Launch of EMBA Alumni Association

On a sunny day in July Anna Rowan, EMBA Cohort 12, hosted the launch of an Alumni Association for Consortial and Executive MBA graduates.

At the launch a number of graduates expressed their interest in seeing a more active alumni group. The top activities for the alumni group were brainstormed and came out as networking (both for professional networking and social purposes), careers support, lifelong learning, and ordering facilities will be posted on the School’s alumni web site www.lums.lancs.ac.uk/pages/Alumni/ and ordering facilities will be posted on www.bitc.org.uk

LUMS memorabilia

The School will shortly stock a range of items for students, graduates and visitors interested in having souvenirs of LUMS. When available, information and ordering facilities will be posted on the School’s alumni web site www.lums.lancs.ac.uk/pages/Alumni/ and e-mailed to alumni whose e-mail addresses are in our database.

The range of items is likely to include pens, mousemats, woolly hats, windproof jackets, t-shirts, and key rings all with the LUMS logo tastefully included.

Keep in Touch

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

www.lums.lancs.ac.uk

Members of the conference organizing team

ANOTHER SUCCESSFUL CONFERENCE

Gorgeous weather at the beginning of June was quite normal according to the Dean, Professor Sue Cox, in her welcome to the 5th International Conference on Organizational Learning and Knowledge (OLK5).

The primary aim of the conference was to advance both research and theory in the increasingly important topic areas of organizational learning and knowledge. An International Advisory Board was convened to evaluate the 75 papers that were submitted for consideration. A rigorous reviewing process resulted in 75 of these papers being selected for presentation at the conference.

Only those presenting papers attended the conference since organisers hoped to create an environment that would be conducive to rich conversations and the free and open exchange of ideas. The conference schedule was deliberately designed to allow plenty of opportunities for informal dialogue, which were further enhanced by the decidedly cross-cultural and multi-disciplinary flavour introduced by the participants themselves. Roll on OUK6 in 2005 after a highly successful 2004!

Copies of the conference proceedings are available in CD format from Teresa Wisniewska t.wisniewska@lancs.ac.uk

Factors that influence entrepreneurial success: a panel discussion by Amanda Bottomley, Sue Brookes, Philip Dyer, Keith Gradwell and Peter Leinster

Moving up

Dr Martin Stuchtey (MBA 1995) was elected Principal and Member of the Management Group of McKinseyCo. Inc. Germany. Martin lives in Pocking near Munich with his wife Sonja and three children.

Pam Dyson, MA Management Learning, Cohort 16, 1999, has been appointed as the National Head of Finance Staff Development (FSD) for the NHS. Pam was already a qualified accountant before taking the MAMA programme.

Pam was appointed to this new role because the NHS is currently undergoing an unprecedented modernisation programme and the finance function is seen as key to the delivery of the changes. It is therefore essential that all finance staff are recruited, trained and developed to provide a world-class financial service.

Pam’s role is to provide leadership and support to over 14,000 finance staff.

Business in the Community

In November 2002 LUMS became a member of Business in the Community (BITC), a movement made up of 700+ companies including 70% of the FTSE100. BITC members are committed to improving their positive impact in society. This is done by concentrating mainly on the issues associated with an organisation’s environmental impact and developing positive interaction with the local and regional community.

LUMS’ membership of BITC commits us to addressing our own corporate responsibility issues. In addition we are working closely with BITC on the behalf of its President, HRH The Prince of Wales, to incorporate corporate, social and ethical responsibility into the core of our business programmes. This is being done in association with a number of corporate partners.

If you and your company are interested in being part of this development please contact Chris Saunders (c.saunders@lancs.ac.uk) or 01524 598475) and for more information on BITC see www.bitc.org.uk

What’s in a name?

On 1 August, the department of Behaviour in Organisations became the Department of Organisation, Work and Technology (DOWT) to reflect its change in orientation and emphasis.

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EQUIS accreditation

The School has consolidated its place amongst the elite of the world’s Business Schools following the announcement on 18 June 2003 that it has been awarded full EQUIS accreditation. This news follows confirmation in March 2003 that LUMS was the only business school other than LBS – and the only School outside London – to be awarded additional funding from the Higher Education Funding Council in recognition of its exceptional research track record during the past decade.

EQUIS is the leading international system of quality assessment, improvement, and accreditation of business schools. Currently only 62 business schools worldwide have demonstrated that they meet the stringent quality standards, and only 13 are located in the UK.

Feedback from the Peer Review Team reported that it was impressed by the quality generally across the School. They reported that in a number of areas LUMS not only met but ‘exceeded international standards’. The quality of faculty and students was specifically mentioned, as was the strength of the School’s corporate relationships.

In the area of research the report commented: “The research culture and output are exceptional...and the research portfolio facilitates the appointment of world-class academics.”

Professor Sue Cox, Dean, commented “EQUIS accreditation is recognition of the tremendous progress Lancaster has achieved in the past decade as an international business school. This award is a further boost towards Lancaster becoming even more international as measured by our student body and alumni, our faculty, and our strategic corporate and academic partners around the world.”

Professor Sue Cox (Dean) - third left - is pictured with members of the EQUIS project team.

Advanced Institute of Management

LUMS has further cemented its reputation for exceptional research in management and business, and for contributing in a very substantial way to the UK business academic community, with the announcement in June 2003 that it had secured two of the 17 Senior Fellows appointed by the Research Council-funded Advanced Institute of Management under the Management Research Initiative.

Professors Ian Clarke (Marketing) and Mark Easterby-Smith (Management Learning) are the successful appointees. Only London Business School has achieved more appointments, and only one other business school has matched LUMS’ achievement.

In addition, Professor Mike Pidd (Management Science) has been awarded an AIM Public Sector Development Fellowship. He will be working with analytical and research groups in central government, researching the use of hard and soft methods in performance measurement.

Other awards have been made to Professor Geoff Easton (Marketing) - an international AIM Fellowship - and to Dr Luke Pittaway (Entrepreneurship Institute) as an AIM scholar researching networking behaviour between businesses and its impact on innovation.

As AIM Fellows they will be expected to carry out research that meets internationally understood top academic standards, whilst actively engaging practitioners in all phases of their activity. Their research sits within a national strategy to enhance knowledge about how organisations and their management can improve UK performance and well being, and to increase significantly capacity in the UK for carrying out world-class management.

For more information on this initiative and on the research that Ian and Mark plan to conduct see www.lums.lancs.ac.uk/news/163

LUMS BUILDING FOR THE FUTURE

LUMS has announced a major plan for a new building which will be developed over the next 18 months.

The expansion in student numbers and staff members has meant that the School’s current buildings, even including the Graduate Management School opened in 1995, are no longer sufficient to meet our needs. We therefore have an exciting project in prospect both to build a major extension and also to refurbish part of the existing building.

A project team led by Professor David Otley (Accounting & Finance) has been working hard over the last few months with architects Faulkner Browns to develop a building design which will complement and enhance our current presence.

This will be a prestigious development with most of the new space being high quality lecture theatres and reception areas.
Message from the Dean

This past year seems to have flown by. Since the publication of the 2002 Ambassador, our School has once again demonstrated its ‘star’ quality. We have been awarded additional funding in recognition of our exceptional research track record, we have achieved full EQUIS accreditation as part of our drive to heighten our international presence, and we have continued to recruit and graduate excellent students. We have also welcomed Professor Wellings, the new Vice-Chancellor, to Lancaster and he and his young colleagues have been tremendously supportive of our size as we move forward.

The Government has recently published its White Paper: “The Future of Higher Education.” This document proposes far-reaching changes for universities and higher education colleges over the next 10 to 20 years. The key points relate to proposals to increase and expand student numbers and to broaden access to the continuing development of standards; to the allocation of additional research funding and possible concentration of resources in 5* departments; and to the strengthening of relationships between universities and business. LUMS continues to make progress on many of these fronts. The founding of the Institute for Enterprise and Entrepreneurial Development (IIEED) - see page 7 – has enabled us to explore our regional business support forward. The School has now become an active member of Business in the Community (BITCI) - see page 8 – and we support many of the North West initiatives underpinning sustainable community actions. We certainly need to ensure that our links with you, our alumni, are maintained in this regard.

The highlights of the year once again relate to our growing reputation for quality. We have been subject to a number of quality assessments: the QAA visited Economics as part of the developmental process. We entertained a team of four assessors during the EQUIS accreditation process. Colleagues within the School worked hard to ensure successful outcomes and we are now building upon this success to secure the US AACSB accreditation.

The School has also further developed its profile in leadership development. The long-nosed leadership college for further education has finally been launched amidst strong expectations throughout the sector. The new college for leadership development. Their experience bridges the breadth and depth of education for over 10 years for business.

Confidence in the Economics department

In April 2003, the Department of Economics was awarded a judgement of full confidence by the national Quality Assurance Agency (QAA) after undergoing the first of the School’s quality reviews under the new system announced in March 2002.

The new review system focuses on independent audits to ensure that higher education institutions are managing their own academic quality and standards properly, and are providing useful, reliable and up-to-date information to students and other key stakeholders.

The outcome of the review audit confirms LUMS’ reputation not only as a leading international research School but also as a high quality provider of business teaching.

Is Participation in HE increasing, widening or extending?

Over the last century, the number of people entering University has risen dramatically. In 1962, there were around 218,000 HE students in the UK involved in some form of post-secondary education at 31 UK universities and 10 colleges of advanced technology, today there are over 1.5 million.

Before the massive growth in student numbers since the 1960s, HE was clearly only for a very small elite group of upper class men. In 1928, less than 2% of the relevant age group were entering universities, among women it was less than 0.5%. Between 1948-1949 it was estimated that 83% of all students from non-manual backgrounds attended university courses, compared to 14% of all students from families where one parent was manual workers.

Despite overall growth since the 1960s, the social composition of the student body has not altered in the way that many people of the time imagined. Some feared that more students would lead to a dilution in their quality, others hoped that a growth in overall numbers would lead to a more equitable distribution of places across the different social classes.

A recently completed PhD in the Department of Marketing suggests that neither of these seems to have been realised.

Marc Farr in conjunction with his supervisor David Tonks, Marketing have been investigating patterns between socio-economic background and applications to higher education for over 10 years and their findings make fairly dismal reading for government.

Leadership College

In January 2003, the Minister of State for Lifelong Learning, Further and Higher Education announced that a strong and high quality consortium - Ashridge, the Open University and the LSDA - as well as LUMS, was the preferred supplier to deliver the new Leadership College for the post-16 learning and skills sector. The College will be launched this year and will provide support and training for leaders and managers across the sector.

The Minister said: “This consortium has tremendous potential. We have brought together four first class institutions with world-class reputations for leadership development. Their experience bridges the breadth and depth of the diverse Learning and Skills sector.

The new Leadership College will play a vital role in developing the leaders of the future. It will also work closely with the National College for School Leadership and the planned HE Leadership Foundation.”
Expansion of the Marketing Department

We are also pleased to report on two new appointments to the Marketing Department.

Dr Gillian Hopkinson was a Lecturer at the Manchester School of Management. She completed her PhD at the University of Bradford after a business career in the travel and tourism sector. Gillian’s work on marketing channels, rationale and sense-making will enrich the work of the department, as well as providing bridges to the interests of other colleagues in the Marketing Department.

Dr Emma Banister joins the department from the Textiles Department at UMIST. Emma’s research lies in the area of consumer behaviour, and her research and publications have focused on taste (and distaste) formation among young people. Emma will make a valuable contribution in particular several of her ongoing research projects within the Marketing Department, especially in complimenting the work already being conducted by Susan Ayl and Maria Piacentini into childrent and young people.

Teaching Prizes

The award of the prize for Best Postgraduate Teacher was made to both Dr Mark Shackleton, Lecturer in Finance and Dr Sally Watson, Senior Teaching Fellow in the Management Development Division has won the Prize for Best Teacher of Continuing and Professional Development.

Sally’s prize was given in recognition of her outstanding contribution to the teaching of executive education and CDP. She joined the University 5 years ago after a career in training and consultancy. Since joining MDD, Sally’s work has been mainly in directing, teaching and tutoring on CDP programmes with client organisations, including BAE SYSTEMS, Airbus, Royal & SunAlliance and Marconi. She also teaches on post-experience, postgraduate programmes such as the Executive MBA, MMIP and the MPHIL in Critical Management. She has also taught on the MA in Educational Management and the MA in Peace Studies. She has completed a PhD during this time, on the discourse of Sinn Fein from 1969 to the recent peace process.

From her background in training and consultancy, Sally brought a style of teaching which was very interactive, very didactic and very challenging. She teaches leadership, teamwork, learning in organisations and the management of conflict.

Her prize is based on teaching excellence to CDP groups (lists of evidence from students and their organisations), innovation in course design, growth of work with organisations wanting CDP for middle and senior managers, and the radiance effect which Sally has on groups and her peers in making learning exciting and personally challenging. Sally’s prize was in recognition of his outstanding contribution to teaching on MBA, MSc Finance, MSc Accounting and Financial Management and MSc Management programmes.

Mark joined UMIST six years ago following a PhD at London Business School and a one year appointment at the Oxford Said School of Business. He is a member of the Economics and Management paper. He has been a consultant to numerous companies, from Oxford and gained a distinction on his own MBA from INSEAD. He worked as a consultant as well as a finance manager in the City and on Wall Street before returning to academia.

In the prize award, Mark’s innovation and enthusiasm were mentioned. In the development of his courses utilises a virtual trading game centred around a mysterious bottle of pennies. With no (real) financial risk, students can buy and sell shareholdings based on the value of this bottle whose price then varies over the course of the game with supply and demand.

His research is centred on the topic of options. Most real options, the strategic value of operational flexibility and secondly the returns to holding financial options. He has published in the Journal of Banking and Finance, Journal of Futures Markets and the Journal of Business Finance and Accounting.

Major new appointments in the Department of Accounting and Finance

The Department of Accounting and Finance has made major new academic staff appointments, which will further enhance Lancaster’s reputation as being in the top tier of European finance and accounting groups.

Pradeep Yadav will be joining the department in September 2003 as Professor of Finance. He is currently a Visiting Professor at the Anderson School in UCLA and was Visiting Professor at the Stern School in New York University for the academic year 2001-2. He has written about 50 research papers, mainly on market microstructure, pricing of derivatives and non-linear dependence in financial time-series, and was recently awarded the Robert J. Schaefer Memorial Prize for the most original research paper in an area related to financial engineering. He is currently President-Elect of the European Finance Association and Programme Chair of their 2003 annual conference.

Burt Lambrecht will also be joining the department in September 2003 as Professor of Finance from his current post as Senior Lecturer at the Judge Institute in Cambridge. He has been a visiting fellow at Calgary University and UCLA and more recently has been making research visits to MIT. His main area of research is risk options theory and corporate investment under uncertainty, and he has been published in leading international finance journals, including the Journal of Financial Economics and The Review of Financial Studies.

The department has also made three new lecturerships appointments. Axel Adam-Mueller (formerly Assistant Professor at the University of Konstanz) joined the department as Lecturer in Finance in July 2003, Grzegorz Pawlina (currently at Tilburg) will be joining as Lecturer in Finance in August 2003 and Juan Garcia Lara (who was previously a visiting postdoctoral research fellow) has already taken up an appointment as Lecturer in Accounting.

Commitment and achievement rewarded

Dr Mary Rose who joined Lancaster University in 1979, as a member of the Economics department, has taught economic and business history alongside economics has recently been awarded a personal chair in Entrepreneurship. Her PhD focused on one of the UK’s largest 19th century cotton firms - the Gregs whose vast cotton dynasty included Quarry Bank Mill. Mary has also twice been President of the Association of Business Historians and in June 2003 became President of the European History Association. Mary has also twice been President of the Association of Business Historians and in June 2003 became President of the European History Association.
An MBA with Distinction

The book, ‘An MBA with Distinction’, written by Dr Sharon Turnbull (Management Learning) and Dr Caroline Garrett (MDD) and featured in last year’s Ambassador, has been bought by the China Social Sciences Press to translate into Chinese and will be on sale in the People’s Republic of China from summer 2004.

Dean honoured by Chinese society

Professor Sue Cox was honoured recently by distinguished academic Professor Cui Jun, Vice-President and Secretary General of the China Management Science Society. Professor Cox was made a Fellow of the Society, and is the first non-Chinese academic to be awarded this considerable honour. The award reflects the longstanding research collaboration between academic staff in the Management School and researchers in the Management Science Society, going back to 1994, and the development of mutually beneficial relationships.

The award was made at the official dinner of the inaugural Conference of the Lancaster Centre for Management in China.

Brazilian connection

Anxious to keep his Brazilian connections alive, Dr John Mackness (Director of MDD) visited the Federal University of Santa Catarina in Florianopolis, Santa Catarina in December 2002 giving a short course in Systems Thinking. With 40 staff and research students in the Production and Systems Engineering Departments, John taught in Portuguese aiming to show how systems thinking, and Soft Systems Methodology in particular, can be a very practical way to understand, structure, analyse and generate ideas to improve problem situations.

John says “We concentrated on their problem situations and within 12 hours they were producing Rich Pictures, thinking in layers, producing nod definitions and conceptual models. It was very lively, they were very enthusiastic and they really enjoyed it. Many of them want to carry on with this approach for their research and projects”.

European Collaboration

Dr Vivien Hodgson (Management Learning) has been actively developing new networks to facilitate European funded research. A new consortium, involving European and Latin American partners, has been established under the ELAC programme (Enhanced Continuing Education in Environmental Management and Planning).

The project will demonstrate the potential of the Information Society to the university environment and through exposure to the methods and approaches applied, reveal the potential of extending the reach of higher education to all levels and aspects of society in Latin America. The project targets society as a whole with Latin American partners in Mexico, Nicaragua, and Costa Rica.

Her second, on-going project, EQUEL – ‘e-quality in e-learning’ is intended to be a unique centre of excellence for innovation and research in e-learning for higher and post-compulsory education. The EQUEL project fosters European knowledge and understanding of the effects of e-learning practice, theory and philosophy through building a research and practitioner network of experts working in the field.

Other collaborative institutional partners in Europe include: Glasgow: Sheffield, Aalborg, Dammark; EM Lyon, Paris, Goteborg, Sweden and Universite de Genova-TECF Switzerland.

Inaugural China Conference a Great Success

A glittering performance of Chinese traditional music, song and dance on 2nd April 2003 opened the Lancaster Centre of Management in China’s conference on “China’s economy and business: now and future”. The Chinese Cultural Festival was jointly promoted by Lancaster University and US-based Ameson International.

The conference ranged over topics and concerns factors in management in China. The conference ranged over topics and concerns factors in management in China. A strong contingent from the China-British Business Council participated, including Lord Powell of Baywater KCMG, President of the CBBC; Peter Nightingale, Chief Executive, and Christopher Flippington, Partner of Deloitte & Touche, Tomatsu. Participants came from business schools in Australia, Brazil, Canada, France, Hong Kong and Sweden.

The guest speakers at the conference dinner were distinguished researcher Professor Fan Gang (Chinese Academy of Sciences), Director of the Centre for Research in Economics, and Lord Powell, Conference organiser and Director of the LCMC, Professor Alanair MacBean (Economics), now working withVisited Setton colleagues and editor Professor John Dunning, and by a Panel of high profile public figures.

A Kiwi for a term

Mike Wright (Management Science) spent time earlier this year based at the University of Canterbury in New Zealand. This may seem an extreme reaction to events here, but it wasn’t far enough away to ensure that one of his colleagues didn’t keep turning up.

Chirstchurch has many advantages, including:

- Its university (Canterbury) makes ours appear an architectural masterpiece
- the general fashion sense made Mike feel like a style guru
- Its surrounded by some of the most gorgeous scenery in the world
- the natives are laid back, informal and unbelievably friendly
- The the war seemed ever so far away
- the weather’s beautiful.

Mike was all set up for a visiting fellowship when the money evaporated without warning and with immediate effect. But did Mike tremble? Not at all. He set up and completed future scheduling projects with the national cricket and basketball associations, resulting in practical use for his computer systems and, with any luck, articles published in special issues on OR in Sport of Computers and Operations Research and the IMA Journal of Management. These projects and related theoretical innovations in metaheuristic search techniques have now set him up to give conference papers at venues as exotic as Istanbul, Nottingham and Osaka.

Delhi seminar and dinner

Professor Balasubramaniam, head of the Management School Alumni Association, is organising a high profile event in Delhi on Saturday January 17th, 2004. There will be a morning seminar on ‘Globalisation’ addressed by distinguished economist Professor John Dunning, and by a Panel of high profile public figures.

At 7.30pm there will be a dinner for graduates and invited guests at the Imperial Hotel, Delhi to which all graduates and invited guests at the conference dinner were invited.

For further information and booking forms, e-mail LUMSalumni@lancs.ac.uk
Teaching Competence Rewarded

Dr Wendy Beekos and Dr Felham Gore (Accounting & Finance), Dr Yingyi Annie Wei (Economics) and David Torkes (Marketing) have been awarded the University’s Postgraduate Certificate in Learning and Teaching in Higher Education (CPD). They are among 18 colleagues at Lancaster University to have completed the full CPD programme. This is a significant feat, given the myriad of other demanding duties and competing priorities with which they have been faced.

Their accomplishments reflect their teaching competence, their critically reflective approach to their work, and their commitment to the teaching programmes of their Department and the School and to Lancaster students.

Best paper prizes

The 2002 Australasian Finance and Banking Conference prize for the best paper written on the topic of derivatives, funded by the Sydney Futures Exchange, has been awarded to the Lancaster team of Eddie Xu (PhD student), Dr Mark Shackleton, Professor Stephen Taylor and Professor Gary Xue for their article “Forecasting Sterling/Dollar volatility: A comparison of implied volatilities and ARFIMA models”.

Also Dr Shikha Barrier Accounting (Accounting & Finance) and co-author Frank Fehler (UCLA) have been awarded the Joseph de la Vega prize 2003 through the Federation of European Securities Exchanges for their research paper ‘Competition among Alternative Option Market Structures: Evidence from Eurex vs. Euwax’. The winning research observes the successful co-existence of two option markets, Eurex and Stuttgart-based Euwax, despite the fact that these two markets offer many options with identical or very similar characteristics.

Eastern European experience

LUMS involvement in management education in Central and Eastern Europe has led to our increasingly close relationship with CEEMAN, the area’s network of management educators. Through this Dr Jason Cope (Entrepreneurship and Enterprise Unit) was selected to attend an International Teachers Academy (IMTA) hosted by the IEDC - Bled School of Management, Slovenia. This intensive 2 week faculty development programme brought together 40+ new academic staff from the region to improve teaching skills and educational materials.

The programme included general sessions led by a number of distinguished professors covering a range of important issues as well as small disciplinary tracks, and he had the rare privilege of spending an entire week with Professor Alan Gibb (Entrepreneurship Track).

A stimulating aspect of the course was the display of teaching material by both the programme faculty and the participants. Jason said “The programme had a big impact on me, particularly in reflecting on my own role as a teacher and how I may best develop new strategies for engaging and motivating students. The cultural diversity of the participants was also incredibly interesting, it was especially interesting to be the only participant from Western Europe. It was a truly remarkable experience that will not be easily forgotten.”

www.ceeman.org/

Annual Advertising Dinner

Professor Sue Cox, Dean, hosted the 4th Annual Advertising Dinner on 1 March 2003. Over 60 guests attended, including current undergraduate students, recent graduates, academic staff and representatives from the advertising and marketing industry. The occasion provides BSc Advertising and Marketing students with the opportunity to meet marketing and advertising practitioners at a formal yet friendly event.

The guest speaker was Chris Thomas, Chief Executive of Lowe, who works across a range of the agency’s clients including Vauxhall, Nestle, Unilever, Johnson & Johnson and Braun. Chris is an active member of the Marketing Society and also sits on the PR council.

Other guests included Jane Telford, Operations Manager from Reebok UK; Shepher Podhill from Lowe, Druia Gabbott from Ogilvy Brand Consulting, Almea Luther, Account Manager at Ogilvy and Malher, Magnus Djabba, Account Director at Falorns, and Simon Jamieson Marketing Executive from Smile.

Almae, who graduated with a BA in Advertising and Marketing in July 2000 commented: “Attending the 4th Annual Advertising Dinner gave me the opportunity to meet the current undergraduates and hopefully inspire them that it is possible to work your way into the best industry in town! Returning to Lancaster is a speedy reminder of how reading Advertising and Marketing at LU was the springboard to my success.”

Alumni family events

Weddings and births have been much in evidence in the last 12 months!

In memoriam

PROFESSOR TONY STEELE, 1951-2003

It is with great sadness that we report the death of Tony Steele, Professor of Accounting at Warwick Business School in April 2003. Tony had been through a very long illness and had shown great courage and determination in continuing to be active in WBS affairs.

He held a LUMS MA (Accounting and Finance) 1979 and lectured in the department from 1979 to 1985, leaving to take up his post at Warwick. He was involved with the work of many national bodies, including the ICA, ICAEW, British Accounting Association, Office of Fair Trading and the Monopolies and Mergers Commission.
EQUIT research project visits Laos

In May 2003 David Brown (Management Science), was in Laos as part of the EU’s Asia IT&C research programme. The LUMS led project EQUIT - Educational Quality Improvement through EU Digital Technologies - is focussing on the strategic use of IT for facilitating the provision of Vocational and Technical Education (VTE) in Laos and Sri Lanka. The Lao mission met with the Vice-Minister of Education Dr Bosengkham Vongdara and the Rector (Vice Chancellor) of the new southern campus of the National University, Dr Sikhamsath Mittanay.

The research team, including partner colleagues from Copenhagen Business School, was based in Vientiane but travelled and held workshops with the Ministries of Education, Labour and Social Welfare; the Chamber of Commerce and various trade groups. The research in Laos focuses on the information systems needed to support the planning of VTE provision in a country in which labour market needs are not well understood.

Before leaving the team met with Dr Serge Villas, the EU’s senior permanent representative in Laos, who was interested in linking the research into other EU Initiatives. Later this year the team will return to Sri Lanka to continue the research into the IT support for the VTE training of disadvantaged groups, especially tea plantation workers.

Regional leadership in the Basque Country

The Institute for Entrepreneurship and Enterprise Development with the University of Deusto have secured €150,000 of Basque Government funding for a 4-year research programme, from September 2002, into regional leadership development. Our partners in the project are the Department of Strategy and Organisational Policy, University of Deusto; the Department of Psychology, University of The Basque Country, “Otalora”, the management development arm of the Mondragon Cooperative Corporation and the Chamber of Commerce of Gipuzkoa (one of the Basque provinces).

The programme is based on the lead2lead model of leadership exchange and aims to adapt the approach to the regional SME context through a cyclical process of coach preparation, pilot programmes and in-depth post exchange interviews aimed at assessing impact at individual, organisational and regional levels.

The work is funded by the Basque Government’s Department of Industry as part of their strategy to build regional leadership capacity and knowledge exchange mechanisms. It sits alongside the regional cluster strategy launched in the early 1980s with involvement from Michael Porter as a learning bridge between individuals, SMEs and regional productivity.

Value of international students to the UK economy

Professor Geraint Johnes (Economics) has been commissioned by the British Council, DTI, DfES and the Office for National Statistics to develop a methodology for evaluating the level of exports from the UK of education and training services. In other words, how much does the UK economy earn from international students (defined as non-UK), consultancy services, educational equipment and anything else that could be defined as ‘education’?

The final study will make a valuable contribution to our understanding of the importance of educational activities to the UK economy, which we are well aware of in Lancaster and LUMS in particular. Anyone interested in this project is welcome to contact Geraint on g.johnes@lancs.ac.uk or view www.lums.lancs.ac.uk/news/Economics/188

Supply chain management research

Professor Robert Filips (Management Science) has secured a substantial Engineering and Physical Sciences Research Council (EPSRC) research grant to work on forecasting systems for supply chain management. The £100K grant involves collaboration with Dr Paul Goodwin (Fmd Mgt Sc, 1998) now at Bath School of Management.

The purpose of the research is to improve the effectiveness of Forecasting Support Systems, which are used extensively in supply chain planning. In 2001 the international market for these systems was worth $250M in the US and UK alone.

For a full story, see www.lums.lancs.ac.uk/news/183

Why is girls’ performance better?

Professors Steve Bradley and Jim Taylor (Economics), with a colleague from Manchester University, have been awarded a £75,000 grant from the Nuffield Foundation to examine “The educational gender gap and labour market performance”. Dave Bött, research assistant, will remain in the department to undertake the work.

Institute For Advanced Study

The University has recently launched its first cross-faculty research Institute, The Institute for Advanced Studies in Management and Social Sciences (IASMS) combines the research strengths of the Faculty of Social Sciences and LUMS. It will be facilitating collaborative research seminars, international fellowships and conferences and will have offices and other facilities in Colvin College. For more information see the developing web site at www.lancs.ac.uk/ias

Working Paper series

Our web design team is continuing to upgrade the School’s web site www.lums.lancs.ac.uk and we encourage graduates and others to keep an eye on it.

One new feature is the addition of a Working Paper series at www.lums.co.uk/publications. This provides short abstracts and pdf versions of the full text of all recently published staff working papers. The site is user friendly and can be searched by author, topic, key word and year of publication. The areas particularly well represented at present are Accounting and Finance and Economics but we anticipate increased usage of the facility in all departments.
Management Development Division and Entrepreneurship Unit

Leadership Initiatives

MDD is very involved in the DfES Initiative to improve the quality of management and leadership in FE and HE colleges in England and Wales. In partnership with the Laammin Skills and Development Agency, Lancaster is responsible for various programmes including a qualification for aspiring Principals, an induction programme for new Principals, a modular Management Development programme, a fast-track development programme and master classes in leadership. The partnership delivering these programmes also includes Ashridge and the Open University.

The first courses to come on stream from this initiative, called the Centre for Excellence in Leadership, will be in November 2003. Elaine Swan from MDD's work on the Teaching and Learning design work for Lancaster and Dr Steve Fox (Management Learning) has led the partnership formation and research negotiations. Other people involved are Dr Andy Bailey, Dr Sharon Turnbull, Dr Val Stad and Dr John Mackness.

Another new initiative, collaboratively with the Cranfield Institute of Technological Information (CITI), will provide a Project Management Certificate set to rival the APM Certificated membership accreditation. CITI and CPM have formed an alliance to provide a recognized qualification, much needed by CITI's blue-chip clients. The aim is to create an award, a Certificate in Professional Project Management, which will combine an academic qualification with practical tools and techniques - an award created by project managers for project managers!

It is anticipated that a large number of clients who have already completed the CITI Advanced Project Management programme will now have the opportunity to return for a short refresher course and then embark on the additional training needed to obtain the Certificate.

Project Management Division

Our Project Management Division is launching a new full-time Masters degree in Project Management from October 2003. Around 30 students have been recruited, and this multi-disciplinary course will equip class members with the skills to be effective managers of projects in many different industries.

Steve Kempter Head of PMD said: We are really looking forward to this course in order to develop multi-skilled, critical thinking project managers, as required by major companies.

Another new initiative, collaboratively with the Cranfield Institute of Technological Information (CITI), will provide a Project Management Certificate set to rival the APM Certificated membership accreditation. LUMS and CITI have formed an alliance to provide a recognized qualification, much needed by CITI's blue-chip clients. The aim is to create an award, a Certificate in Professional Project Management, which will combine an academic qualification with practical tools and techniques - an award created by project managers for project managers!

It is anticipated that a large number of clients who have already completed the CITI Advanced Project Management programme will now have the opportunity to return for a short refresher course and then embark on the additional workshops and other activities to enhance their previous knowledge, and thereby gain this universally recognised and valued Certificate.

Launch of New Institute

The expanded and free-standing Institute for Entrepreneurship and Enterprise Development will be launched in September 2003. The importance of developing an enterprise and innovation culture has been recognised by both government and business alike, and with the skills and expertise already in place, the new Institute is set to become a centre of excellence in this field.

A combination of core staff visiting fellows and entrepreneurship practitioners from the public and private sectors will make up the driving force behind the Institute, their role being to create an environment in which international excellence in entrepreneurship research, education and outreach can flourish.

The new Institute is the successor of the Entrepreneurship Unit and will build upon its achievements. The exchange of knowledge and experience with local businesses has been an important element of the unit's work and will be key to the activities of the Institute.

Much of the outreach work is with North West based SMEs thanks to European (ERDF) funding, focussing on a variety of areas including enterprise, marketing, corporate positioning, integrated learning and growth stimulation. The Institute will also be working with larger companies, partly through the Corporate Enterprise initiative, and will be closely associated with the development of a new Productivity Centre for Lancashire West.

Range of new programmes launched

MDD continues to work closely with BAE SYSTEMS and Airbus to deliver the Certificate in Management and World Class Leaders programmes. Both these programmes are designed to deliver tangible benefits in terms of personal growth and organisational development. These benefits are achieved by the use of a curriculum which incorporates theoretical material and also uses real situations within BAE SYSTEMS and Airbus as the raw material for learning.

In the World Class Leaders programme participants work in learning sets of 4 to 6 managers as self-managing teams. They deliver a business project in three phases: feasibility, development and implementation and the benefits to the companies are monitored throughout the programme.

The Division, in partnership with Exeter University and a group of International Business Schools (McGill University, IIM Bangalore and INSEAD in Singapore) is re-launching the Advanced Leadership Programme in November 2003. At the launch on June 4th, 2003 in London, Professor Henry Mintzberg said:

"The programme will break new ground in leadership development for senior executives. Innovations in this programme include co-consulting, leadership exchanges, learning from difference and the use of apostrophe tables to encourage debate and discussion in the classroom. The curriculum is very much designed around the participants' own leadership agendas and the intention is to use the programme as both individual and organisational development."

MDD is also delivering a series of Master Classes for Royal A, Sun Alliance covering Financial Awareness and Financial Management. The classes are aimed at middle and senior managers.

MDD has won the contract to run a programme with the PPP Foundation (recently re-launched as a Health Foundation) to train change agents within the NHS. The PPP Foundation is an independent charity that aims to improve health and the quality of healthcare for the people of the UK, distributing over £15 million annually through educational programmes and initiatives.

Initial information on all these initiatives can be obtained from: j.mackness@lancs.ac.uk

Institute for Entrepreneurship and Development

Institute Director will be Ellie Hamilton, currently Director of the Entrepreneurship Unit, while Dr Mary Rose will join as Director of Research - see page 3 for her profile.

For more information about the IEE and its work, and about its launch, contact Gill Pears on 01524 594077.

e-mail: g.pears@lancs.ac.uk or visit www.lums.lancs.ac.uk/ieed