

The BIG EVENT OF THE YEAR will be a London-based buffet dinner and talk at 6.30 pm on Wednesday 3 November at the Institute of Directors in Pall Mall. Guest speaker will be Alan Murray, CEO of Hanson plc. Further information is on www.lums.lancs.ac.uk/events/alumni/3770/ or can be obtained from the Alumni Office on LUMSalumni@lancaster.ac.uk

Successful events arranged by the recently launched EMBA Alumni Association have taken place in January at LUMS (Professor Cary Cooper lecturing on “Stress Management”) and in June in Manchester (James Ward-Lilley, EMBA, (02) from AstraZeneca giving a well received talk on Marketing in the pharmaceutical industry.

Business Source Premier DATABASE

Alumni have mentioned in the past that they find it helpful to be able to access official business databases, and up to now this has been possible for LUMS students but not graduates. However we have signed up for a registration scheme which does now allow alumni to access Business Source Premier a much valued database developed by EBSCO - www.ebsco.com

If you would like to access this database, e-mail LUMSalumni@lancaster.ac.uk for information on registration arrangements.

LUMS souvenirs

We now offer a range of items containing the LUMS logo especially for graduates and students to purchase. These can be ordered online at www.lusu.co.uk/eshop

The items currently include:

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mousemat</td>
<td>£2.95</td>
</tr>
<tr>
<td>Cased pen</td>
<td>£3.95</td>
</tr>
<tr>
<td>Pen</td>
<td>65p</td>
</tr>
<tr>
<td>Mug</td>
<td>£5.95</td>
</tr>
<tr>
<td>T-shirt</td>
<td>£9.95</td>
</tr>
<tr>
<td>Sweatshirt</td>
<td>£14.50</td>
</tr>
<tr>
<td>Windcheater</td>
<td>£14.95</td>
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and more items are planned. Do consider purchasing these items to give you a reminder of your time at Lancaster.

On-line alumni DATABASE

A new on-line alumni database will shortly be launched on the University’s web site. This has two main purposes:

- for you to access your personal details and update them on-line
- for you to search for fellow graduates to see what they’re doing and, like ‘Friends Re-united’ contact your former classmates or friends.

This second function, which is password-protected, does need you to add your details to work - so please do check your details and update them as soon as possible - through www.alumni.lancs.ac.uk/Directory.aspx

Lancaster University Management School

Recruitment problems solved

- Notify us of your recruitment deadlines
- Search our online CVs
- Send us your vacancies to advertise
- Interview on campus
- Get involved in careers events
- Book company presentations
- Organise visits to your company
- Recruit for short-term project work and internships
- Send us your ideas - we are open to suggestions

c.witt@lancaster.ac.uk

Update your record

Please do keep in touch and tell us if you change jobs or move house, by email to lumsalumni@lancaster.ac.uk