

Spring 2008



Nottingham University
Business School

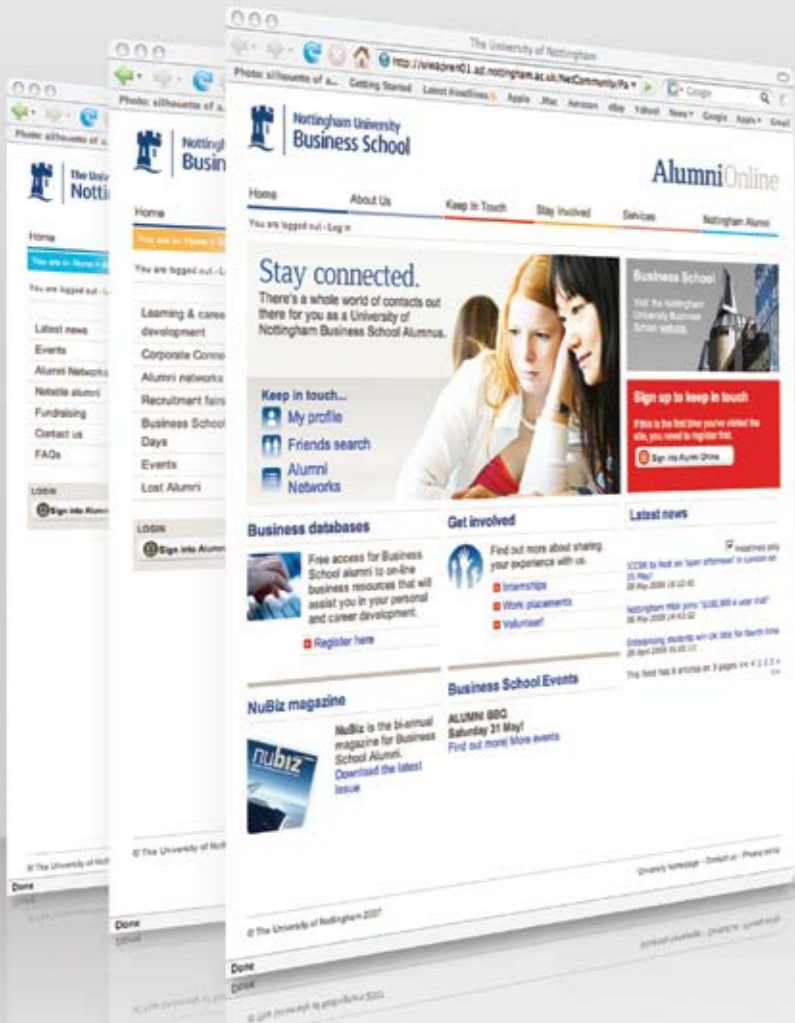
nubiz

The magazine of Nottingham University Business School Alumni



Issue three | School rises in FT world rankings | Entrepreneurs - Born or Bred? | What is Web 2.0?

New Alumni website launch | Where are they now? | Staff and school news



New Alumni website launch

Things have just got very interesting.

After months of preparation we're delighted to announce the launch of a brand new bespoke service – the Nottingham University Business School Online Alumni Community.

Nottingham Business Online is a dedicated web space for our School's alumni. It links you up to a whole community of former Business School students, from your classmates to the friends of your classmates, and their friends too! It's a networking solution, a job-finding site, an event notice board and a way to keep in touch with the people who made your Nottingham experience so special.

As well as keeping you up-to-date with the latest School news you can search for friends, update your details, find international networking groups and take advantage of a range of benefits and services, including free access to on-line business databases and careers resources.

You'll find it all at www.nottingham.ac.uk/business/alumni

Log in and discover what it's all about for yourself!



Letter from the editor

Welcome to the third edition of NuBiz.

There's something of an entrepreneurial theme to this issue, from our cover story about developing and encouraging entrepreneurial thinking through to some real life success stories from alumni who've taken the plunge and started their own businesses.

And the continued success of the University's SIFE team, many of whom are Business School students, provides further evidence that a creative approach to problem solving, allied to sound business principles and implementation, can produce inspiring, award winning results.

There's also good news for all with the launch of the School's new website, dedicated to the needs of our alumni. Within it you'll find a range of services available to you, as well as the opportunity to look up old friends and classmates. And this is just the start. With your feedback and support we'll be able to develop the site so that it continues to offer the sorts of facilities and resources that you really value. So please log in, take a look around the site and give me your views, both good and bad, so that we can use these to inform future developments.

You'll find us at www.nottingham.ac.uk/business/alumni

The Alumni Relations Office is here to promote both professional and social networking, as well as give you access to opportunities for life-long learning, both of these activities with the ultimate goal of building the value of your degree. Please help us to help you by keeping us up-to-date with what you're doing and where you are. Your success is our success, and vice versa.

I very much look forward to hearing from you and hope that you'll continue to enjoy reading NuBiz, as well as use the new Nottingham Business Online website.

Best wishes,

Hilary

Hilary



In this issue

Issue 3
Spring 2008

Cover photograph shows Professor Martin Binks and members of the UNIEI team at the Business School.

School Rankings	2
School rises in the world rankings	
School News	6
Centre for Global Finance, Ningbo opens	
Students SIFE success for a fourth time	
Centre News	9
Round up of School Centres	
Features	12
Entrepreneurs and the race for survival	
Web2.0 - Hype or paradigm shift?	
Research	22
Study raises questions over Investors in People Award	
Experts predict pensions catastrophe	
Asian tigers urged to reject polluting foreign investors	
International Alumni Networks	24
News from China	
Alumni	26
Contributions from some of our entrepreneurial and adventurous alumni	
Where are they now?	30
More regular updates from our alumni	
Staff News	32
Recent staff achievements	

We're still on the up!

School rises in FT's world rankings



The MBA offered at Nottingham University Business School is making rapid progress up the world rankings and is among the world's ten best on value for money, according to a new league table published by the *Financial Times*.

Nottingham University Business School has one of the fastest-rising MBAs in the UK, moving up an impressive 17 places on last year's position to make it one of the most respected courses in the country for business professionals looking to take their skills and knowledge to a new level.

The FT's ranking of the world's top 100 full-time MBA programmes placed Nottingham in 76th position — up from 93rd last year, and 100th in 2005. It is one of only 15 UK business schools to appear in this prestigious league table, which recognises the quality of both teaching and research.

In terms of value for money, the results are even more significant — the Nottingham MBA is ranked in the world 'Top Ten', based on the views of the students themselves.

The FT's 2008 table serves to underline the increasing strength of Nottingham University Business School as a national and international player in the face of intense competition.

The *Financial Times* report shows that Nottingham MBA graduates could command an average salary increase of 93 per cent as a result of completing their course, with average earnings rising to \$100,277p.a.

Professor Leigh Drake, Director of Nottingham University Business School, said: "This significant improvement in our position in this prestigious ranking is excellent news for the Business School and is testament to the quality of our academic faculty and support staff and also to the quality of our students."

"We have undertaken a thorough review of our MBA programmes in recent years and are making continual improvements to the quality of the teaching and learning environment we offer to our students. In this context, it is very encouraging to see these developments feeding through in improvements in rankings such as the FT Global Top 100."

"Nottingham University Business School is competing against the top business schools in North America, Europe and increasingly in the Asia-Pacific region, and our 2008 ranking reflects factors such as our research strength as well as factors relating to the career progression of our MBA graduates and the diversity of both our staff and students."

Nottingham University Business School offers six MBA programmes, accredited by the Association of MBAs (AMBA) that include more than 300 participants, and the School provides some of the best MBA facilities in the UK.

"This significant improvement in our position in this prestigious ranking is excellent news for the Business School and is testament to the quality of our academic faculty and support staff and also to the quality of our students."

Nottingham continues to shine

The other established world universities league table - issued by *The Times Higher Education* in the United Kingdom - ranks Nottingham 70th in the world overall.

The University has risen more than 70 places since the table was first published in 2004.

For students and prospective students, the latest Shanghai Jiao Tong University research rankings are excellent news.

Nottingham — alongside Cambridge and Manchester — was rated top choice by leading companies recruiting UK graduates in the most recent independent survey for The Times newspaper.

It enjoys one of the highest completion rates anywhere in UK higher education. Once students enrol on a Nottingham degree course, nearly all will go on to complete their studies.

Coming to Nottingham to study is a hugely attractive proposition — borne out by the continuing number of high calibre applicants (Top 5 choice in 2008) and by the record number of international students, who now represent more than 141 nations, and who help to create truly cosmopolitan campuses. Nottingham's student mix is diverse — and thanks to high levels of investment in student financial support, and an imaginative programme to attract the broadest range of talented applicants — it is becoming more reflective of society, with the number of students from lowest-income groups rising from 17 per cent to 22 per cent since 2005.

The University's campuses in Nottingham UK, Malaysia and The People's Republic of China are award-winners in themselves. Open parkland sites, with gorgeous landscaping and signature architecture, they offer an unrivalled setting for learning. The University Park campus in Nottingham UK has won a Green Flag award for four years in succession, and was singled out by judges who declared Nottingham the UK's Best Large City in the most recent Britain in Bloom accolades.

This year the University and the Students' Union delivered a £1m refurbishment of social facilities on campus, and Nottingham is implementing a dynamic programme of continuous investment and refinement in its teaching, learning and student experience.

Nottingham's big rise in world university rankings

The latest World University League Table, published last November, placed The University of Nottingham 70th in the world, a big rise of 15 places over last year.

Securing a position in the World's Top 70 gives the University its highest ever worldwide ranking and means that The University of Nottingham has climbed more than seventy places in four years.

The University's Vice-Chancellor, Professor Sir Colin Campbell, welcomed the rise, which:

"Reflects Nottingham's continuous investment in facilities which are providing superb academic and development opportunities for talented students, and demonstrates the attractiveness of our graduates to employers."

"Shows the value of recruiting exceptional people from around the world, and underlines our commitment to world-leading research across all academic disciplines."

"Rewards our maturing international strategy, which is attracting record numbers of international students, and providing exciting new opportunities for research and scholarship across continents."

Nottingham was among the top three most popular UK universities named by leading companies recruiting graduates, in an independent survey for The Times newspaper this year. A Nottingham student was declared 'UK Graduate of the Year', and the University won the prestigious 'Students in Free Enterprise' award for the third year in succession.

Nottingham attracts high numbers of international students. Its pioneering teaching and research campuses in China and Malaysia now contribute more than 5,500 of the university's overall student community of 36,000.

The University of Nottingham was Britain's 'University of the Year' in 2006/7 (*Times Higher Awards*).

School News: Rankings

School climbs higher in Economist international MBA rankings

Nottingham University Business School has risen again in the latest international league table of full-time MBA programmes.

In rankings compiled by the Economist Intelligence Unit, Nottingham University Business School has climbed six places this year to 62 — against tough competition from the USA, Europe Asia and Australia.

The School appears on the list alongside some of the world's prestigious institutions, including Harvard, INSEAD, Stanford and Chicago Universities.

The Economist Intelligence Unit (EIU) league table, now in its sixth year, rates business schools against each other in terms of:

- Opening new career opportunities and/or furthering current career
- Personal development
- Increasing salary
- Offering the potential to network

Professor Leigh Drake, Director of Nottingham University Business School, said: "In the context of an increasingly competitive MBA market, the improvement in Nottingham University Business School's position to 62 in the 2007 Economist Intelligence Unit 'Which MBA' ranking is a very impressive result.

"In the context of an increasingly competitive MBA market, the improvement in Nottingham University Business School's position to 62 in the 2007 Economist Intelligence Unit 'Which MBA' ranking is a very impressive result.

"We have made considerable efforts to improve the overall experience we offer to our MBA students in recent years and, given that this ranking surveys our full-time MBAs while they are at the Business School, it is gratifying to see such immediate benefits.

"The School has risen steadily up this prestigious ranking from 78 in 2002 to our current position of 62, and we have also been highly ranked in other recent surveys. Our undergraduate programmes were ranked 6th in the UK in the recent Times Good University Guide, while our MSc in International Business was also ranked 6th in the context of UK Business Schools in the recent FT Masters in Management rankings.

"Nottingham University Business School is one of the relatively few UK schools that can demonstrate a strong performance across the range of undergraduate and postgraduate programmes. This makes our performance in the 2007 EIU MBA rankings all the more impressive as we are competing against a number of specialist graduate business schools as well as the top Business Schools in the US, Europe, Asia and Australia."

To qualify for inclusion in the Economist Intelligence Unit rankings, the schools with full-time MBA programmes had to meet various thresholds of data provision, as well as attaining a minimum number of responses to a survey gauging the opinion of current students and alumni who graduated within the last three years. These were set as a proportion of the annual intake of students to the programme.

The findings are based on detailed questionnaires completed by business schools and around 20,000 current MBA students and graduates around the world.

The EIU found that the careers service of a school is now one of the key competitive battlegrounds between schools. When prospective MBA students were asked why they had decided to study for an MBA degree, opening new career opportunities was the most popular reason given.

Bill Ridgers, editor of the 'Which MBA' rankings, said: "The quality of a school's career service is becoming much more important. In the past a high proportion of MBA graduates trod the well-worn path from business school classroom to consultancy firm. But now students' needs are more diverse.

"Jobs in sectors that were barely on schools' radar ten years ago, such as private equity or real estate, are now demanded. It is those schools that can cope with the new demands that really stand out."

Responsible business - our MBA leads the way



Nottingham University Business School is a leader in ethical business education, according to the latest global rankings.

The School is featured among the world's best — in a global league table of MBAs that integrate social and environmental issues into the business training they offer to the next generation of managers and leaders.

Nottingham University Business School's overall ranking is 1st in the UK, 4th in Europe and 28th in the world.

On research output, the school is ranked no.2 in the world — ahead of prestigious competitors such as Yale, Stanford, Berkeley.

The US-based Aspen Institute's 'Beyond Grey Pinstripes' Global Top 100 compares business schools on how far they have embraced issues that are becoming increasingly important in the 21st-century world — such as environmental stewardship, accountability to customers and social impact.

Nottingham University Business School has long been a world leader in the field through its International Centre for Corporate Social Responsibility (ICCSR), led by Professor Jeremy Moon.

Professor Moon said: "Nottingham University Business School's ranking as 2nd in the world for research confirms our reputation for research-led teaching and our capacity to influence global debate on these important issues."

Professor Moon's work has been exceptional for successfully integrating CSR across the School's programmes and for introducing the UK's first and only MBA in Corporate Social Responsibility, as well as an MA programme in the subject. The School is committed to teaching responsible business, and the corporate social responsibility (CSR) and business ethics courses are now available to all its students.

The School also places a strong emphasis on CSR research — a major element of the Aspen Institute's ranking. That strength is recognized this year with an individual accolade for ICCSR staff member, Dr Wendy Chapple, Associate Professor in Industrial Economics and Director of the MA in CSR.

Dr Chapple is named as runner-up in the 'Rising Star' category for her research on the economics of CSR and on international features of CSR.

The rankings reflect how social and environmental issues have continued to grow in importance in business schools' curricula. However, the survey also revealed that the proportion of schools offering core courses to address these topics in terms of mainstream business remains low.

Professor Leigh Drake, Director of Nottingham University Business School, said: "Being ranked first in the UK and fourth in Europe is an excellent achievement and underlines the quality of our research and our commitment to developing the responsible business leaders and entrepreneurs of the future.

"Nottingham University Business School continues to be innovative in introducing new modules and programmes — in the near future we'll be introducing an ethical investment module into our MBA programme."

The aim of the Aspen Institute is to create business leaders for the 21st century who are equipped with the vision and knowledge necessary to integrate corporate profitability with social value.

Judith Samuelson, Executive Director of the Aspen Institute Business and Society Programme, said: "In the Beyond Grey Pinstripes survey, success is measured not by how much new MBA graduates earn or how many offers they get, but by how well prepared they are to guide a company through the complex relationship of business and society, where issues relating to the environment or the well-being of a community can impact a company's performance and reputation.

"While graduate business schools are finding the ability to deal with such issues an increasingly important part of the training for successful business leaders, there is still room for innovation and improvement."

School News

Open for business: Centre for Global Finance, University of Nottingham Ningbo



A new Centre for Global Finance at The University of Nottingham Ningbo, China will undertake key research in areas of importance to the development and reform of China's financial sector.

The Centre was launched last September with a seminar on 'International Trends in Retail Financial Services: Product Innovation and Customer Relationships'.

Chaired by Professor Leigh Drake, Director of Nottingham University Business School, the seminar focused on the opportunities in China's emerging financial services market, the challenges of managing innovation in the context of these opportunities and the processes of managing the delivery of value to customers.

Speakers at the launch highlighted the latest thinking in relation to the management of product innovation, the role that customers play in this process and the importance of managing relationships with customers, including issues such as managing product complexity; strengthening customer confidence and loyalty; treating the customer fairly; and customer education.

Speaking at the seminar, Professor Christine Ennew, Professor of Marketing at the Business School and Dr Deborah Roberts, Lecturer in Marketing at the Business School were joined by David Campbell, Asia Insurance Practice Leader, PricewaterhouseCoopers, Mike Jakeman, CEO Greater China, Royal And Sunalliance Insurance Co and Christine Ip, Country Head, Consumer Banking, Standard Chartered Bank (China) Ltd.

The Centre plans to engage in research in key areas of importance to the development and reform of China's financial sector; to use the results of research to inform the teaching of Nottingham students and to inform the wider business and policy making community, and to offer executive education to mid-career professionals in financial institutions and commercial enterprises. The Centre will organise a series of guest lectures and research seminars with speakers from academia and business.

Commenting on the launch, Professor Douglas Tallack, Pro-Vice-Chancellor at The University of Nottingham, said: "The University of Nottingham is home to many world class, internationally recognized research centres and academics in fields related to global finance.

"Working with their colleagues in Ningbo will greatly increase capacity and bring further knowledge and understanding of the key financial issues that affect not only the Chinese economy, but the global economy. Collaboration between colleagues here and in Nottingham, UK, makes for a formidable combination."

Business School student wins essay prize



Congratulations to **Sarah Jane Coxon** who was this year's winner of the undergraduate category of the Institute of Business Ethics Student Awards, held in association with the Daily Telegraph, for her entry entitled: "The social responsibility of business is to increase its profits".

Commenting on the awards, the Director of the Institute of Business Ethics, Philippa Foster Back OBE, said: "The sheer range and quality of entries this year show how seriously business ethics is taken by today's students, and bodes well for the ethical behaviour of businesses in the future."

Net Impact announces its first Europe Conference



As it continues to expand its reach and message across the globe, Net Impact will stage its first ever

European Conference in Geneva from 12-14 June 2008.

The conference will be hosted by the International Organizations MBA HEC Geneva, in partnership with INSEAD and Nottingham University Business School.

Under the theme "Sustainable Prosperity - Taking on the Global Challenge" the conference will bring together hundreds of MBAs, business leaders and NGO leaders, providing a unique forum for learning and discussing ways to use business to improve the world. A career 'expo' of responsible businesses and NGO's will also take place during the conference, and it is hoped that there will be many other networking opportunities.

"European Net Impact members want to learn from one another so they can impact their communities and businesses in the best way possible," says Catarina Soares, Net Impact's European Director. "We now have 17 business school chapters in Europe and we're growing fast."

"We see our international growth as a vital aspect of our development and commitment," says Liz Maw, Net Impact's Executive Director. "With business responsibility flourishing internationally, this is an exciting time to spread our impact across the globe."

About Net Impact

Net Impact is an international, not-for-profit membership organization comprising new leaders who are committed to using the power of business to improve the world. Its network spans the globe with more than 10,000 members in six continents, including 150 student and professional chapters.

Net Impact is arguably one of the most influential networks of MBAs, graduate students, and professionals in existence today. Net Impact members are current and emerging leaders in corporate social responsibility, social entrepreneurship, nonprofit management, international development, and environmental sustainability who believe that business can both earn a profit and create a positive social change. For more information visit Net Impact's website at www.netimpact.org

School News

Enterprising students take UK title for the fourth time!

The University of Nottingham have been named UK champions for the fourth year running in the annual Students in Free Enterprise (SIFE) competition.

SIFE brings together students, academics and business leaders to set up outreach projects that create economic opportunities for others.

At the end of each academic year, the 47 countries involved in SIFE hold a National

Competition, at which SIFE teams present the results of their projects to judging panels of business executives. The competition gives the students and their universities recognition for their hard work during the academic year.

Working in teams, and mentored by a Business School adviser, SIFE students take what they learn in the classroom and apply it to the real world, focussing on business ethics, financial management and entrepreneurship to create successful business projects.

This new accolade recognises the hard work of the Nottingham students in setting up projects at home and abroad that have made a real difference to those involved. These include:

- **The Tichamma co-operative** — A Ghanaian co-operative that ensures beekeepers across the country receive a fair price for their produce. This was set up on the back of the hugely successful Beevelop project.
- **Brightwaters** — A local community laundrette that provides low-cost laundry services and a free pick up and delivery service for the housebound was on the verge of bankruptcy. The students have been working with the laundrette to develop new revenue streams and lower costs without compromising Brightwaters' community objectives.
- **Flagged** — By 'flagging' electrical items left on overnight, Flagged teaches office staff to lower emissions and reduce energy bills.



"With more than 30 universities running SIFE programmes in the UK, winning the National Competition is a significant achievement," said Chris Mahon, the Director of the MBA in Entrepreneurship at the Nottingham University Business School and Faculty Advisor for SIFE Nottingham. "To win such a competition four years consecutively is nothing short of remarkable, and it demonstrates not only the talent and commitment of the students involved, but also the sustainability of the programme itself. All of us at the University and the Business School are extremely proud of the entire team, and we wish them great success as they represent the UK this October at the SIFE World Cup in Singapore."

Chris Skilton, President of SIFE Nottingham, said: *"I am so proud of what the team has achieved this year. We have continued to grow our impact both locally and abroad and winning the championship for a fourth year is a powerful endorsement of our progress. We are very grateful to the University, and in particular to the Business School, for all their support over the last four years and we look forward to representing the University and the UK in Singapore. I believe we have an excellent chance of bringing the trophy home this year."*

The 2008 SIFE UK competition took place at the Britannia International Hotel, Canary Wharf. The Nottingham team will now go on to compete in the SIFE world cup competition, which will be held in Singapore in October. For more information visit www.sifenottingham.co.uk

Centre News

Major tourist conference to come to Nottingham

The Christel DeHaan Tourism and Travel Research Institute has forged a partnership with the European Union of Tourist Officers and the Centre for Tourism and Cultural Change at Leeds Metropolitan University to mount a major conference in Nottingham in September 2008.

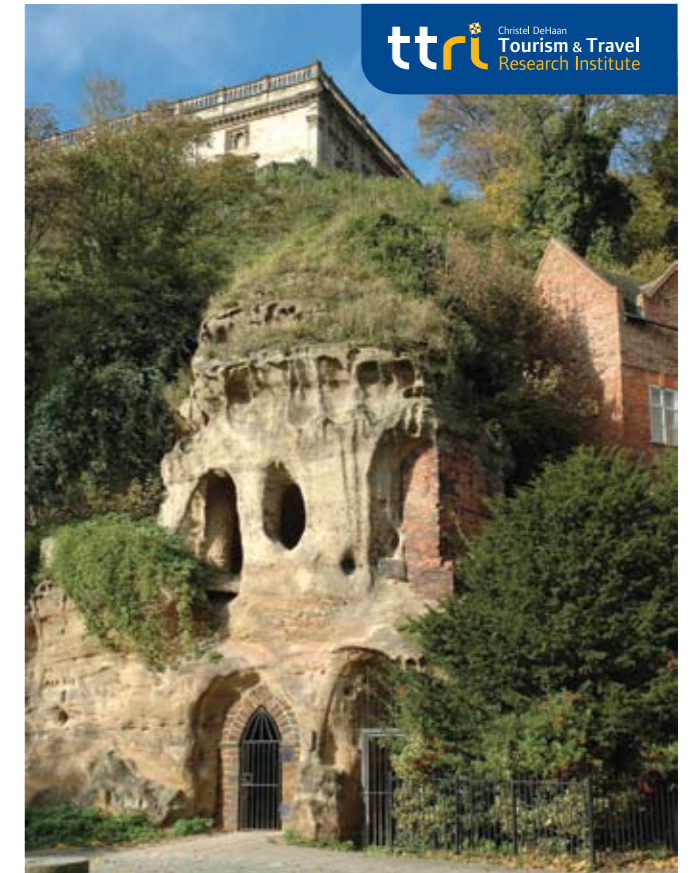
The conference will focus on tourist attractions and events as catalysts for regeneration and social change and aims to bring together researchers, consultants, developers and local authorities who share interests in the role of tourist attractions and events in place making and shaping destinations.

The conference will form the academic stream of the European Union of Tourist Officers (EUTO) conference which is meeting in Nottingham. The conference will include study visits focusing on the role of culture in shaping destination image, as Nottingham transforms itself into a cultural capital with ambitious projects such as Wollaton Hall, The Centre for Contemporary Art Nottingham & The New Art Exchange. Delegates will also visit Nottingham Castle and Sherwood Forest to see how 'Living Legends' can be used to stimulate the visitor economy.

CMBOR makes the front page of the FT

Research undertaken by the School's Centre for Management Buy-out (CMBOR) made front page news in the FT on 2 April 2008.

The newspaper quoted data taken from CMBOR's annual survey of buy-out exits, which reported that the number of UK private equity-owned companies falling into receivership rose by almost half last year, to 106, its highest level since the end of 2003, with the trend expected to accelerate. CMBOR found that more than a quarter of the 400 companies disposed of by private equity last year went into bankruptcy. The trend contrasted with a fall in overall company liquidations, which dropped 7.3% in England and Wales to 11,147 last year, according to Price Waterhouse Coopers.



Nottingham Castle and Caves. Jon Arnold.

UNIEI awarded £1M grant for Ingenuity Centre

Following our article in the last issue of NuBiz about the new Ingenuity Centre, we're delighted to report that Steve Upcraft and the UNIEI team have been successful in winning a grant of £1 million from the East Midlands Development Agency (emda) to support the SME Ingenuity Programme.

This is an excellent development for UNIEI and the Business School. The project will also involve collaborative activities with Nottingham Trent and Derby Universities. The grant provides a valuable foundation on which to base further bids for research funding and wider business engagement. The Ingenuity Centre will host a growing number and variety of activities in collaboration with Engineering, the creative industries and, increasingly other Schools across the University.

Nottingham University Business School goes to the ballet

Positive Spin



It's a University of Nottingham spin-out company with an emphasis on the 'spin' ... as well as the arabesque, the entrechat and the jeté.

Nottingham University Business School's Institute for Enterprise and Innovation (UNIEI) has developed its first cultural initiative — creating a contemporary ballet company to rival established companies across Europe.

And the New English Contemporary Ballet Company has already attracted attention. With its dancers having completed their winter 2008 season, the company has been shortlisted in the first Nottingham Creative Business Awards. Nominated for the Performing Arts Award, the company has been praised for raising awareness of Nottingham as a centre of dance excellence.

New English Contemporary Ballet was founded in 2006 by Joanne Wright, Director of Enterprise in the Arts at Nottingham University Business School, and Niall McMahon, a former soloist with the Scottish Ballet. It was set up with the aims of bringing international-standard dance to the East Midlands and to raising the profile of the region as home to a significant cultural programme.

The company acts as a model for cultural enterprise — providing a positive and successful example of entrepreneurship to budding creative businesses.

New English Contemporary Ballet

investing in creativity **UNIEI**

"New English Contemporary Ballet provides a live model for a start-up cultural enterprise as a 'spin-out' from the business school, taking entrepreneurship directly into the creative industries," said Joanne Wright. "The genesis of the company demonstrates very practically how, with public funding for the arts under ever more severe pressure, a cultural business can find ways to sustain itself and develop strategies to free itself from the vagaries of the public purse."

The company is also committed to developing the East Midlands dance infrastructure. It has established Nottingham Youth Dance, a company for dancers of all levels aged 14 to 19. Nottingham Youth Dance has already toured the East Midlands and performed at the Edinburgh Festival. An Associates programme works with more than 150 young people aged eight to 18 on a weekly basis, providing technical and artistic advice and training.

"We have a number of entrepreneurial irons in the fire," Joanne added. "Including the development of international partnerships with companies in both China and Russia, the implementation of a full vocational training programme in dance and a growing regional partnership to develop a centre for dance performance and technologies in Nottingham."

"Setting up a business in the arts is a real challenge. It has taken us four years to arrive at where we are today and, as New English Contemporary Ballet continues to gather momentum; we are now able to reflect on which strategies for development have been effective and which haven't. This knowledge will be invaluable to others trying to build sustainable businesses in the cultural sector."

Vocational training programmes are also being developed by the company. The work-related learning module of the new Specialised Diploma (Creative and Media) is currently being piloted by the company's education department in preparation for national implementation in September 2008.

For more information on the company visit www.newenglishcontemporaryballet.co.uk



“The power of population is so superior to the power of the earth to produce subsistence for man that premature death must in some shape or other visit the human race!”

Thomas Robert Malthus 1798

Entrepreneurs and the race for survival

The views expressed by Malthus at the end of the 18th Century echo those of many others before and since, predicting the imminent or eventual demise of mankind. **Martin Binks** and **Simon Mosey** explain how entrepreneurs can perhaps save us all!



→ p14

Feature

“The role of the entrepreneur as creative thinker, problem solver, inventor and innovator in organisations across the private and public sector has so far been just sufficient to maintain sustainability ahead of collapse in the survival race.”

p13 → The views expressed by Malthus at the end of the 18th Century echo those of many others before and since, predicting the imminent or eventual demise of mankind. Recorded quotations going back over two thousand five hundred years report, with varying levels of alarm and dismay, the perceived ‘neck and neck’ race between the problems we create for our planet and the solutions to these that we generate through entrepreneurial creativity. To date mankind has avoided the more cataclysmic outcomes, so often predicted with such certainty in the past, through a mixture of strategic and often political decision making alongside economic development driven by creative problem solving, invention and innovation. Hugely influential developments in food production, transport, textiles, energy, medicine and the sciences in general can be observed as part of the process of economic development and sustainability. The crucial role of the entrepreneur as the catalyst for the leaps in technology that underpin the process of economic development was first highlighted by Joseph Schumpeter through his work in the second and third decade of the 20th century.

The role of the entrepreneur as creative thinker, problem solver, inventor and innovator in organisations across the private and public sector has so far been sufficient to maintain sustainability ahead of collapse in the survival race. With increasing complexity in the nature and number of potential crisis points, such as the sustainability of energy, water and food, it is likely that the need and demand for the contributions loosely collected under the umbrella term ‘entrepreneurship’ will continue to grow ever more rapidly. If the stock or production of entrepreneurs were determined purely through relative genetic probabilities then there is no apparent reason for being confident that this increasing need should be met in the future.



“To date mankind has avoided the more cataclysmic outcomes so often predicted with such certainty in the past through a mixture of strategic and often political decision making alongside economic development driven by creative problem solving, invention and innovation.”

“The challenge confronting entrepreneurship education - that of improving our capabilities in terms of creative problem solving, invention and, where appropriate, subsequent innovation - requires us to design ways of encouraging this tacit knowledge accumulation on a large scale basis.”

Entrepreneurs – Bred not Born

Luckily, and contrary to some popular opinion, entrepreneurs and entrepreneurial thinking can be encouraged, developed and enhanced, thus improving the odds for sustainability in the survival race. While there may be some genetic predisposition towards creative thinking and attitudes towards risk taking, our experience of engaging in entrepreneurship education in many different ways, and with different groups of students, has demonstrated how lateral thinking and creative problem solving can be dramatically improved through the application of well established and proven techniques. Although the prospect of starting and running a business may be viewed more positively by those whose upbringing brought them into close contact with these activities, it is important to recognise that entrepreneurial creativity and the benefits that it brings relate to all organisations. The concept is not restricted to start-up businesses or even owner managed firms but applies widely to creative problem solving in all areas of activity. By adopting this broader view entrepreneurship education is often linked to individual employability, and the generic individual attributes associated with successful entrepreneurship in practice. We believe that entrepreneurship education enhances many of the attributes that contribute to a person’s ‘employability’. Consider the desirable capabilities or characteristics when short listing applicants for a new post. These could include for example:-

- Poise and self-reliance
- Initiative and taking responsibility
- Problem solving ability
- Good judgement
- The ability to accommodate multiple view points/perspectives
- Reflectiveness and decisiveness
- Persuasiveness – good interpersonal skills
- Alertness to opportunities
- Imagination and vision
- Knowledge and understanding

Some aspects of entrepreneurship in practice can be learned through explicit knowledge transfer using traditional methods for conveying understanding. In terms of entrepreneurial capabilities, for example, areas such as accounting and finance, risk assessment, marketing and regulatory compliance would fall into this category. But most of the attributes listed are less conducive to traditional methods of teaching and learning since they involve the generation of tacit knowledge rather than the transfer of explicit knowledge. The generation of tacit knowledge, and its acquisition, relies more upon experiential and integrative learning. Students need to engage actively in the processes in order to develop the knowledge. This is analogous to how we typically learn to swim or paint. Clearly, areas such as judgement, initiative, and alertness to opportunity are more subtle and complex examples, but the same underlying principles apply. The challenge confronting entrepreneurship education - that of improving our capabilities in terms of creative problem solving, invention and, where appropriate, subsequent innovation - requires us to design ways of encouraging this tacit knowledge accumulation on a large scale basis. Only in this way can the requisite increases in the supply of entrepreneurial creativity be expected to grow and be applied successfully at the rates necessary to maintain medium and longer term sustainability. → p16

“We believe that entrepreneurship education enhances many of the attributes that contribute to a person’s ‘employability’.”

Feature

p15 → The pursuit of Entrepreneurial Creativity at the University of Nottingham

The University of Nottingham was one of the first in the UK to introduce 'Entrepreneurship' as an area of study. Since the early 1980's the approaches adopted have developed out of all recognition. One of the central elements of the approach we take at Nottingham University Business School involves the engagement of students in a well tried and tested creative problem solving process. This has often been described as a structured way of enabling unstructured thinking. We ask our students to explore and apply the different thinking styles that are necessary when attempting to confront a problem, from its initial identification right through to the implementation of a solution. In essence what we're trying to encourage in them is open-minded and mentally outrageous creativity combined with a deadly analytical, focussed and almost surgical approach to dissecting any given problem, in order to arrive at a richer set of solutions. Engaging undergraduate students in this creative problem solving process requires them to work in small groups with local entrepreneurs as mentors, who engage with them and support them through the process. Students must also engage with each other at every stage, from problem identification, through root cause analysis, lateral solution generation, synthesis, selection and implementation. In this academic year, with 800 students involved - including all incoming 1st years to Nottingham University Business School - this is a fascinating, often impressive and occasionally frantic experience.

We use the same approaches in a wide variety of formats with the MSc Entrepreneurship students, the cross-disciplinary MSc Entrepreneurship students (there are collaborative courses with chemistry, engineering, crop biotechnology, computer science and sustainable energy) and with the MBA and Executive MBA programmes. Cross-disciplinary entrepreneurship education involves courses where students spend half of their studies in their 'home' school, such as Chemistry, and the other half in the Business School studying entrepreneurship with students from the other schools involved. This is particularly rewarding and enlightening as it enables the creation of multi-disciplinary teams from areas with very different research emphases, such as sustainable energy, GPS, nano-technology, medical devices, GM and engineering. Next year this will also include communication studies and low carbon technologies.

Central to the learning experience of cross disciplinary students is getting them to consider how the latest research breakthroughs could impact upon society in the future. It is only by examining new inventions from the differing perspectives of engineers, scientists and social scientists that we can realise holistic insights into the potential benefits (see Global Cooling and Silent World).

Global Cooling



A favourite topic for engineering and humanities students alike is CO₂ reduction. However, a number of students have gained new insights by reframing the problem. Rather than attempting to reduce the generation of CO₂, or by trying to bury it in the ground, they considered what positive use could be made of it? Once the point of departure has changed a multiplicity of possibilities become evident. Students have suggested using liquid CO₂ as a refrigerant in air conditioning systems. Other groups have proposed developing piston engines that use compressed CO₂ as a fuel. Rather than low emission, or even zero emission, these ideas are negative emissions solutions. As a result, in the future we may be asking students to consider the problem of global cooling.

The names that spring to mind when the term 'entrepreneur' is mentioned, such as Branson and Gates, are those of extraordinary individuals with superb judgement and the ability to recognise an opportunity. Others are remarkable for providing the inventions and insights upon which opportunity recognition can be applied, such as Fleming with penicillin or Watson & Crick with DNA. But interestingly, they do not represent or personify entrepreneurs in general. The vast majority of successful entrepreneurs would not be recognised by name, and succeed on the basis of their good judgement, commonsense and often simply good luck or serendipity. They will provide the support and encouragement for inventors and help champion the development of breakthrough technologies through a clear articulation of their benefits. This may unfold within teams working on the hydrogen engine or the greater deployment of GPS, the third generation of solar cells, and many other developments that we have not even imagined in terms of nano-technology, bio-technology and so on.

Silent World



One breakthrough technology that students consider is anti noise. This is the use of sound waves created deliberately to cancel out unwanted noise in the environment. With a little imagination, students have taken this concept forward, from noise cancelling headphones for commuters to ideas that could revolutionise our working and leisure environment. Imagine a world where cities had quiet zones in parks, despite heavy traffic passing close by. Or consider a house near Heathrow where aircraft noise is a thing of the past, and you can begin to realise the health and economic benefits such technology could bring.

The odds on staying ahead in terms of the survival race and how that might look in the future are very difficult, if not impossible, to call. Our future food requirements may rely upon genetic modification just as our power supply may rely upon nuclear energy. But what is certain is that continuous future improvements in our lateral, insightful creative problem solving capabilities, encouraged to some extent through direct entrepreneurship education, will increase the probability of our at least staying in the race. ■

"The vast majority of successful entrepreneurs would not be recognised by name, and succeed on the basis of their good judgement, commonsense and often simply good luck or serendipity"

What do our graduates think?

The entrepreneurial creativity of our graduates is reflected in their attitudes and assessment of their experience. While we don't expect the creation of breakthrough technologies per se, we do expect our graduates to exhibit enhancements in some, if not all, of the attributes that we cited earlier with respect to the characteristics of successful entrepreneurs. And this becomes evident when speaking to some of our recent alumni:

'The MSc Entrepreneurship supported my aspiration to start my own business, it has given me all the tools and insights I need to take an opportunity and turn it into a business'

Phillip Eikstadt

'The MSc in Entrepreneurship was invaluable.....it gave me so much to talk about and ticked all the boxes for the kind of skill sets employers are looking for. In particular it honed my teamwork, leadership and cross cultural skills'

Emma Harris

'The MSc in Entrepreneurship gave me so much group work experience and valuable transferable skills, I was able to breeze through to the final stage of interviews at IBM and was promptly offered a job'

Robert Taylor

'The MSc in Chemistry and Entrepreneurship gave me confidence and belief in myself..... it gave me talking points that my employers absolutely loved; such as creative problem solving skills and the understanding of innovation management. It definitely helped me get my job in R&D and opened me up to new ideas and ways of thinking'

Victoria Shuttleworth



Web2.0 Hype or Paradigm Shift?



The term “Web 2.0” is increasingly used to refer to a second age of the Internet. But just what is Web 2.0? And is it something business really needs to know about? In this article **Christopher Barnatt** - the Business School’s Director of Teaching, author of ExplainingComputers.com, and an alumnus of Industrial Economics (1988) — explores the key elements of Web 2.0 and discusses some business implications.

Following the Dot Com crash many remain sceptical of any Internet development promoted as the Next Big Thing. Hence, since the term first hit the headlines in 2006, “Web 2.0” been criticised in many quarters as no more than consultancy and marketing hype. But 2007 was a very big year for the Internet. High speed broadband became a widespread reality, online video went mainstream, browsing became as popular as watching TV, and free online software applications started to challenge the monopoly of Microsoft. All of these developments are also related, in some manner, to the growth of Web 2.0.

Web 2.0 refers to the use of the Internet for collaborative content sharing and online service delivery. Giants of the Web 2.0 Era hence include Facebook, MySpace, YouTube and Google.

Collaborative content sharing is very much the public face of Web 2.0, and broadly encompasses the use of social networking sites (SNS), blogs, wikis, and online video. Social networking sites include Facebook, MySpace and Bebo, and allow users to communicate in public and private forums, and to share photos and other media. Blogs are chronological online journals that can be created in minutes on websites including Blog.co.uk. Wikis are websites that facilitate collaborative document authorship by allowing visitors to easily add, remove and edit content. The most famous example of a wiki is Wikipedia, the online multi-lingual encyclopaedia with over two million articles. However, private wikis are also starting to be used in companies as document repositories and as an alternative to e-mail.

The final category of collaborative content sharing websites are those — such as YouTube — that allow anybody to post videos online in a place where others may be able to find them. While making video content available over the Internet is now not that difficult. The significance of public online video broadcasters is that they provide a free focal point for video publication on the web, with associated messaging and social networking tools thrown in. So, to a large degree, these websites act as “everybody’s broadcaster” or “everybody’s distributor” in a world in which everybody is already a potential film maker. → p20

Feature

p19 →

Less publicised but just as significant as collaborative content sharing are those elements of Web 2.0 that permit online service delivery. Facebook, YouTube and their ilk effectively permit new forms of person-to-person communication. In contrast, the online service delivery aspect of Web 2.0 involves new forms of computer-to-computer or person-to-application interaction.

New forms of computer-to-computer interaction have arrived in the form of “web services”. These are components of online functionality that can be plugged together like a kind of digital lego. So, for example, if you want to take credit card payments online, you can either set up your own merchant bank account or — more sensibly — integrate the web service of a payment service provider (PSP), like WorldPay or Paypal, into your site.

As another example, property website Rightmove.co.uk integrates a web service from AboutMyPlace.co.uk into its online offering. This provides a map with local information for every property for sale or

rent. In turn, AboutMyPlace sources the raw maps to which it adds local and land registry information from Microsoft’s Virtual Earth web service. A visitor to Rightmove.co.uk will be oblivious to the fact that the information they view is sourced from three companies. However, this absolutely transparent integration of computer-to-computer interactions online is what web services are all about.

New forms of person-to-application online interaction are also a key element of Web 2.0. Known as software as a service (SaaS), this is where application functionality is offered directly over the Internet, rather than requiring software to be installed on a local computer or network. For example, the SaaS offering Google Docs (<http://docs.google.com>) is a free, Microsoft Office compatible word processor, spreadsheet and presentation package that allows online individual and collaborative document authorship from any device with web access. Other SaaS offerings include online project management, CRM and HR applications, as available from companies including Clarizen.com, Salesforce.com and Employeease.com.

“In the case of Nottingham University Business School, over the last five years an online system called Nexus has been developed to move online administrative activities such as tutorial booking and the hiring of external lecturers.”



Exactly how Web 2.0 developments can be used in a business context of course depends on the nature of the organization. In the case of Nottingham University Business School, we have developed, over the last five years, an online system called Nexus to move online administrative activities such as tutorial booking and the hiring of external lecturers. Nexus also provides forums in which students can collaboratively interact with module convenors, as well as a mechanism for capturing and reporting assessment feedback. Recently we have also integrated the posting of audio “podcasts” of module content.

Beyond the use of internal resources, modules in the Business School are now also starting to make use of external Web 2.0 provision. Students on the first year undergraduate module Computers in Business, among others, have been using Google Docs to facilitate and write their group projects. On the second year module Technology and Organization, I also recently ran a tutorial that involved discussing material hosted on a dedicated YouTube channel (at www.YouTube.com/TechAndOrg).

For individuals and organizations, Web 2.0 developments are removing those technical barriers that have, for years, prevented the most effective and creative use of the Internet. No longer is what is possible the constraint, but rather what people and organizations actually choose to do. A number of implications will clearly spring from this in terms of both future computing and business practice.

In terms of computing, as SaaS takes hold, most people most of the time will access and manipulate the digital content they care about over the web. The only application most people will have to learn will be a web browser. Just as nobody calling a friend to share good news worries about what phone they are using, so when we are “computing” the type of hardware or software we employ will become irrelevant. Philosophically, Web 2.0 champions what happens between and within minds, not desktop or laptop technology. This is, of course, very bad news for those keen to constantly sell us upgrades.

In terms of business practice, there are perhaps two key learning points. The first is for companies to seek out their customers online, rather than assuming that they will conform to the company’s wishes and come to them. Many organizations — including Universities — still talk about a Web 2.0 strategy for their own website, and to a large extent this misses the point. Granted, web services can be incorporated into a company’s own offering. However, what MySpace, YouTube and other Web 2.0 pioneers have created are virtual gathering points to which most web surfers are known to flock. For this reason Smart Web 2.0 strategy is focused on these magnet cyber locations. Or to put it bluntly, Web 2.0 strategy should largely be about how a company is conducting itself on external Web 2.0 websites rather than how it manages its own homepage.

However flashy, updated or interactive, your own website is irrelevant if nobody ever pays a visit. And this was, of course, true even in the Web 1.0 days. However, what has changed is that we now know where most people are likely to go when they first launch a browser. Smart companies will therefore make sure that they inhabit such key Web 2.0 cyber territory. Last year Viacom may have tried to sue YouTube for a cool billion. But only a week later the BBC was signing a deal with what it called the “world’s premiere video distribution website” and providing original YouTube content to promote its own wares. The lesson here has to be obvious.

Beyond taking up shop in magnet cyber locations, the other key learning point for companies is to incorporate collaborative content sharing and SaaS offerings into their operations, in a manner now often described as “Enterprise 2.0”. A wise man once taught me that management is the art of getting work done through people. In this context, many Web 2.0 developments — including Wikis and SaaS applications — can prove highly effective management tools.

Graduates are now arriving in the workplace with excellent Web 2.0 collaboration skills. Both companies and their IT departments are struggling to play catch-up. What business needs to do is to learn how to incorporate the new real-time, cut-and-paste communication skills of the Web 2.0 generation into their own operations. Fortunately for the pioneers, and alarmingly for those keen to defend legacy, experimentation can be conducted at low or no cost.

Wikis and blogs can be set up in minutes for free — and in either a publicly or privately accessible format. A project team can decide to manage its workflow via Google Docs at 2:00pm, and have shared, private documents being worked on interactively by all members before quarter past. Students increasingly know this to be the case. Boundaries of infrastructure and cost, as well as time and location are dead. What is most surprising about Web 2.0 developments in an enterprise setting is how few companies are conducting low, or no-cost, experiments rather than how many.

In five years time it is unlikely that anybody competent will still be talking about Web 2.0. To an extent the collective label “Web 2.0” is therefore very much transitory hype. This said, in five years time those computing, communications, philosophical and business developments now drawn together under the Web 2.0 banner will be very much mainstream online and business practice. To ignore the ideas behind Web 2.0 is therefore foolhardy as Web 2.0 does represent paradigm shift. So if you’ve never visited, let alone used, Google Docs or YouTube or MySpace or Wikipedia you should really be asking yourself “why not?”. ■

More information on Web 2.0 can be found on Christopher’s website at www.explainingcomputers.com/web2.html

Research

Study raises questions over Investors in People Award



INVESTOR
IN PEOPLE

Minority groups lose out on training in workplaces that have won the Investors in People training award, new research shows.

A new study of almost 15,000 people by Nottingham University Business School has found that a wider range of minority groups suffer disadvantage with regard to training provision in workplaces with the prestigious Investors in People (IIP) training award than elsewhere.

Women, ethnic minorities, temporary/fixed term employees, the disabled and older workers were all at more of a disadvantage in terms of training if they worked for an IIP-accredited employer, compared to those at non-IIP workplaces.

The research, conducted using data from the well-respected 2004 Workplace Employment Relations Survey, also found that IIP does nothing to boost training levels for many of these groups.

The results come as a surprise because IIP has required organisations to fulfil an equal opportunities 'indicator' with regard to the development of their employees in order to secure recognition, since it was extensively revised in 2000.

The new research suggests that large numbers of organisations are failing to meet this requirement.

Professor Kim Hoque of Nottingham University Business School, author of the research, said: "Although IIP requires organisations to uphold equal opportunities principles, it also requires them to gear their training provision to business need.

"In organisations where business need is narrowly defined, this often means developmental opportunities come to be targeted on a cadre of core value-creating professionals and managers, rather than the workforce as a whole. It does raise questions, though, as to how organisations are able to secure recognition despite failing to adhere to one of IIP's key requirements."

The results also suggest that the government was correct last year to reject the Women and Work Commission's recommendation to award IIP £1 million of public money to promote and spread equality and diversity best practice.



The research also found no evidence that IIP does anything to boost training levels for workers classified as 'routine unskilled'. Given that much of the government's skills strategy, following the recommendations of the Leitch review, is predicated on increasing the proportion of the adult workforce qualified to level 2, the suggestion here is that IIP may be contributing little if anything to the achievement of this target.

Professor Hoque's study examined the patterns of training incidence and duration of nearly 15,000 people, 46 per cent of whom were in workplaces with IIP recognition. The report will be published in the Industrial Relations Journal. ■

Business School experts predict pensions catastrophe

Uncertainty over life expectancy could spark a pensions catastrophe say a group of business school experts including Nottingham University Business School's Kevin Dowd, Professor of Financial Risk Management.

Recent increases in our longevity could have disturbing implications for the government, pension companies and life insurance industries.

A group of academics are warning that increases in longevity translate into bad news for those with obligations to pay our pensions or look after us when we are old; to make matters worse, projections of future longevity are also very uncertain.

Kevin Dowd, Professor of Financial Risk Management at Nottingham University Business School, together with Professor David Blake from Cass Business School in London and Professor Andrew Cairns of Heriot-Watt University in Edinburgh have calculated that men reaching the age of 65 in 2050 could expect to live until a little over 90.

The researchers say their findings are bad news for those with obligations to pay pensions, or otherwise provide for the elderly, as it forces them to anticipate large numbers of people living to very old ages. Their projections also suggest that future longevity is highly uncertain. This finding, they say, makes the bad news even worse, and will force many pension funds to seek ways in which they can manage their exposure to longevity risk.

Professor Dowd said: "This is a major problem, not least because the financial instruments needed to manage this risk do not currently exist."

The group investigated longevity risk with the use of fan charts calibrated on mortality data for English and Welsh males over the period of 1962 to 2002. However, they believe there's every reason to expect that similar findings would be obtained for both males and females for any comparable countries. ■

Asian tigers urged to reject polluting foreign investors

South East Asia's tiger economies should prize the long-term health of their environment above the ongoing short-term gains provided by foreign firms that pollute, economists have claimed.

Academics believe many South East Asian nations have been misled into accepting that increased pollution is a price worth paying for the future well-being of their economies.

But groundbreaking research by the prestigious Globalisation and Economic Policy Centre (GEP) at The University of Nottingham Malaysia Campus shows that the flow of money from overseas cannot sustain a nation's economic growth and that policy-makers should consider tightening the lax environmental regulations that have encouraged much foreign investment.

Mr Chew Ging Lee, an associate professor of quantitative methods, used Malaysian data to carry out what is thought to be the first-ever study into the links between Foreign Direct Investment (FDI), pollution and output.

He said: "FDI has been a major engine for the rapid economic growth of many South East Asian countries, but the success of these economies has been achieved at the expense of the environment.

"Lax environmental policies and lenient regulations have encouraged foreign investment in industries which pollute and damage the environment.

"But this does not have to continue. This research shows that the conventional wisdom that FDI is a key factor in sustained economic growth may provide an incomplete picture.

"It is clear from our analysis that the effects of FDI on the growth of Malaysian productivity may be transitory rather than permanent."

Malaysia attracted 94-million US dollars' worth of FDI in 1970, 934-million in 1980 and 3,788-million in 2000.

But like fellow ASEAN-5 countries Indonesia, the Philippines, Singapore and Thailand, the country has seen rising pollution-levels often as a result of the relentless inflow of FDI.

Lee said his research suggested the ASEAN-5 countries could afford to turn their back on polluting industries and do more to power their own sustained growth.

He said: "Energy conservation and strict environmental regulations may temporarily harm the expansion of the economy.

"But it is now clear that the appropriate response to environmental problems will not prevent long-term expansion if these countries invest in their people, new technology and infrastructure rather than adopting weak environmental regulations and enforcement which may attract polluting FDI that has the potential to actually harm the country in the long-term." ■

International Alumni Networks

Alumni news from Beijing

Last October Professor Sam Shen, Registrar at the University's NingBo campus, visited Beijing and met with representatives from the University of Nottingham's Beijing Alumni Association.

During the meeting Professor Shen discussed ways in which Ningbo might cooperate with the Beijing alumni to facilitate job searching for the NingBo graduates and he extended a warm invitation to the alumni to visit the NingBo campus.

In November the Beijing Association also welcomed Darryn Mitussis, the School's Co-Director of the MSc in International Business to Beijing, where he attended an Education Fair on behalf of the Business School.



The Beijing Education Fair.

A UK Inter-University alumni party was held on 14th December in Beijing. This event, co-organized by several UK university alumni groups/clubs in Beijing, brought together alumni of UK universities now living in Beijing. It presented an excellent networking opportunity and enabled guests to catch up with alumni from their own institution, as well as get to know those from other UK universities. Guests from the British Council also attended the event together with some 200 alumni, from universities including Nottingham, Manchester, Bath, LBS, Loughborough, Reading, Bristol, Aston, Birmingham, Newcastle, City, Leeds, Durham, Edinburgh, LSE, Swansea, Glasgow, Strathclyde, UCL, Oxford, and Sheffield, all of whom seemed to enjoy the gathering.

Shanghai's first formal networking event

The University's Shanghai Alumni Association (NAAS) successfully convened its first Grand Alumni Reunion Reception in Shanghai on Saturday 17th November 2007.



The event was attended by more one hundred alumni, and special guests included Vice Chancellor Professor Sir Colin Campbell, Professor Peter Buttery, the Provost of UNNC, and Gavin Anderson, the head of the British Council in Shanghai.

Victor Shen, President of NAAS and a Business School alumnus (B.Sc Management Studies 2005), was the principal organizer of the event and warmly welcomed Sir Colin and other guests to the reception.

Founded in August 2006, the Nottingham Shanghai Association aims to promote social and networking activities for alumni of both the Business School and the University and to provide an open platform for the future development of alumni-related activities in the region.

2008 Chinese New Year Party

To mark the Chinese New Year a "2008 Chinese New Year Party of All British Returned Students/Scholars" was held on 2nd Feb. 2008 in the Hall of the Beijing People's Association for Friendship with Foreign Countries.

The party was hosted by the China Western Returned Scholars Association (WRSA), and co-organised by several British university alumni associations including those of Oxford, Cambridge, Imperial College, London, Manchester and last, but by no means least, the Nottingham University Alumni Association of Beijing (NAAB). For this event NAAB played a particularly key role in organising the official invitations, external relations and the on-site party programme.

More than 200 members of WRSA attended the party where the guests of honour were Mr. Han Qide, the Vice Chairman of the Standing Committee of the National People's Congress and Madam Zhang Suwo, the former Vice Chair, National Committee of Chinese People's Political Consultative Conference.

Before the party started, Mr. Han Qide met all the executive members from each University's alumni association. ZhanBo Wang, a UNMC Business School alumnus and the Chairman of the Nottingham Alumni Association Beijing (NAAB), briefed him about the work and achievements of NAAB.



Right: Mr. Han Qide delivering a speech at the party.
Below: Mr. Han Qide together with NAAB members.



A number of senior staff from The British Council, the China Ministry of Education, and the China Science Academy among others, also attended the party. Key representatives from these organisations participated in a "Top Talk" discussion when hot topics such as UK-China education exchanges, 30 years of China's Open Door Policy, and the roles and activities of returned scholars and students were debated.

Ms. Deng Yaping, table-tennis Olympic and world champion, was a particularly special guest. Not only is Ms. Deng a senior official on both the Olympic International Committee and the Beijing Olympic Organising Committee but she is also a former student of the University of Nottingham! During the evening Mr. Han Qide bravely invited Ms. Deng to a 'friendly' game of table tennis. All who attended agreed that the event had been a great success and a very auspicious start to the Rat Year.



Above: Mr. Han Qide meets ZhanBo Wang.



Right: The top talk debate.



Above and Left: 2008 attendees.



Alumni

'The Desktop Deli' King

Andy Scothern planned his MBA almost like a military assault. His sole purpose for doing the course was to ensure the success of his new business venture, *The Desktop Deli* - a business that provides bespoke healthy lunches, using fresh locally sourced ingredients and conveniently delivered to one's place of work.

Having previously co-owned a home improvement business for 11 years, he knew only too well the ups and downs associated with a company which was not fully designed for rapid expansion. For this new venture - "a food company along the lines of Subway only better" - Andy needed to have all the expertise he could throw at it.

Andy describes his business knowledge prior to his MBA as being in "peaks and troughs". Having at one point employed over 330 people, for example, he felt he had significant 'hands on' experience but lacked an understanding of employee motivation and "why people do certain things". It was with this practical sense of self that he undertook the MBA, hoping that its intellectual rigour would mean that his knowledge gaps would be filled and brought up to a level that would complement his practical experience. Finding an affinity with Ben Franklin's quote "genius without education is like silver in the mine" Andy felt that he had intelligence, but couldn't find a way of tapping into it. The MBA was, in his words, "... a natural progression" to ensure that he sourced the intelligence from within himself.

He chose his elective modules carefully and to his best advantage and cites Venture Capital as being the module that was most useful to him in the creation of his Business Plan. "I had 6 or 7 other people who were more than happy to help me because this was a real life project, and most of them have now seen The Desktop Deli's website, so they're all really pleased they were part of it. And their involvement saved us a lot of time and heartache as well." Andy ensured that every part of his business was worked through in theory during his course. In Advanced Strategy he learned about customer migration, as well as the best customers to target in order to expand a business (for his particular business it turned out to be the female smokers in a company!), Operations Management allowed him to analyse the supply chain and logistics for the business, and in particular to look at delivery slots. Strategy, Organisational Learning and Management of Change also gave him the opportunity to work on his business plan. His MBA dissertation, in which he examined the top ten High Street UK banks also worked out for him,



enabling him to discover which would be the best bank to use for his start-up business.

The MBA also inspired his love of business literature; his library now includes books about Eddie Stobart, Sir Richard Branson, Felix Dennis and many others. He reads these voraciously and marks the pages which inspire him or provide him with an idea that he could use. These books have become his guiding light to help him through the good and bad times during the start-up of his business.

The Desktop Deli's first transaction was on 11th May 2007. Despite an optimistic start, the business spent a further six months wrangling with the e-commerce platform, which Andy describes as being "legendarily difficult to set up". By October 2007 they finally had the website that they were happy with and moved to new business premises in November 2007. This date is the one that Andy considers to be the proper start of the business. Prior to that he says it was like "sticking our toe in the water and trying to keep the overheads down while we were testing it".

Despite its rapid growth, the rise of The Desktop Deli has not been easy. The banks didn't understand the business model, considering it to be a 'sandwich shop' and as a result they were only granted a small loan. Limited start-up funds meant that Andy and his wife and business partner, Katrina, had to use every penny they could get their hands on. Friends and family were all called upon to help them finance the business. At the same time, Andy was working an average of 80 - 90 hours per week. Andy describes this start-up period by using a quote from Felix Dennis who suggests that "when in hell - keep moving". In Andy's experience it's the lack of funds provided by banking authorities which is a major barrier for entry into start-up businesses and self-employment. "You'd have to be mad to want to follow us... if anyone else wants to do what we've done, they'd have to go through the same process and, frankly, you'd have to be loony to carry on down this road, because it's horrible!". Asked if, were they to start again, he'd do anything differently with his business Andy reels off a list of things, starting with that e-commerce site. He says they'd also have moved into their own premises earlier instead of working from home. He's not too sure if pre-launch marketing would have helped but understanding customer behaviour earlier would certainly have made a difference - and more particularly in realising about those female smokers! After several relatively fruitless attempts at pitching to some of the large companies they now have on their books through the 'correct' channels ie. front reception, they surreptitiously moved to the backs of the buildings, sought out the female smokers in the smoking huts and passed on their leaflets to them. Suddenly they were receiving orders from 10 or 20 people, where before the leaflets they sent to reception had been argely ignored.

The Desktop Deli now has an enthusiastic team of followers from organisations in Nottingham as diverse as the BBC, Cooper Parry Accountants, Mercedes Benz, and AW Lymn Funeral Directors; and they've recently added The University of Nottingham to their list of customers. From their links with these companies, they are now quite quickly becoming known in the region. Their plan is to roll out The Desktop Deli as a national - and even international - company, starting out with a few managed stores and eventually moving to a franchise operation. Andy is relaxed about the business's growth plans, and with a strong team and the technical and managerial control structures already in place he's confident that they can make a success of the company. What's particularly important for Andy is that the people who are recruited to manage, or franchise, the stores share the same business ethics which, for The Desktop Deli, is not just a selling point but a core business value.

And as if all that wasn't enough, Andy has been interviewed by the BBC potentially to appear on Dragon's Den, BBC2's venture capital programme, where he may have to pitch his ideas to the Dragons for an equity stake in his company. If they get to taste some of the menu options first it may well be that Andy will have the Dragons fighting over who will put their money into The Desktop Deli.

Check out the website for yourself at www.thedesktopdeli.co.uk and if you live in the Nottingham area why not give it a try?

Changing Times for Alan



A School alumnus has joined the ranks of published authors with his book 'Changing Software Development: Learning to Become Agile.'

Allan Kelly, who graduated with an MBA in Financial Studies in 2003, felt moved to write the book based on his own experience of working within organisations and the challenges he encountered in trying to get managers to understand the importance of 'joined up' thinking when dealing with IT and its practical applications.

"Changing Software Development" explains why software development is an exercise in change management and organizational intelligence. An underlying belief is that change is learning, and learning creates knowledge. By blending the theory of knowledge management, Allan hopes that developers and managers who consult his book will gain the tools to enhance learning, and change to accommodate new innovative approaches such as agile and lean computing.

Changing Software Development is peppered with practical advice and case studies to explain how and why knowledge, learning and change are important in the development process. Allan's contention is that today's managers are pre-occupied with knowledge management, organization learning and change management, while software developers are often ignorant of the bigger issues embedded in their work. This innovative book bridges this divide by linking the software world of technology and processes to the business world of knowledge, learning and change.

Commenting on the process of writing and producing a book that runs to 256 pages, Allan said... "This book pulls together a lot of ideas from fields not commonly associated with IT. The roots go back to my MBA dissertation and some of the ideas I examined there, although the end result is something quite different. I enjoyed writing it but I'm enjoying the 'I have written a book' bit a lot more!"

If alumni purchase the book online from www.wiley.com and use the code **GHG**, they will receive a 20% discount.

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Getting it, write

It's been eight months since freelance business writer and Nottingham MBA graduate, **Babu Basu** set up **babubasu.com**. His company produces succinct and engaging articles, adverts and web content.



As a sole trader constantly looking for new work, Babu asks, is being an entrepreneur all that it's cracked up to be?

"But where's the company Porsche?"

So you want to work for yourself. Be the boss, take control, earn big.

Are you mad? Do you like poverty and insomnia? Are you happy to work day and night for little or no revenue?

Unless you have either a huge bank account or portfolio full of guaranteed custom, these are the questions you will be asking yourself when you start up.

On the face of it, working for yourself can seem like commercial lunacy. You spend more time looking for work than actually doing it, earn paltry amounts of money and make mistakes by the truck load.

And there is another major downside - working for yourself can be lonely. Yes, you get to meet clients and suppliers, but sometimes you miss the daily chat and interaction with colleagues.

You are now your own support network.

"So I should forget it then?"

In the words of Amy Winehouse, "No ...no ...no."

I may be poor, I may be stressed and at times I may be lonely, but for the first time in my working life, I am doing what I want to do.

Let me say that again, "...doing what I want to do." How many people can truly say that?

I started my own company to give myself the opportunities I would have missed working for other people.

My background is in Customer Service and Retail Operations. For years, I wanted to use my 'core competence' of word play to make money. My ideal job, a combination of advertising, journalism and business consultancy didn't exist. So, I created it.

Now I love the sheer mix of the work I do.

One day I can be working on manuals for a training company and the next I might be writing polemic pieces for local newspapers. Recently I wrote a piece that asked if we were too scared to be British? In another piece I looked at obesity and the need to understand and celebrate food in the UK. Perhaps my favourite job so far has been to work on a poster campaign, promoting a new dating website.

Without doubt, the MBA has given me the confidence, skills and impatience to work for myself. When writing for businesses I take what I learned from the MBA and wrap it up in a real life setting. On a daily basis, I am using skills learned in Consulting, Creative Problem Solving, Entrepreneurship, Economics and, dare I say, Accounting and Finance.

"So a company Mini then?"

Life can be hard as an entrepreneur. You work long hours and there are no guarantees. But if you've got the guts, determination and creativity it can be hugely rewarding.

Every day is an opportunity to increase my skills base and extend my portfolio. I don't think I'm going to see that company Porsche on my driveway anytime soon, but perhaps in a year or two...

You can contact Babu at www.babubasu.com or email him at babuhot@aol.com
Babu's blog is <http://babubasu.wordpress.com/>

Row, row, row your boat, but they need some help too

A Nottingham University Business School alumnus is to take on the ultimate test of strength and endurance and row across the Atlantic in a boat to raise money for charity.

Luke Grose (Management with Chinese Studies 2007) is planning to tackle the 2009 Atlantic Rowing Race with the help of friend and old schoolmate Alex Macdonald, a current student at Lincoln University. Together, they will row the 2,500 nautical miles across the Atlantic, non-stop and unsupported in around 60-70 days.

They will also face major natural and man-made hazards such as severe weather conditions, flying fish, large freight tankers crossing their path in the middle of the night and potential shark attacks. The boat they have secured was originally damaged in the 2006/07 race when a shark gouged a hole in the hull, and which has since now been repaired.

Luke, who works for the Royal Bank of Scotland in London, said: "We do have some idea what to expect and we know the dangers but it's not putting us off - this is a one-off opportunity."

"Although the two events are nothing like comparable we do have some idea of what endurance and mental strength is about because we took part in a double marathon when we ran from Barnard Castle in County Durham to Settle in North Yorkshire in around 13 hours."

"We know the Atlantic Ocean is a mental test on a much bigger scale but we're both highly motivated and we're really up for the challenge."

Luke and Alex will row to raise money for the We Are MacMillan cancer support charity.

The pair, who began their education together at Giggleswick School, are being mentored by former boarding house tutor at the school Mark Mortimer, who took part in the very first race across the Atlantic back in 1997.

"It's been our plan to compete in the event since we first tracked the progress of Mark and Martin Bellamy back when we were at school. Their row only served to fuel our interest in the event and now it's our turn," said Alex.

Luke and Alex are currently in training and are due to take charge of their boat in the next couple of months. But they do need sponsors for the event and any help would be much appreciated.

You can contact them through their website at www.rowatlantic2009.co.uk



Where are they now?

Hilary Vaughan-Thomas updates us on what our alumni have been up to since leaving the School.

Eva takes the metro to career success

Eva (Hiu) Yung (BA Management Studies) writes...

I'm working for a management consultancy firm in Hong Kong called Vision Skill Consulting (VSC). VSC is partnering with a UK service company called Serco and won the bid of Dubai Metro Operation and Maintenance services. In other words, we are now acting as the Operator of the Dubai Metro and preparing for the opening of the first two metro lines. My role in this project at this stage is acting as a consultant for planning the HR and Marketing before the two lines opening in 2009 and 2010. We should be finishing all the planning work by the end of this year then we will start implementing what we've planned next year.

I will be travelling around Asia Pacific to recruit frontline staff and engineers next year. It is going to be very exciting.

Carlos and Cars - Managing for Volkswagen

Carlos Robles Alvarez (MSc.Operations Management & Manufacturing Systems, 2003) puts his MSc to good use in Mexico.

I now work for Volkswagen de Mexico as Manager of three departments: Tool Planning, Tool Adjustment and Sharpening and Emulsions for the production components plant, which includes the engine production plant, the foundry plant and the axes and suspension parts for the VW cars. It is a 16,000 employee plant. Studying for my Masters at Nottingham gave me the opportunity to broaden my horizons, and to receive an education that made me have a different point of view in order to improve processes. Added to this the fact that I had the chance to get to know great people who are still big friends.

Wedding Bells for Jehangir

Jehangir Demkavala (MBA Financial Studies 2004) tell us of his engagement.

Wanted to inform you that I became engaged to Shernaz in Mumbai on November 18. She's a practising gynaecologist and has her rooms in Mumbai itself. The wedding date's not fixed yet, as we are zeroing in on a suitable home. Thought I'd share this moment of joy with you all. Attached to the mail is a recent picture of us at 'Navjote' ceremony in Mumbai (i.e. initiation into our Faith, Zoroastrianism).



Brief words from...

Maria Tepe (MA Corporate Strategy and Governance 1998). I started my Masters programme in 1996 and then had a baby in 04/97 so didn't actually graduate until 1998. Unfortunately I have lost contact with my fellow students and would really like to catch up with them.

Sedar goes from strength to strength at Bosch

Serdar Bilgin (MSc Operations Management & Manufacturing Systems 2003) tells us how his time at Nottingham benefited him in his career progression at Bosch Turkey.

I will always remember the Nottingham days as unforgettable and a thoroughly enjoyable part of my life. After completing my studies, I moved back home for military service for some 6 months, and with an aim of beginning my career in an international manufacturing company.

Bosch was the first place on my list, and I was called for an interview in my last day in the military and got hired one week later. To begin with I was involved in an intensive German course for 4 months, and where I also met my wife; we got married last summer (pictured).

I have worked for the last 3 years in the industrial engineering section, which has the mission of directing the senior management on strategic issues such as the long-term planning of personnel capacity and floor-space requirements, as well as spreading lean manufacturing philosophy on the shop-floor. In this capacity, I have taken part in several valuable projects like the optimisation of in-plant material transportation, layout planning, line balancing and design of workplaces.

Following this experience, I have recently taken over a new challenge in a project team, which aims to launch the production of a totally new product in our Turkey plant. This offers me a great opportunity to take part in designing the facility and planning everything in line with lean management principles from the very beginning, and at the end to deal with the daily operational issues of production. Last, but not least, this also means I'm now living in Germany for an initial few months.

But what this means for my company is certainly of greater importance; sustaining the business excellence in our operations results in new investments and ensures the continuing development of Bosch operations in Turkey.



I always feel the benefits of what I learned during my studies in Nottingham. The topics covered, and the way they were covered, has certainly enabled me to be able to see "the whole picture" in a manufacturing environment. It is not surprising, and makes me very happy, to hear that University of Nottingham goes steadily upwards in several ranking lists. I would not hesitate to suggest Nottingham University Business School for further study to anyone who wants to establish a reliable academic background before a successful career. Hope to keep in touch...

International Affairs for Rogerio

Rogerio Ghesti (MBA in CSR, 2004) represents Brazil on the world stage.

In my current job, I cover the positions of chief of staff and advisor for international affairs at the Brazilian Antidrug Secretariat and I currently manage a team of around 100 people. This department is in charge of the creation and implementation of the Brazilian Policy on Drugs and is part of the President's office.

As international advisor, my role is to represent Brazil in the international forums dealing with drug topics, mainly at the UN and the OAS. We also work on establishing partnerships with other countries for knowledge and best practice sharing.

My experience of living and studying in Nottingham was very important in preparing me to develop my career in such an international environment, and in my current role I'm having the chance to apply many of the lessons learned during the MBA. I enjoyed very much the time I spent in Nottingham and it would be great to keep in touch and maybe visit the University in the future.

If you would like to get in touch with any of our featured alumni or if you want any information on old colleagues please e-mail Hilary at hilary.vaughan-thomas@nottingham.ac.uk

Achievements

Awards success for Wendy



An academic from the Business School has been honoured by a leading international organisation for business.

Dr Wendy Chapple was awarded 'Highly Recommended Runner-Up' in the 'Rising Star' category in the 2007 European Faculty Pioneer Awards. The awards were organised by the European Academy of Business in Society, and the Aspen Institute for Business Education.

Dr Chapple is Associate Professor, Industrial Economics and Deputy Director of the International Centre for Corporate Social Responsibility.

Commenting on the award Professor Leigh Drake, School Director, said; *'this is a wonderful achievement for Wendy, and it's fitting recognition of her work in the field of corporate social responsibility.'*

This is not the first time the School has walked away with honours from the awards. In 2006 Professor Jeremy Moon won the European Faculty Pioneer 'exceptional scholar' Award, which recognised his outstanding work in corporate, social, and environmental responsibility education.

Staff highlights round up



Kevin Dowd has been appointed to the LifeMetrics Advisory Board run by the investment bank JP Morgan. Kevin is advising them on mortality modelling with a view to helping set up a market for mortality derivatives trading.



New research evaluates the Public Defender Service. **Paul Fenn** is one of the co-authors of a report for the Legal Services Commission on "Evaluation of the Public Defender Service in England and Wales". The report is based on an extensive analysis of the work of six Public Defender Offices, in comparison with samples of cases drawn from private criminal defence solicitors' firms.



Prof. Jim Devlin has been awarded £80,000 from the ESRC Business Engagement Opportunities Scheme to investigate "Financial Services: Fair Treatment For All". The work is being carried out with Peter Cartwright-Law, **Christine Ennew** and **Debbie Roberts**.

Deborah Roberts has been made an AIM (Advanced Institute of Management Research) scholar working on the Business Engagement Project in Marketing.



Prof. Jeremy Moon, Director, International Centre for Corporate Social Responsibility, participated at a workshop organised by The Indian Institute of Management Bangalore (IIM-B) in early January 2008 together with Mr Chris Gibson, Director, British Council South India. Drawing on research undertaken by Prof. Moon, the two-day workshop included panel discussions on issues including Corporate Ethics and Leadership, Towards an Organizational Culture of Responsibility and National Contexts as CSR Determinants.



Rob Lambert recently completed another documentary with the BBC Natural History Unit/Radio 4, 'Why the British Love Wildlife?', which was broadcast in January 2008. Rob was also requested by IAATO to serve as an Observer in January 2008 on one of the largest (around 1,200 passengers) tourist cruise ships to ever visit Antarctica. This service, and his subsequent report, seems all the more pressing in light of recent events (the loss of *MV Explorer* beneath the pack ice).

Anna Soulsby is a guest editor with Ed Clark for a special issue of *Human Relations* on "Organization Theory and the Post-Socialist Transformation". Vol 60, No. 10 2007.



Executive MSc in Global Supply Chain Management

Rolls-Royce In partnership with the Supply Chain Planning and Control Function at Rolls-Royce plc.

A specialist, part time programme for ambitious, busy professionals who aspire to be leaders in implementing the latest knowledge in supply chain and logistics management.

We have combined Nottingham's leading research expertise in operations and supply chain management with our experience in educating and training senior managers to create a unique programme designed for senior professionals in business and industry. If you want to continue your career while studying at your own pace, this programme will prepare you for senior positions in supply chain management.

Supply chain management is a key growth area and demand is increasing for supply chain executives across manufacturing, service, and retail businesses. To meet this demand, we have designed this advanced post-experience programme to focus on the latest developments in supply chain and logistics management in a global context.

Features

- Offered in self-contained, one-week modules to accommodate the programme into your lifestyle, minimise interruption to your work, and allow you to concentrate on the course.
- A global perspective on the current issues in supply chain and logistics management oriented at professional business practice.
- A deep knowledge and understanding of supply chain management concepts and principles.
- An opportunity to give you and your company a competitive advantage.
- An ideal opportunity to expand your professional network.
- Nottingham's ideal location and excellent transport links allow managers located anywhere in the UK or overseas to participate.

Benefits

- **Speed** - Qualify for the Fast Track route and complete the programme in only two years.
- **Flexibility** - Alternatively, you can spread the programme over three to four years to fit in with your other commitments. You can also join the programme at various times during the year.
- **Marketability** - There is a growing corporate demand from manufacturing, service, and retail companies for leaders trained in supply chain management concepts and principles. This programme will prepare you for career progression and promotion while providing immediate benefits to your current role.
- **Our expertise** - Nottingham University Business School boasts one of the largest groups of operations management experts in the UK and is an international leader in logistics and supply chain management research. You can be sure you are getting the very best research-led teaching as well as a prestigious qualification from a leading international business school.

Applying & Fees

To apply, you must normally have at least two years of business experience and a relevant first degree or equivalent professional qualification.

£15,000 for UK/EU and Overseas applicants.

To find our more contact:

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Email: Susan.Oldham@nottingham.ac.uk



**Looking to enter a new market?
Benchmark the competition?
Find new ways to become more efficient?**

**The Nottingham University Business School
internship programme offers expertise,
cost-efficiency and excellence.**

Hosting an MBA internship can ensure that you:-

- Receive specialist consultancy – but without the cost.
- Focus on a specific business issue using specialist MBA students who are at the forefront of business knowledge.
- Use the insight and expertise of the academic staff at the School.
- Gain fresh insight and practical solutions.

As an alumnus, it can also give you an opportunity to interact with the School again, meet up with some of your former academic teachers and feel a renewed sense of involvement with some of the cutting edge research that we undertake.

How does it work?

An individual (or small group of MBAs) spends a three month period in your organisation, between June and September, to focus on a specific business or management need that you have identified. The internship will follow a set brief and at its conclusion you'll receive a consultancy-style report and presentation. You maintain control of the project and have the reassurance that a member of staff from the School will supervise the intern(s).

Who's involved?

Our MBAs, who

- Have an average of 5-6 year's management experience
- Range in age from 25 – 48, with an average age of 30
- Come from >30 countries, and so bring the benefits of a wealth of backgrounds and experiences

You can specify if you want your intern(s) to have particular expertise or experience.

What sorts of things do they do?

Internships can focus on any area of business and we'd be happy to discuss with your organisation how our students' expertise might match your particular business' challenges and issues. Some examples of internship projects include:

- Initial market entry analysis
- Benchmarking and ethical competitor analysis
- Industry analysis
- Financial analysis
- Supply chain management
- Review of strategic plans

How much does it cost?

Our MBAs complete an internship as part of their qualification, and to put into practice what they've learned. Apart from some essential costs they incur, such as travel, your organisation doesn't have to pay any salary to an MBA intern, although you may find that you receive more applications if you do offer some form of financial incentive.

And what's the process?

- Your organisation identifies a possible project
- Discussion takes place between you and the School's MBA Internship Director to define and scope the project and agree deliverables.
- Project teams are formed, solo interns are short listed, and projects are allocated
- The interns commence work within your company, supported by the School faculty
- At the end of the agreed time, the intern(s) makes a presentation and/or prepares a detailed written report for your company.

If you think this is something that might be right for you and your organisation then please contact.

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