The global success story
Welcome to the 2010 edition of Ambassador. The past 12 months have been very busy for alumni activities, with a wide range of events taking place around the world; including the second annual CFO event in London and the first MBA Anniversary weekend.

In addition to our regular programme of reunions, we successfully piloted events in Greece and Taiwan which enabled over 80 alumni and applicants to get together and share information and experiences of Lancaster.

Our quarterly e-newsletters are sent to over 8,000 alumni and provide regular news and event updates. Are you receiving these? If not then please let us know so that we can update your contact details. You can also stay connected via the ‘Lancaster University Management School Alumni’ group on LinkedIn, or by becoming a fan of the ‘Lancaster University Management School’ facebook page.

Ambassador’s purpose is to bring you LUMS and alumni news, features, and also a selection of current thinking and activities from across the School. We hope you enjoy reading about these, and welcome feedback on the magazine as well as your suggestions for future editions.

There is now the option to receive Ambassador via email, in a pdf format, if you prefer.

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LUMS is a triple-accredited, world-ranked management school, consistently among the UK’s top five. We are among the few leading business schools to combine excellence in research with a student-centred campus, and a full spectrum of undergraduate, postgraduate, PhD and executive programmes, plus leadership programmes for multinational companies and professional organisations. Outreach provision for SMEs (Small and Medium sized Enterprises) is of equal importance to our mission.

I believe that by working together, those in business and in universities can not only help set each other’s agendas, but also beneficially influence each other’s ways of working, as well as developing innovative products and services. Several examples are highlighted in this year’s Ambassador, including the IDEAS collaboration and a focus on the Centre for Performance-Led HR.

Also in this edition are case studies of a postgraduate student project and undergraduate placement. Our relationships with organisations which provide students with exposure to real business situations in this way are crucial to developing innovative, informed and ultimately successful graduates.

I am pleased to let you know that our international partnerships are developing well. We continue to recruit students in our hubs and have plans to develop further collaborations. Our new building, formerly known as ‘Waterside’ will be officially called the ‘Charles Carter Building’ in honour of our founding Vice Chancellor, Sir Charles Carter. The building is due for completion by December 2010 and we are all very much looking forward to these new facilities.

The School has hosted a number of events and celebrations during 2009/10. In May we launched two specially commissioned paintings by local artist Chas Jacobs, and celebrated the 20th anniversary of our MBA programmes. It has been good to welcome alumni colleagues to these and other events during the past few months. It is always thrilling to keep in touch with our alumni. I do hope that you find the articles in this edition of Ambassador interesting and informative.

All my best wishes

Professor Sue Cox, Dean
School news

International MBA rankings success

The 2010 Financial Times Global MBA ranking places the Lancaster MBA 24th in the world, 10th in Europe and 4th in the UK. This position confirms the consistent and reliable quality that has placed Lancaster in the top 30 in the world over the last four years.

Forbes Magazine has ranked Lancaster and its MBA 16th in the world in its 2009 ranking. Forbes’ ranking uses Return on Investment (ROI) as the main measure, which is particularly relevant to MBA candidates in the current tough global economy. By the same measure, Lancaster is 4th in the UK among one-year MBA programmes.

High commendation at placement awards

LUMS has been highly commended at the inaugural National Rate My Placement and Internship Awards, for the quality of staff assistance given to students on work experience placements.

These awards recognise and reward employers, universities and students who provide and contribute to excellence within work experience for undergraduates in the UK.

Anne Welsby, Undergraduate Officer and Placement Manager at LUMS, was nominated by students on the BBA Management degree for the ‘tireless and invaluable contributions made by university staff in helping students apply and maximise their work experience opportunities’.

Top graduate employers at LUMS

Over 15 major employers, including Procter & Gamble, Ernst & Young and IBM, were at LUMS in February for the annual ‘Meet the Employers’ careers fair. The event provides a great informal environment in which students can talk to leading graduate recruiters.

This is the third year that LUMS has run its own employer fair. It is intended for all students at LUMS – whether they are first-year students just beginning to think about career options, or final years and postgraduates actively hunting for jobs.

The event provides students with an exceptional opportunity to find out what to expect from graduate schemes, get advice on how to approach the application process, and to talk one-to-one with recruiters to find out about their opportunities and what qualities and life skills employers are looking for.
We realised that the way in which LUMS’ student societies operated independently of one another was inefficient, and that by joining together in some aspects of operation greater things could be achieved. This provided the launch platform for Lancaster University Management School Association (LUMSA): the fruit of unprecedented collaboration among the 8 societies and student groups within LUMS. By collaborating, LUMSA aims to bring the societies into harmony and to centralise core sponsorship functions.

As a result of this initiative students, societies and the School all benefit. Students who choose to participate in more than one society may now do so with reduced risk of events clashing. Societies’ sponsorship and fundraising operations are predominantly centralised to harness the power of their collective standing, and the School benefits by being able to bring together societies and groups to engage all members within the academic experience.

Alumni are hugely important to the future success of LUMSA. As a growing initiative, we are searching for new partners within the business world to provide either sponsorship or people to deliver guest seminars and advice to our student groups.

If you or your organisation would like to be a part of this innovative collaboration among students, more information is available at www.lums.lancs.ac.uk/lumsa, or by emailing lumsa@lancaster.ac.uk.

LUMSA Board

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In February 2010, the Economics Society was delighted to welcome as a guest speaker Cathy Turner (BA Economics, 1984), Group Human Resources Director for Barclays.

The event was organised by Kathryn Shaw (BA Business Economics student), who is the Society’s Head of Marketing:

“The talk was very engaging. Cathy asked questions to the audience throughout and related her experiences to what people were asking or suggesting. She discussed the importance of an economics degree in the world of work, pointing out that it gives graduates a very good grounding in economic theory and practice. Cathy ended the lecture by considering what makes a good graduate: self awareness, drive, resourcefulness, self promotion, and the ability to plan and organise in detail. She pointed out that these qualities apply to all team leaders too, and that to work in banking graduates will need a low ego, a thick skin, and the drive for continuous learning.”
IDEAS (Innovation Design Entrepreneurship and Science) is a collaboration of the business and management schools of Lancaster, Manchester and Liverpool universities, along with the creative research lab Imagination Lancaster. The key aim of IDEAS is to help establish and enhance the performance of firms at Daresbury Science and Innovation Campus – a world class facility for hi-tech business and leading edge science – by putting new ideas into practice through research and knowledge transfer activity centred on innovation, creativity, competitive performance and economic development.

IDEAS helps new technology based firms overcome the management and business problems that many small firms face when commercialising their products.

By developing new methods and approaches to knowledge transfer, including the application of creativity and the arts to innovation issues, the IDEAS partnership (professors, lecturers, researchers and knowledge transfer staff from all three universities) fosters the more effective generation, development and implementation of innovation and creative thinking in their broadest sense.

**Knowledge transfer**

IDEAS operates as a ‘laboratory’ for innovative research and knowledge transfer, where a genuine partnership between the universities has allowed participating firms to benefit from a global bank of research and expertise.

The project has attracted widespread positive comment from policy makers and influencers, and recognises the effective collaboration between universities to address the real needs of business. IDEAS represents a change in the way that business can engage with universities.

To date IDEAS has supported 50 companies in the Daresbury network and the team are actively looking for new collaborations and partnerships across the globe. If you are interested in supporting the work of IDEAS please contact Al Mather a.mather@lancaster.ac.uk to discuss.
The purpose of the new Centre is to provide opportunities for individuals and teams to experience a novel approach to learning that is practical and immediately transferable to their organisations. The Centre’s programmes and events enable leaders to take time out of the demanding pace of the workplace in order to think about themselves and what they are trying to achieve.

Our method is based on Theory U and the work of Otto Scharmer, who has developed a model of transformation that brings groups of people together to collectively think about the future, and take responsibility for acting swiftly when new ideas emerge. The approach works well for individuals exploring their leadership, and teams where there is a mission critical business problem.

Major areas of activity:
- Individual development of executives experiencing key transitions in career e.g. becoming a leader in the business, promotion to a senior role, aspiring directors and board members.
- The development of senior teams to become more effective at collaborative work and solving complex business issues.
- Organisational development initiatives tailored to meet strategic and operational priorities.

For further information about the Centre, contact Dr Sally Watson or Vickey Young
T: +44 (0)1524 510731
E: mdd@lancaster.ac.uk

IMPM goes for impact in BRIC countries

The International Masters in Practicing Management (IMPM) is a part-time modular executive masters programme designed for very experienced managers, those with more than 15 years’ experience. The programme is differentiated from Executive MBAs by having a clear focus on the practice of managing (what Henry Mintzberg describes as the ‘Art and Craft’) as distinct from the more analytical emphasis (the Science) typical of EMBA programmes.

The IMPM is making two significant innovations from this year. Firstly, two new business school partners are taking part: Renmin University School of Business in Beijing, China, and EBAPE—part of FGV—in Rio de Janeiro, Brazil. Both are very highly ranked institutions, and when added to the existing relationship with the Indian Institute of Management Bangalore, India means that the IMPM now offers a major focus on three of the four BRIC countries.

Uniquely in the executive masters market, the IMPM creates a breadth and depth of international experience that is rooted in the different perceptions of management and business in each country. Rather than imposing a western curriculum irrespective of where a module is being delivered, the IMPM works closely in partnership with each business school to enable them to create an authentically local cultural experience and perspective.

The second innovation is called Impact, and enables each participating company to develop other managers and colleagues ‘back at the ranch’ through a portfolio of activities, such as webinars based on IMPM sessions, that link them to the programme and its participants.

The latest IMPM cycle started at Lancaster this month, with 26 participants from companies such as Lufthansa, LG, Fujitsu, Posco, Deutsche Telecom, and the Kenyan Red Cross.

Dr Rick Crawley, Programme Director
www.impm.org

Centre for Personal Development

Dr Sally Watson, CPD Director

The purpose of the new Centre is to provide opportunities for individuals and teams to experience a novel approach to learning that is practical and immediately transferable to their organisations. The Centre’s programmes and events enable leaders to take time out of the demanding pace of the workplace in order to think about themselves and what they are trying to achieve.
The last twenty years have undoubtedly seen a shift in further education away from strictly theoretical based courses to those that encompass vocational elements too. It was this very opportunity, a 3rd year work placement, which attracted me to the BBA Management degree at Lancaster, a choice that I am pleased to say I have never regretted.

For my placement I worked as a buyer at Rolls-Royce plc. Some of my main responsibilities were to negotiate with suppliers, solve immediate supply issues and select strategic partners to work with. Our objective was to deliver a world-class supply chain that ensured Rolls-Royce met customers’ strategic requirements in quality, cost and delivery.

In meeting this objective I had the opportunity to work with an incredible team of people and take on considerable amounts of responsibility. I negotiated with suppliers from around the globe, most notably major suppliers in both South Africa and North America. Increasingly I was given opportunities to represent my team at a senior level within the company and I presented to the heads of purchasing for the UK, Germany, Asia, and America.

Perhaps my greatest personal learning came from the manner in which Rolls-Royce engages with its supply chain. I would argue that the transparent and collaborative approach that Rolls-Royce take in the management of both 1st and 2nd tier suppliers is truly world-class and that it taught me some invaluable lessons about how to manage a global supply network.

I hope that in the future I will have the opportunity to put these experiences to good use. Having secured a role on the graduate purchasing scheme at Rolls-Royce, I am looking forward to building on this understanding when I recommence work in September. The experience has helped tremendously in my final year of study and the mentality and skills it has provided me with will ensure I get no less than a 2:1 as a result.

Chris Houston: BBA Management student
Each year a number of exceptional students are given the opportunity to work with Microsoft to help them research and map specific and specialist international markets.

The Student Experience

Dimitra Sfykti (MSc Advanced Marketing Management, 2009) completed a collaborative project with Microsoft, in which she researched and mapped the Emergency Management market. Dimitra began by developing an understanding of the needs of managers trying to co-ordinate emergency relief efforts – what were their problems? How did they need to communicate with other agencies? What stopped them being able to communicate, for example, when an earthquake had just wrecked the existing communications system of a city, such as happened in Haiti in January 2010.

Her analysis of the tsunami which hit Thailand in December 2004 and of Hurricane Katrina in the USA in 2005 identified the similarities of the needs across the two emergency relief situations. These similarities were found to hold regardless of the location, the cause of the disaster or the consequences. Situation analysis of these specific cases led to problem identification which in turn revealed the emerging needs and information technology challenges of the emergency services.

Dimitra looked at the hardware and software that were on the market to see what solutions were being created for emergency relief managers, examining how the capabilities of different providers might be combined in new ways to create new solutions for this marketplace. The findings were the result of insights from academic, scientific and industry specific articles alongside Dimitra’s own research, in order to generate recommendations for improvements and new solutions for disaster management and emergency relief efforts.

Learning from Microsoft

Dimitra developed her knowledge of Microsoft’s Citizens Safety Architecture (CSA) initiative within which her project was located, and insights into how Microsoft managed relationships with its partners. Project workshops were conducted by senior executives from Microsoft and faculty. Mr Andrew Hawkins (Director of Public Safety at Microsoft) discussed the company’s structure and their activities in the citizens safety markets, providing information about the company, its processes, the CSA initiative, and the requirements of the project. In addition, Dimitra and her peers were given access to Microsoft’s data showing how ITC supported disaster relief, and case studies showing how Microsoft had worked with the different agencies and software and hardware partners to create solutions.

Positive outcomes

According to Dimitra, working with Microsoft in a vibrant industry and a market sector that is so important to the welfare of society was “extremely valuable”. Being associated with such a strong brand in such a thoughtful way made for a very rewarding experience.

Microsoft used the research findings to feed into their business plans and shared insights generated by Dimitra and other students with key software and hardware partners in their network.
LUMS prides itself on its international reputation. Over fifty percent of our students are from outside the UK, the faculty are from around 28 countries and the School holds triple accreditation from the AACSB, EQUIS and AMBA, which places us in the top one percent of business schools.

Over recent years the School and the University have extended the international strategy by engaging in a number of collaborative partnerships with institutions in India, Malaysia, Pakistan, Jordan and Singapore. Designed to meet the growing need for ‘local’ management education, LUMS staff co-deliver a number of postgraduate programmes, such as the MSc in Management and the Global MBA, and support the delivery of undergraduate business programmes. Over 1,000 students are now enrolled on these programmes. By 2014/15 our aim is to have around 4,000 students off campus, which will represent about fifty percent of the LUMS student body.

However, international partnership is not only about delivering programmes abroad, it is also about giving Lancaster students the opportunity to visit other countries to experience their cultures. To this end we intend to develop student exchange, summer schools and volunteering activities with our partners. Additionally, we will contribute to the development of partner institutions through staff development activities and staff training in the form of PhD supervision.

There is still a considerable amount of work to do in raising even further the profile of the School and of our collaborative partnerships. Our alumni can help us to achieve this objective by raising awareness of Lancaster through their professional and personal networks. By working together to increase the reputation of the School and University we will also raise the profile of the degrees held by our alumni.
Malaysia link is well established

Sunway University College, a private institution located in Kuala Lumpur, and Lancaster University established an academic partnership in 2006. Initially the partnership saw a number of Sunway students being awarded undergraduate honours degrees by Lancaster University, in subjects including Accounting & Finance and Business Studies.

The first full cohort of 86 students had their degrees conferred in October 2009, with 80% of the cohort receiving a higher second or first class degree.

A number of jointly delivered Masters degrees were launched in August 2009, and there are now approximately 1000 students enrolled on Lancaster-accredited degree programmes at Sunway.

According to Professor Jarlath Ronayne, Vice-Chancellor of Sunway University College, "This is an example of collaboration with a foreign university that goes way beyond the validation of degree courses and financial benefit for the foreign partner. It is a true partnership where the development of the younger institution is a vital part of the affiliation."

India collaboration

In February 2009, Lancaster University put pen to paper on an exciting partnership with GD Goenka Educational Trust to become the first and only university to deliver higher education qualifications at the GD Goenka Education City in India.

Since then, both institutions have worked together to begin teaching a number of undergraduate and postgraduate degree programmes at the New Delhi site.

The collaboration provides Indian students with the opportunity to study for highly-valued Lancaster degrees locally in India, whilst at the same time augmenting Lancaster’s profile and connections in the capital city and across India.

First ever dual degree programme launched between UK and Pakistani universities

Lancaster University launched a major new opportunity for students in Pakistan on 18th February 2010 in London, at an event attended by the Pakistani Federal Minister of Science and Technology and Sir Christian Bonington CBE, Chancellor of Lancaster University.

From August 2010, 250 Pakistani undergraduate students will start the first dual Lancaster University/Comsats Institute of Information Technology (CIIT) degrees delivered in Pakistan. Around 50 students will be taking the new dual Business Studies degree.

Pakistani students at the CIIT Lahore campus will be given the opportunity to earn a highly regarded international degree from Lancaster, in addition to their degree from CIIT, for a fraction of the cost of study in the UK.
I attended Lancaster University from 1987 – 1990 and have very fond memories of that time... although the English weather was certainly a challenge!

The impressions I formed of Lancaster University during those years remain today: an institution that maintains high standards of academic excellence and integrity. The standards and uncompromising stance that Lancaster takes towards its research and the academic achievements of its students have stood me in good stead for the management position that I now hold.

Campus changes

The campus has changed quite considerably since the end of the 1980s. In those days the student community was much smaller and the courses on offer much more limited. Bahrainis were not very common in the University and I enjoyed the multicultural opportunities to share opinions and differences and to absorb the myriad lessons one learns from these exchanges. I visited Lancaster last year and felt that despite the increase in buildings and numbers of students, the endearing small-town, multi-cultural aspect to the university community still endures.

BCSR

Since leaving Lancaster, I have remained loyal to the Bahrain Centre for Studies and Research (BCSR), working firstly as a researcher specialising in economics and gradually working my way up through the ranks to my current position as Secretary-General. I am honoured to be a member of several national committees that strive to guide Bahrain towards sound economic and social development, including: the Higher Council of Education, Vice-Chairman of the MENA Investment Centre, Member of the Deanship Council for Scientific Research at the University of Bahrain, and Member of the Bahrain Competitiveness Council. In addition, just after returning to Bahrain after obtaining my PhD, I was a member of the Higher Committee that prepared the first National Action Charter for Bahrain.

I am glad to say that the BCSR is now linked directly to LUMS through a Memorandum of Understanding which we signed last year. The capacity building department of BCSR has carried out a number of workshops in conjunction with LUMS in our bid to ensure that Bahrain receives specialist international expertise to boost its capacity and exposure to international standards.

Dr Abdulla Mohammed Al-Sadiq
I came to Lancaster in October 1986 for my PhD studies. Coincidentally, Dr Abdulla Al-Sadiq and I were supervised by the same person, D T Nguyen, so we had a lot in common.

Outside the academic realm, Abdullahi and I enjoyed playing football by the university pond, and indoors in the sports centre, along with other postgraduate students.

After graduating in 1990 I didn’t meet with Abdullahi again until November 2008, when we both attended a high-level meeting on the proposed Gulf single currency. At first we didn’t recognise each other, and it was a few remarks I made towards the end of the meeting that prompted Abdullahi to come to me afterwards and pose the question: did you by any chance attend Lancaster University? That was how it all clicked, and we continued with the conversation at the dinner table!

Working at LUMS
After completing my PhD, I worked as a Guinness Research & Teaching Fellow at LUMS until 1998. Following this, I took on the position of Lecturer in Economics, and as an econometrician by training I taught quantitative courses at both undergraduate and postgraduate levels. I also applied econometric techniques to a wide range of research areas including macroeconomics, emerging economies, and international business, and I published extensively on these areas. I thoroughly enjoyed this job, but one of my most memorable and challenging experiences was being the first director of the BSc Business Studies, which began in 1998 and which I steered until I left the University in 2004.

African Development Bank
After 14 years I decided to hang up my academic gloves and take the job of Principal Research Economist at the African Development Bank (AfDB), whose overarching objective is to promote sustainable economic development and social progress in African countries. There, the focus of economic research was largely on policy and I was the bank’s lead economist on trade issues and its focal person for external liaison with the World Trade Organisation (WTO), the World Bank and the Economic Commission for Africa (ECA) on trade policy issues.

Gulf One Investment Bank
In September 2007, I joined the Gulf One Investment Bank as its Chief Economist and Head of the Economic Research Department. Based in Bahrain, the bank’s vision is to become a leading knowledge-based infrastructure investment bank. My role is to direct and oversee the conduct of economic research to strengthen the knowledge functions of the bank. The creation of GOLCER (Gulf One Lancaster Centre for Economic Research) at LUMS, with financial support from the bank, complements the bank’s research output and aims to forge strategic partnerships with relevant institutions and organisations towards promoting knowledge-based solutions to socio-economic development of the Gulf region.

Dr Mohammed Adaya Salisu

“... At first we didn’t recognise each other, and it was a few remarks I made towards the end of the meeting that prompted Abdullahi to come to me afterwards and pose the question: did you by any chance attend Lancaster University?”
The first cohort of full-time Lancaster MBA students graduated in 1990, and since its innovative beginnings the programme has gone from strength to strength. In the late 1980s and 1990s, LUMS also ran a number of collaborative MBA programmes: working with Bass, British Airways and VSEL. The current part-time Executive MBA (previously known as the Consortial MBA) has seen 21 cohorts graduate so far.

15th May Events
After an initial chance to catch up with old friends and colleagues, attendees of the afternoon events were welcomed by former MBA Director, Oliver Westall, who remarked on how wonderful it was to see so many friendly and familiar faces at the event.

In his presentation, Oliver traced the path of the Lancaster MBA: from its beginnings when it was seen by many as a dangerous innovation, to its current position as a flagship for the Management School across the world. He emphasised the MBA’s role as a change agent in relating teaching to the realities of the business world.

The MBA has also been a remarkable factor in raising LUMS’ international profile, especially through the programme’s ranking, to which alumni contribute so much through their professional success. “The strength of the Lancaster MBA is its unique blend of top quality academic education with exciting and innovative experiential learning designed to achieve real professional development in management capacity.”

Oliver concluded by emphasising the growing numbers, international diversity and success of our MBA alumni. However, the current Programme Review demonstrates that LUMS would not become complacent, but still look for new approaches and improvements. “After 20 years of great success and great fun, the best is yet to come!”
Over 130 students, staff and alumni joined together on 15th May to celebrate the 20th Anniversary of the Lancaster MBA programmes. We were delighted to welcome back to the School alumni from as far away as Argentina, Japan and Saudi Arabia, as well as from countries closer to home and the UK.

This introduction was followed by a buffet lunch and more networking before alumni guests participated in a session on Strategic Change with Professor Julia Balogun, Director of the Lancaster Centre for Strategic Management. It was a pleasure for LUMS to be able to offer alumni the opportunity of a professional update on the latest thinking, and to take them back to their time in the classroom… without the pressure of assignments and exams! The workshop style presentation meant that participants could collaborate by building on the insights given by Julia and sharing their own post-MBA experiences.

Anniversary Ball
The celebrations culminated with a special 80s-themed Anniversary Ball at the Castle Green Hotel in Kendal. Guests enjoyed the somewhat chilly but bright Lancashire evening with drinks and live music in the grounds of the hotel, before sitting down to an 80s-themed dinner.

This was followed by a number of games and activities – congratulations to 2009 graduate, Mohammed Ali, who was the first to solve the Rubik’s cube! – which had been organised by members of the current MBA class, and an engaging presentation from current MBA Director and MBA alumnus from the class of 1999, Chris Saunders.

An 80s disco accompanied the ongoing celebrations, which continued into the early hours of the morning.

Five MBA facts
2124 – Graduates of the Lancaster MBA programmes
92 – Nationalities represented
12 – MBA Directors past and present. Full-time MBA: Mike Pidd, Rick Crawley, John Mackness, Steve Kempster, Malcolm Kirkup, Oliver Westall, Chris Saunders Part-time programmes: John Mackness, Paul Ferguson, David Murphy, Sharon Turnbull, Andy Bailey
140 – Current MBA students (74 full-time MBA, 66 EMBA in cohorts 22 & 23)
15 – Marriages between MBA alumni (…at least!)
Access business information online… for free!

LUMS graduates are offered free access to the alumni edition of the EBSCO Publishing business database, which includes publications in nearly every area of business and full text sources ranging from general periodicals to trade publications and top management journals. For access details, email: LUMSalumni@lancaster.ac.uk

Sainsbury’s CFO at major LUMS event

Darren Shapland, Chief Finance Officer of Sainsbury’s, gave an engaging and insightful lecture to 90 guests at the second Lancaster University Management School Chief Finance Officer Lecture on 9th March.

Darren’s personal contribution to steering Sainsbury’s through its successful “Making Sainsbury’s Great Again” five-year recovery plan has been recognised by his being named both FTSE 100 and Finance Director Magazine’s Finance Director of the Year for 2009.

Attending the event were alumni from a large number of Lancaster degree programmes, from graduation years 1967 through to 2007, many of whom now work in senior finance positions or have links to the finance sector.

Distinguished alumnus gives inaugural entrepreneurship lecture

LUMS’ annual Public Entrepreneurship Lecture was given an inspirational launch by inaugural speaker and distinguished alumnus Gian Fulgoni (MA Marketing, 1970) on the evening of Thursday 20th May.

Gian, Executive Chairman and co-founder of comScore Inc., captivated a packed audience of aspiring entrepreneurs, students, alumni and business leaders with two case studies that demonstrated how entrepreneurial flair and decisiveness had delivered spectacular results.

In his stylish presentation, Gian drew on substantial personal experience gained through a successful career in the United States, to highlight the opportunities created for talented entrepreneurs by technological dislocations, such as the advent of supermarket scanner technology and the emergence of the internet.

The occasion was also an opportunity for Gian and seven of his former classmates to reunite in Lancaster after 40 years.
Alumni events with a difference

Two recent LUMS events have successfully piloted a new style of alumni reunion. As well as providing the regular opportunity for alumni to get together and to catch up on the latest news from Lancaster, the recent events in Athens and Taipei also involved applicants to LUMS postgraduate programmes.

The events gave applicants the chance to discuss directly and informally with recent graduates their intentions and expectations of coming to Lancaster, and our alumni the rewarding opportunity to pass on their knowledge and experiences.

Commenting on the Athens event, International Agent for Greece, Mr Dimitris Valsamis, remarked:

“Everybody was enjoying the get together and alumni were excellent ambassadors to prospective students, dedicating a lot of time to tell them about their experiences.”

Our aim is to organise a range of events for alumni around the world: from informal get-togethers to guest speaker and networking events. It is hoped that joint events for alumni and applicants will form a welcome addition to the alumni events calendar.

Advising the next generation of LUMS students

Thank you to the 150+ alumni who currently volunteer as Alumni Advisers for a number of LUMS postgraduate programmes. Alumni Advisers provide a valuable service for prospective students, acting as a point of contact for questions about what it’s really like to study here at Lancaster.

Earlier this year we updated the format of the Advisers lists on the LUMS website, making it more attractive, secure and user friendly. Over the next few months we will be further developing the lists to add more recent graduates and for a wider range of programmes.

Ernst & Young

First class graduate from an innovative four-year undergraduate degree offered by LUMS’ Department of Accounting and Finance, in collaboration with Ernst and Young and ICAS. Among the unique features of this degree is a salaried placement with Ernst & Young. Congratulating the graduates, Professor Sue Cox explained how “The EY Degree is a marvellous example of what can be achieved through collaborative partnerships with industry…”
We see HR primarily in terms of how it contributes to value inside the organisation.

Why are these areas of HR research so important to the development of organisations?
“By some accounts the HR function’s very existence is under threat. It must increase its strategic capability. This means unlocking and understanding what strategy is within businesses, and understanding the business and people models put in place to underpin strategic execution and delivery.

Our Centre helps understand how we should think about people strategy in the context of business model change, and how to understand the people models that will get us out of the current downturn. These are important questions. The risks associated with innovation in business models can be very high if you don’t solve these issues.”

The Centre moves away from traditional simple research contracts with business towards the development of a culture of deep engagement around the key business problems that HR functions have to face.

What is the nature and value of the business partnerships which are at the heart of the CPHR’s activities? “Our relationship has to provide HR directors and their key functional reports with an innovative synthesis of existing research in the field of HR, but also informed by developments in other academic fields that have a bearing on the performance and effectiveness of HR functions. We broker research in ways that are relevant to practitioners and that ensure that management fads are put into context – we produce White Papers on their issues, research their organisations, co-write with them, run special interest groups and network events, conduct bespoke work, and now have introduced a masterclass series”

CPHR Executive Masterclasses are tailored to meet the needs of senior HR professionals and mid-senior executives involved in the practice of organisational design, talent management, HR strategy and employee engagement. Each one-day Masterclass can be taken as a standalone course or part of the CPHR executive programme.

- Linking HR strategy to Business Model Change: 7th October 2010
- Building Organisation Design Capability: 11th November 2010
- Engaged to Perform: 13th January 2011

For further information about the Centre or Masterclass series, contact Teresa Aldren: 
t.aldren@lancaster.ac.uk or go to www.lums.lancs.ac.uk/research/centres/hr
LUMS has commissioned two paintings by local artist Chas Jacobs to reflect student impressions of the Lancaster University campus and of Lancaster itself.

Large canvas prints of the two images now hang in the Management School Hub Café area, and prints are available to purchase via Chas’ website www.chasjacobs.co.uk. Personalised details, for example your name and graduation year, can be added by Chas on request.

A range of prints and other items will also be available for purchase from the University’s Students Union shop in the summer.