

Nottingham University Business School
Jubilee Campus
Wollaton Road
Nottingham
NG8 1BB
UK

t: +44 (0) 115 846 6602
f: +44 (0) 115 846 6667
e: business-enquiries@nottingham.ac.uk
www.nottingham.ac.uk/business

Nottingham University Business School

Review: 2012

Nottingham University Business School Review: 2012

The mission of Nottingham University Business School is to enhance business and management knowledge and practice in an innovative, responsible, and sustainable way using our global presence through

- Outstanding teaching programmes and support that enable our students to excel in a global environment.
- Influential research of the highest international standard.
- Partnerships with external organisations that lead to significant beneficial impacts on public policy, business practice, and economic and social well being.
- A commitment to the overall development and welfare of students and staff within an international community.

Contents

Highlights	4
Our People	8
Student Successes	10
Teaching & Learning	14
Research	20
Faculty	30





My second year as Dean of Nottingham University Business School continues to be a challenging one for Higher Education and the global economy as universities and businesses face increasingly complex and uncertain economic conditions. Growth in 2013 is likely to be minimal at best and in these difficult times, business schools are in a unique position to support economic recovery.

A message from our Dean Professor Martin Binks

I have been lucky to lead a business school with not only a strong collegial and congenial ethos but also one in a University that is well placed financially to meet the uncertainties and challenges we confront in Higher Education. This means that for our students, staff, and external clients we will continue to deliver excellence in teaching, research, and engagement with business.

In the current economic climate, business schools have a role to play in encouraging innovation, opportunity recognition, and entrepreneurial creativity capabilities. Innovation allows firms to get more from less, a valuable attribute in difficult markets, and to preserve competitive advantage, a fragile commodity in our fast-paced world.

We have a wealth of expertise to offer: The business education community has a responsibility to promote sustainable leadership, and to equip our students with the skills and knowledge they need to deal with a volatile and complex business environment. Our leadership in integrating sustainability issues into our curriculum supports this objective.

Embedding sustainability into everything it does is a pillar of the University's strategy and was recognised by the Times Higher Education Awards 2012 when Nottingham won the award for 'Outstanding Contribution to Sustainable Development.'

What is more, this year our MBA improved its position in The Economist's 2012 global top 100 ranking. This ranking surveys our full-time MBAs while they are at the Business School, so it is gratifying to see the benefits of our ongoing efforts to improve the overall experience we offer our MBA students.

It is also important that business schools are more engaged across disciplines and across sectors – too many discoveries are missed because we don't look up and around enough. As many of our students and the companies and organisations we work with have discovered, when you bring together clever people from different disciplines, great things can happen. Opportunity recognition is key and we know how to improve those skills.

My experience in extending entrepreneurship education across our programmes and in encouraging a creative, entrepreneurial mind-set in our work with small and large organisations suggests that a multidisciplinary approach can also be reflected in research. As well as new areas of 'blue skies' research, collaboration between a variety of experts can produce research that has real impact and relevance for the user.

We continue to strengthen our multidisciplinary links with the University's areas of expertise such as chemistry, computer science, electrical engineering, crop biotechnology, sustainable energy, and cultural studies. We are also building our connections internationally across our campuses in China and Malaysia; our MBA in Singapore; and through our links in India, Europe, and the US.

Research excellence, its relevance, its present and potential impact are inseparable from what our students and external clients learn. This is important in ensuring that we continue to offer access to 'state-of-the-art' understanding that our students can deploy in their future careers or clients can take back to their organisations. Research excellence is often engendered by the close interaction of communities of scholars. Creative ideas, knowledge generation, and their exchange promote new and different kinds of understanding.

However, the true power of business schools lies in their networks. It is by harnessing the energy and intellect of a diverse network of academics, students, entrepreneurs, businesses, and public sector organisations to address burning, real-life business questions that we can really make a difference.

Whether you are a business leader, a researcher, an alumnus, or an aspiring student, we look forward to welcoming you to our business school.

Martin Binks
Dean,
Professor of Entrepreneurial
Development



Highlights

Economist MBA ranking success

In the 2012 global MBA ranking published by *The Economist*, the School once again placed in the top 100 and improved our position against tough competition from some of the world's most prestigious institutions.

The Economist MBA ranking claims to be 'student-centric' – focusing on the way business schools meet the demands that students have of an MBA programme and surveys students while they are studying at the Business School.

Dr John Colley, Director of MBA Programmes, said: "The student response confirms that we are on the right track in providing what they require for a successful career. MBAs at quality institutions are not cheap and our MBA students have the right to be discerning and demanding."



Our MBA programmes specifically focus on developing entrepreneurial creativity and leadership capabilities in our students. We believe that all our students can develop their leadership potential if provided with appropriate guidance and tuition from our top leadership academics and industry practitioners."

The ranking considers a range of factors including the opening of career opportunities, personal development, increasing salary and the potential to network.

An FT first for the Business School

In June, the School joined a select group of business education institutions in the 2012 Financial Times Masters in Finance ranking.

The ranking places the Business School in the top 35 international Masters programmes in finance for the first time.

The FT surveys alumni who graduated three years ago – for this ranking, our MSc Finance and Investment students who graduated in 2009 completed a survey about their salary progression and career routes.

The programme offers excellent career prospects for alumni – 91 per cent of 2011 graduates were employed within three months of graduating.

"Given the highly competitive nature of this ranking, it is gratifying to see the benefits of our continuing improvement to the overall experience we offer our MSc students."

Professor Martin Binks
Dean



New University Chancellor

Sir Andrew Witty, chief executive of pharmaceutical group GlaxoSmithKline, has taken over as the new Chancellor of The University of Nottingham.

Sir Andrew, a University alumnus, succeeded renowned Chinese physicist Professor Yang Fujia after Fujia's twelve year tenure as Chancellor.

Sir Andrew has maintained connections with the University since he graduated in 1985. He joined Glaxo in the same year, holding a variety of roles in the UK, South Africa, the USA and Singapore before being appointed President of GlaxoSmithKline (GSK) Europe in 2003 and Chief Executive Officer in 2008. He was knighted for services to the economy and to the UK pharmaceutical industry in the 2012 New Year Honours.

In 2011, GlaxoSmithKline made a £12 million donation toward the construction of new research laboratories on Jubilee Campus, the largest single donation since Jesse Boot donated land for University Park campus. The investment in the GlaxoSmithKline Carbon Neutral Centre for Sustainable Chemistry signals a move towards enhanced collaboration between industry leaders and educational institutions.



New leader for Malaysia Campus

Professor of Marketing Christine Ennew has been appointed as the new head of Nottingham's campus in Malaysia after managing the University's international strategy as Pro Vice Chancellor for Internationalisation and Europe.

Professor Ennew has been at the heart of Nottingham's ambitious internationalisation programme for many years – spending significant periods of time in China and the wider Asia-Pacific region. She took a leading role in the development of the Malaysia Campus when it was first established in Kuala Lumpur in 2000 and between 2008 and 2011 she had oversight responsibility for the continuing development and integration of Nottingham's historic campuses in China and Malaysia.

Professor Ennew said:

"Malaysia is now a regional hub for international universities in Asia and competition is growing all the time. Teaching and learning will remain our core purpose but we will be focusing increased attention on strengthening research and business engagement, and we have an excellent base to build on."



Highlights



Professor Ken Starkey
New Directions in Leadership Development

At an Executive breakfast briefing in February, Ken spoke about "Leadership: pushing the limits of knowing, being, and doing" to an audience of fifty top business people.

In a refreshing take on leadership in organisations, Ken challenged the "economic narrative" of leadership, arguing that leaders need to balance economic necessity in difficult times with embracing a broader sense of personal identity in developing more humane and sustainable organisations.

Increasingly, Ken argued, a major task leaders must accomplish is to create some sense of order and meaning out of chaos, both for themselves and for those they lead without succumbing to the temptation of premature closure and rigid thinking as a defence against the anxiety of uncertainty.

Ken is Professor of Management and Organisational Learning and works with public and private sector organisations on the challenges of sustainable management. He is a Fellow of the Sunningdale Institute of the National School of Government, a Fellow of the British Academy of Management, and the author of numerous books and articles on the challenges of modern management.



Dr Louis Nisbet
Chairman
BioCity Nottingham

The new Chairman of BioCity Nottingham launched the 2012 Business Leaders Series in March with a talk on "Academic entrepreneurship: financing an oxymoron?" BioCity Nottingham is now recognised as one of the fastest growing bioscience incubators in Europe with more than 70 firms at its city centre premises.

Dr Louis Nisbet has returned to the city where he co-founded a scheme to encourage University of Nottingham science graduates to get involved in business in the 1990s. With Professor John Peberdy, now Emeritus Professor in Entrepreneurship at the Business School, he founded the Young Entrepreneurs Scheme (YES) at the university, which is now a high-profile national competition.

Louis's talk focused on change in the pharmaceutical and bioscience industries as big companies scale back their in-house work on drug discovery, creating new opportunities for entrepreneurial companies like Biocity to drive breakthroughs. He stressed the importance of maximising the use of investment capital in innovation in life sciences companies. Louis is also Venture Partner with Kurma BioFund, Paris, and is a highly regarded health industries professional. His early pharmaceutical career in drug discovery research with Roche, Glaxo and Smith Kline gives him a global insight into the issues surrounding the development and commercialisation of new healthcare products and businesses.

Business Leaders Series

The 2012 Business Leaders Series was one of our most successful and popular so far.

Large audiences of alumni, students, and visitors from business and industry came to the Sir Colin Campbell building on Jubilee Campus to hear unique and inspiring insights into the careers and experiences of leaders in their fields and to meet people from the business and University communities.

This year we added a new feature to the Business Leaders programme with Executive breakfast briefings, which proved popular with business people from the region that came to network and hear the latest thinking from thought leaders.



Stephen Robertson
Director General
British Retail Consortium

Nottingham alumnus Stephen Robertson spoke in November on "Store Wars: strategies for the retail battlefield."

Stephen, a graduate of the University of Nottingham who has led the BRC since 2008, spoke about the current state of UK retail and how winning strategies in retail should work.

He emphasised that over the last five years there has been no real growth in non-food markets. Retailers, he said, cannot afford to be unprepared; you either "eat lunch, or be lunch." He moved on to stress the significance of the digital age in the context of the retail industry, highlighting the need to employ managers that have both commercial and online talent. This is essential for "great retail," a concept Stephen summarised as "selling products that don't come back, to people that do."

When covering the winning strategies for retailers, Stephen reiterated the importance of hiring great people with a genuine passion for delivering "legendary" customer service. He went on to illustrate the importance of quality products, suggesting that despite the increasing churn rate within the retail sector, it is more important to be good than it is to be first.

He closed his talk with his golden rule of retail management: "always be your own customer."

Stephen's career has spanned 14 years on the boards of major UK retailers building on earlier management roles with Mars Inc, Unilever, and Alberto-Culver. Stephen was Marketing Director at B&Q plc for seven years before leading the acquisition of Screwfix Direct.



Willie Walsh
Chief Executive
International Airlines Group (IAG)

In December, through the support of Raghbir Singh Pattar, one of our Executive MBA students who is Head of IAG Business Services, we were privileged to host Willie Walsh who spoke to a packed audience about "the challenges of the aviation industry." Alumni, business people, and students heard a fascinating, interactive talk that closed the year's Business Leaders events on a high note.

The former head of British Airways and Aer Lingus who started his career as a trainee pilot aged 17, acknowledged that he has never applied for any of his jobs and has risen up the ranks by taking chances and never missing opportunities.

In a talk that focused on political mistakes as one of the biggest challenges to the airline industry, Mr Walsh did not shy from his criticism of Government policy and was clear that he thinks air passenger duty drags down the UK industry and the economy and ought to be scrapped. He also stressed that the Government needs to take positive economic measures to provide incentives to improve fuel efficiency and stressed that CO² emissions are a global issue for airlines and need a global approach to reduce them. He acknowledged that the airline industry is challenged by public perception of its environmental performance and has work to do to improve it.



Our people

Staff highlights



Professor Christine Ennew Professor of Marketing and currently Pro-Vice-Chancellor for Internationalisation, is to be the new Provost and Pro-Vice-Chancellor of The University of Nottingham's Malaysia Campus - she will take up her post in spring 2013.



The University's Chancellor Award for contributions to the quality of teaching in a school was awarded to Dr Swee-Hoon Chuah, Lecturer in Economics (UK) and Associate Professor in International Business and Strategy Shameen Prashantham (China).



Professor Ken Starkey, Professor of Management and Organisational Learning, was one of a varied and influential group invited to contribute to the Pearson Think Tank's latest Blue Skies project, intended to broaden the debate about UK higher education beyond tuition fees and costs. Ken and leading policymakers, thought leaders, and significant figures in higher education joined David Willetts, UK Minister for Higher Education, on September 11 at the launch of the 2012 Blue Skies project at the House of Commons.



The Institution of Occupational Safety and Health (IOSH) has commissioned Dr Aditya Jain, Lecturer in Human Resource Management, to lead a team from the University to explore whether reducing regulation would help businesses to prosper, without harming the health and safety of their employees. The two-year study will evaluate Government reforms of health and safety and their effect on UK business.



Chris Mahon, Director of the School's MBA Entrepreneurship programme, was among the winners in the University's prestigious Lord Dearing Awards, which recognise outstanding contributions to the development of teaching and student learning. Staff are nominated by colleagues or students and their personal statement is supported by three referees.

Chris is also Chairman of Nottingham CityCare Partnership, CIC, one of the UK's largest health care social enterprises.



Professor Marek Korczynski has been appointed as an Editorial Board Member of the Journal *Sociology*. Marek specialises in the sociology of work: emotional labour; customer-worker relations; collective organisation of workers; gender, trade unions and industrial relations.



Gary Schwarz, Assistant Professor in Strategic Management at the Business School in China also won a Lord Dearing Award for designing an active class participation system that rewarded students for the quality of their classroom contributions.



Professor Simon Mosey was appointed to the Business Schools Task Force established by the Department for Business Innovation and Skills to promote links between mid-size businesses, business schools, and students. The Task force released a report issuing a call for business schools to do more to help mid-sized companies, described as the "muscles" of the economy by Minister for Business and Enterprise Michael Fallon. Simon is Director of the Institute for Enterprise & Innovation (UNIE) and Professor of Entrepreneurship and Innovation.



Dr Judy Muthuri, Lecturer in Corporate Social Responsibility, was nominated for a UK 2012 Kenyan Achievement Award. Before joining academia, Dr Muthuri worked for over seven years in the civil society sector in East Africa in the areas of business and social development, and women and economic empowerment. She is a Programme Adviser for the Comic Relief Trade Programme and a Board Member for Voluntary Services Overseas (VSO) UK. She is often called upon to participate in policy debates. She is an Award Judge for the first ever East Africa Corporate Social Responsibility (CSR) Awards held each year in Tanzania.

Dr Muthuri coordinates the Africa Diaspora Academic Network in the UK with over 70 academics of African origin. She is also a founding member of the Africa Academy of Management.



Dr Mohamed Khaled Omar, Associate Professor of Operations Management at NUBS Malaysia, was recently appointed as a Fellow of the Operational Research Society, UK. He was also awarded the University's Chancellor Award for contribution to teaching (Malaysia).



David Falzani, Royal Academy of Engineering Visiting Professor of Sustainable Wealth Creation and CEO of business consultancy Polaris Associates has been with the School for nine months as Visiting Professor at our Institute for Enterprise & Innovation (UNIE). David will spend four years working with students to give them an insight into the challenges of entrepreneurial ventures and sharing his direct experiences of steering entrepreneurs across different sectors. So far, he has worked with more than 500 undergraduate and MBA students.



Dr Nafis Alam, Assistant Professor of Finance (Malaysia) was appointed as an Honorary Research Associate of the Bahrain Institute of Banking and Finance, a leading finance research institute in Bahrain. He has also been appointed as a panel member for a Five-Year IT Strategic Plan of the Securities Commission, Malaysia. Nafis' is an expert in Islamic finance, behavioural finance, capital market issues, and e-banking.



Global Advisory Chief Operating Officer at PricewaterhouseCoopers, Graeme Pike, joined the School's Advisory Board in 2012. Graeme graduated with a degree in Industrial Economics and joined PwC in 1979, where he was appointed head of UK corporate finance in 2003. He has worked in PwC's offices in Nottingham, Pittsburgh, East Midlands, Birmingham and London and was admitted to the partnership in 1991. He was appointed to his current role in 2009.



In November 2012, Dr Mohan Avvari, Associate Professor of Strategic Management (Malaysia), was invited to present on business-driven science and technology parks for accelerating innovation, with cases from Malaysia and India, at the International Symposium on Fostering Innovation in Developing Countries organised by UNESCO, the Malaysian Innovation Foundation and the Malaysian Ministry of Science, Technology and Innovation.



Professor Justin Waring, Professor of Organisational Sociology, has been awarded a prestigious Health Foundation Improvement Science Fellowship. Justin was chosen as one of five Fellows to develop and champion a rigorous approach to improving the quality of healthcare. The award includes a fully funded three year Fellowship as well as two PhD scholarships in the area for the School, which is recognised as a leading centre for Improvement Science with a focus on organisational and system level dynamics. Justin is concentrating his work on the East Midlands Trauma Network, to find out how the reconfiguration of the Network is progressing and why new interventions succeed or fail. He says, "It's the ultimate study in systems-level risk and the knock-on effects. It should provide new conceptual, theoretical knowledge around reconfiguration, and practical knowledge about how improvements can be made."

Student successes

Students make helping others their business

Established forty years ago, Students in Free Enterprise (SIFE) is now among the most influential and largest network of students and business leaders in the world. Active in 39 countries, it was praised by US Secretary of State Hilary Clinton in 2012 and its global corporate sponsorship list includes Accenture, ASDA, HSBC, KPMG, Mars, Unilever and Waitrose.

To better signal its commitment to entrepreneurial action, SIFE was re-named Enactus in 2012 and uses the power of student entrepreneurial activities, through community outreach projects, to transform lives and shape a more sustainable world.

The Nottingham team of 200 students, the majority of whom are from the Business School, is one of 51 in the UK and its success is unmatched by any other UK team since the competition began.

Nottingham students have been consistently recognised for their work, collecting the 'Team of the Year' prize for an extraordinary four times in a row, starting in 2005.

The Nottingham team was among the prizewinners again in 2012, reaching the final round of the national competition and honoured as one of the top 4 teams in the UK. The team also picked up a prize for Diversity.



Each year, all the teams present their projects at a competition and celebrate the positive impact they are having across the UK and the world, while developing the skills to become socially responsible business leaders of the future.

The team is currently running sixteen projects across the UK, Malawi, India, Tanzania, Kenya and Sri Lanka.

The Green Light Project

One of the team's Nottingham projects in 2012, Green Light, has seen them working with a local prostitute charity, POW, to develop and publish a book of previously unheard stories and poems from a group of women POW say are 'easily forgotten.' *Hello, I'm Here* is told by the women the team has worked with to raise awareness about their lives and combat discrimination against them.

The Green Light Project aims to address the needs of women who have been marginalised for their involvement in prostitution and drug use. Profits from the book will support the charity's work and help those women who are ready to leave prostitution.

Hello, I'm Here was published in November 2012.

The team's international projects include working with engineers in Ruarwi, Malawi, to create a hydroelectric dam and a community-run business that uses energy from the dam to charge batteries. These are rented to the community so that they can have safe energy in their homes for the first time.

Abigail Price, Nottingham Enactus President, said: "being part of Enactus is more than running projects – it gives students a real sense of ownership and achievement, knowing you are tackling real issues and creating positive change, while also giving you the experience to make your CV stand out in a competitive graduate job market."



Executive MBA saving lives in conflict

Our Executive MBA alumnus, Colonel Peter Mahoney OBE, was appointed the first UK Defence Professor of Anaesthetics and Critical Care for the UK Armed Forces at the Royal Centre for Defence Medicine, Birmingham. In March, he spoke to *The Times* about the management skills he used while in the British Army.

Finding time to study in between stints in Iraq and Afghanistan wasn't easy, he says, but although his Nottingham EMBA "tour of duty" was a little longer than average, it was worth it.

He says that the Executive MBA was attractive because the School allowed him to take modules between deployments. Also, he did projects related to his work. He says, "During an aid agency tour in 2005, following the tsunami in the Indian Ocean, I did a project on issues associated with long-range supply chains in disaster areas."

Peter says "looking after our injured is the best part of my role and the MBA skills help me deliver this."



Future Leaders 2012

The 2012-13 'Future Leaders 100 Powerlist of the UK's Most Outstanding Black Students and New Graduates' included two of our undergraduates in the Business and Finance category: Tolani Alabi, 2nd year Industrial Economics student, and Ife Tokan, 1st year Accounting, Finance and Management student.

In partnership with Barclays, Future Leaders aims to inspire young people to enter higher education and to excel while they are there.

Tolani was appointed project manager for Students in Free Enterprise (SIFE) while studying for her degree and was also team captain of the Nottingham team in the nPower Future Leaders Challenge in 2011, leading her team to the final.

Ife started his own business in 2011, Event Manager, after realizing that several event planners in Nottingham needed someone to ensure that their schedule went according to plan. He is also a student ambassador for the University and meets potential students and their parents, showing them around campus and giving them an insight into student life at Nottingham.

The launch of Future Leaders magazine, sponsored by McKinsey & Company, took place on Thursday 27th September at Mercers Hall in London. The exclusive venue opened its doors to 100 of the UK's most outstanding black graduates and students, as well as top executives and directors from companies such as Barclays, Rolls-Royce, Google, Lloyds Banking Group and Pearson PLC, all sponsors and advertising partners of the publication.

Smart model for success

Nottingham University Business School graduate Anna Gray launched her own modelling agency in her final year as a management studies student.

Nottingham University Business School graduate Anna Gray launched her own modelling agency in her final year as a management studies student.

Originally part of her entrepreneurship course, Anna's Model Students business is going from strength to strength and featured in *The Independent* in January as an impressive example of an innovative way to create employment for young people.

Her ingenious and entrepreneurial scheme has generated work and income for students from Nottingham's two universities and Anna now has over fifty male and female models on her books. "Our models are bright, intelligent and great communicators," says Anna, and her models have notched up catwalk assignments with Ted Baker, Debenhams and Bench, video production work for Boots, music videos for Cubit Recordings and adverts for Dynamite Productions.

Model Students is based at the University of Nottingham's Innovation Park on Jubilee Campus.



Student successes

MSc student carries the 2012 Olympic torch

MSc Corporate Social Responsibility student Taylor Amerman was chosen as part of Samsung's nomination programme for the London 2012 Olympic Torch Relay. US-born Taylor was one of three Nottingham students who carried the Olympic torch as it went through Jubilee Campus on 29 June on its way to London.



Taylor said:

"As an international student, I wanted to be able to engage with the local community and make a difference. I was very surprised, excited, and humbled to be selected. It is a true honour to be selected as someone who will inspire Britain."

Entrepreneurial PhDs

Digital Economy YES

A team of Nottingham PhD students won the first Digital Economy Young Entrepreneurs Scheme (YES) competition, designed to develop entrepreneurial creativity and commercial acumen in postgraduate researchers.

The YES concept, launched in 1995 and now a high profile national business plan competition developed by the School's Institute for Enterprise and Innovation (UNIEI) gives early career researchers the edge in entrepreneurial skills and future career prospects.

The teams developed their business ideas in a three day residential workshop supported by specialist mentors. One team developed an app to simplify how consumers share photos, videos, and other digital media with people who are together at a particular location and time. Their prize, worth £5,500 and funded by the Engineering and Physical Sciences Research Council (EPSRC) and Nottingham's Impact Campaign, will support the teams in turning their concepts into reality.

Emeritus Professor John Peberdy MBE, one of the founders of the YES concept, said:

In the current economic climate, postgraduate students need to seriously consider broadening their skills and knowledge base and thereby enhance their employment opportunities. It is well documented that participation in a YES competition meets these needs, as well as providing an excellent starting point for understanding the requirements for commercialisation of science and technology."



PhD student inspires enterprising youngsters

PhD student Jeannie Holstein worked with pupils at a primary school

in Leicester in the Spring term, embedding innovation, enterprise and sustainability into the curriculum.

The pupils from Rowlatts Hill Primary were asked to come up with a concept and then design and build a product that could be presented to a group of dragons for potential investment. This culminated in a Dragon's Den-style presentation by eight teams from across the school - from 5 to 11 years old.

Jeannie commented on the presentations

"They were really excellent in not only in their ingenuity, but also in terms of language used, team-work and commercial acumen shown. It was really great fun and a good way to raise awareness of higher education for families and children who are often hard to reach."



Ecoheart team wins 2012 Startup Malaysia

Undergraduates from the Business School in Malaysia won several national and international competitions with their start-up, Ecoheart, a project that focuses on developing affordable, life-saving medical equipment that is accessible to the consumer market.

With medical costs rising in Malaysia where heart-related diseases are common, the students committed themselves to finding better, cheaper, and faster solutions to the problem. 80% of all heart attacks in Malaysia occur at home, with 40% of these going unnoticed. Despite this, there is no single cost effective solution to heart-monitoring at home. Ecoheart developed a cost-effective heart-monitoring system with the use of mobile phones, with a feature called 'Helpers' that monitors a patient's heart continuously, as well as automatically prompting five emergency contacts by text messages.

The Ecoheart team has participated in various competitions both locally and internationally, achieving considerable success. The team won the 2012 Startup Weekend Kuala Lumpur, organised by Startup Malaysia and was featured in the Malaysian Reserve. The students also participated in the DiGi Challenge for Change programme and were finalists in the Maybank Moneytree Young Entrepreneur Startup Challenge. Most recently, the team beat 276 other startups from all over the world to become semi-finalists of the Global Innovation through Science and Technology (GIST) Tech-I competition.



ICAS Best Sustainability essay competition winner

MSc in Corporate Social Responsibility student Daniel Johnson won the 2012 ICAS Best Sustainability Essay Competition prize, sponsored by Grant Thornton.

The Institute of Chartered Accountants of Scotland (ICAS) launched the competition to increase awareness of environmental sustainability and the role that the accountancy profession has to play in this important subject.

Daniel's essay, entitled "How should environmental sustainability in companies be measured and what role might accountants play?" was judged best in the under 25 category. His work developed from an essay he wrote in the Accounting, Auditing and Control for Sustainability course.

Daniel received his award from ICAS President Sir David Tweedie at a ceremony in Edinburgh.

Teaching and learning



The Nottingham MBA The Leadership Challenge

"Ultimately business schools must teach MBA students to be effective business people and to prosper in highly competitive environments. The social consequences of running businesses are important, and no more so than when businesses are run badly and fail."

Dr John Colley
Director, MBA Programmes

The Nottingham MBA programme gained a new focus on leadership development for our MBA students this year in response both to student demand and MBA Director John Colley's conviction that everyone has the capability to develop their leadership skills.

The Leadership Challenge module takes the form of experiential workshops where students develop their own leadership styles and take an active role in their own learning.

MBA students also take part in media training to deal with crisis management during the module as well as developing their social and emotional awareness.

"We aim to produce leaders," explains John Colley. "Crisis management is an integral part of that, because if a leader fades at the critical point then, frankly, there's no one to pick up the pieces. I think it's very important that our budding leaders know and understand that – especially in the current economic situation."

The Nottingham MBA and leadership training featured in an article in *The Independent* on 17 October 2012.



2012 Lord Dearing Award winner

Chris Mahon's creative approach to entrepreneurship education and his contribution to our MBA programme won him a coveted 2012 Lord Dearing Award for excellence in teaching and learning.

The prestigious Lord Dearing Awards are presented to University staff who make an outstanding contribution to the development of teaching and student learning. Staff are nominated by colleagues and students.

A successful entrepreneur and a graduate of our MBA programme, Chris is Director of the School's MBA Entrepreneurship, which he started in 2006. The programme now attracts high calibre students from all over the world as its reputation has grown and the popularity of specialist MBA programmes increases.

Chris said, "I place great emphasis on creating learning environments that truly engage students. My goal is to replicate the experience of entrepreneurship for students, as I believe that learning comes easier – and lasts longer – when it is linked to doing something real."



Our entrepreneurial graduates put their skills into practice

Three talented graduates from our Executive MBA, MSc, and Undergraduate programme in Ningbo, China were all inspired by their programmes to launch businesses in 2012. All three have started successful catering businesses that not only fill gaps in their local market but also benefit their communities.

Executive MBA Julian Anthoney graduated in 2012 and already runs a European recruitment consultancy specialising in the construction, civil engineering and property markets.

This year, with his wife Jelena, Julian opened *Le pain à la main*, an artisan bakery in newly developed Primary, a unique artist-led space in Nottingham.

Jelena and Julian's knowledge of artisan bakery and its specialist techniques comes from hands-on experience in kitchens and restaurants in France, Serbia and the UK.

Le pain à la main uses only the highest quality, organic ingredients, making a range of breads and pastries in small batches every day and they supply a range of cafes, delis, and restaurants in the city.

They use stone-ground flour sourced from Shipton Mill in the Cotswolds, which has a Royal Charter. The bread is mainly baked in a purpose-built, stone-floored oven which mimics a wood-fired oven.

Having secured a thirty-year lease for the former Douglas Primary school site in Nottingham, the building has been transformed into a social and cultural resource for the city. Primary has been developed by Nottingham Studios Ltd., a charity formed through artist-led initiatives focused on studio provision for the city.

Julian credits his Executive MBA for giving him the skills to develop a business plan and manage the business side of the bakery.

Thanks to the entrepreneurial flair of **MSc Entrepreneurship Olu Amodeni**, the international food court on University Park now offers African-Caribbean food at Olu's takeaway, Item Seven.

Originally from Nigeria, Olu said that the business idea for Item Seven came to him while he was studying for his MSc.

"90% of the students on my course were international and I realised that the University would need to offer a home from home for an increasingly diverse international community, so I took the plunge and wrote to the University and offered them an African Caribbean takeaway, coincidentally, as they were planning new food outlets. Everything I did on the MSc was preparing me to open this business and all that training brought Item Seven to life."

Meanwhile on the University's campus in Ningbo, China, Jackie Liang finished her degree in International Business and Management and promptly set up her own coffee shop on campus.

She said, "It all started with the support from my boss, colleague, parents, and the University. My biggest interest is to make it a comfortable and popular place to help encourage more communication between staff and students."



PhD teaching wins awards

PhD students Jeannie Holstein and Shelley Clark both won University Postgraduate Teaching Assistant Awards in 2012 for the creativity and support they brought to a course for over 600 first year undergraduates.

They used a variety of approaches to engage students on the People and Organisation module, including video, case studies, small group discussion, and a learning styles questionnaire.

The Award recognises and celebrates innovative teaching and support of learning and is recognised as a mark of distinction within the University.

Teaching and learning

Radical innovation education in the UK

A report on the “innovation economy” published in April by the Royal Academy of Engineering cited the Business School’s undergraduate teaching and cross-disciplinary Master’s programmes as an exemplar of the kind of “radical innovation education” the UK economy needs to drive growth.

A report on the “innovation economy” published in April by the Royal Academy of Engineering cited the Business School’s undergraduate teaching and cross-disciplinary Master’s programmes as an exemplar of the kind of “radical innovation education” the UK economy needs to drive growth.

The School was a major contributor to the report and the University has one of the longest-standing traditions of innovation education in the UK. Central to this is the Institute of Enterprise & Innovation (UNIEI), established in 1999, which first pioneered programmes for undergraduate students and in the past decade has created eleven new Masters programmes at the Business School that bridge disparate disciplines, from Communication and Entrepreneurship to Chemistry and Entrepreneurship.

UNIEI runs courses for undergraduates, postgraduates, MBA students, and executives from the public and private sectors based on the principle that experiential learning on real projects with people working in multidisciplinary teams is the most effective preparation for dealing with complex challenges.

Professor Martin Binks, Dean of the School and Chair of the University of Nottingham Institute for Enterprise and Innovation, said:
“The message is that incremental innovation alone isn’t an option – we also need radical changes. “Innovation shouldn’t be seen as an extracurricular activity. It should be presented as an integral part of the curriculum, and students should experience it and be immersed in it. We have to adopt that mode of thinking on a large scale. The kind of initiatives that have been proved effective so far should be mainstreamed throughout the UK.”

A key breakthrough at UNIEI has been to demonstrate that effective radical innovation education can be delivered to large numbers of undergraduates. The Entrepreneurship and Business module includes students from various schools across the University working with mentors from the business community to develop novel solutions to sustainability-related problems. This culminates in a poster presentation where students pitch their ideas to expert assessors. This module runs in the UK, (where over 800 students in one year completed it) China, and Malaysia.

“Business schools need to cultivate creative and innovative approaches and environments in which breakthrough technologies can flourish. Such an approach is necessary to achieve significant economic revival and genuine sustainability.”
Professor Simon Mosey, Director, Institute for Enterprise & Innovation



The Royal Academy of Engineering
Educating engineers to drive the innovation economy
April 2012



University offers high growth programme for businesses

Nottingham University Business School and Nottingham City Council are working together to offer a support package for 100 small businesses in the city that want to fulfil their growth potential.

The new Growth 100 programme, a key element of the Nottingham Growth Plan, is offered free of charge to eligible businesses. The programme will help to develop the skills and knowledge that the owners and directors of businesses with growth potential require to help them exploit their opportunities and lay the ground for future investment.

The Business School, supported by experienced business professionals, will provide this practically focused support for the management teams of the businesses selected to join the Growth 100 programme.

Bespoke training and development

Each company will undertake a detailed business needs analysis to determine the kind of support required. This will then lead to a bespoke training and development plan for the owners and directors of the business, covering areas such as leadership skills, finance, human resources, marketing, innovation, peer networking and other key subjects.

A business growth plan for investors

A key outcome of the programme will be that each business develops a Business Growth Plan. This will also articulate the strategy and possible expansion plans of the business, which can in turn be used as a basis of a presentation for potential future investors.

Nottingham City Council’s Deputy Leader, Councillor Graham Chapman, said:

“We believe our Nottingham Growth Plan has the potential to completely restructure this city’s economy.

“This Growth 100 Programme is the first of many initiatives within the Growth Plan and is aimed at two types of business owners – those who might not have thought about expanding before but believe their enterprise has the potential to grow and those who own businesses with high growth potential requiring financial investment so needing a bespoke business plan to present to investors.”

Aimed at businesses with growth aspirations

The programme, which is part-funded by the European Regional Development Fund (ERDF), is aimed at small and medium businesses in Nottingham which have the potential and aspiration for growth, job creation and a need for investment in the future.

Business School Dean, Professor Martin Binks, said:
“I am very pleased that we have been selected by Nottingham City Council to deliver the Growth 100 project. We have worked closely with small and medium sized businesses for many years and our expertise will help business owners to innovate and create the competitive edge they need to develop and expand over the coming years.”

Helping to create new jobs and wealth in Nottingham
Places on the Growth 100 programme are free and business owners and directors need to commit to 12 days of training over the course of the year. Each place represents over £5,000 of investment in terms of the programme content and the networking, mentoring and peer group support.



New UK and Malaysia MBA project

Nottingham MBA students Omar Sheikh and Kunal Shetty completed the first ever cross-campus MBA project this year between the Business Schools in Nottingham and Malaysia.

Led by Dr Duncan Shaw and Dr Vicky Story in Nottingham and Dr Mohan Avvari and Ms Anita Chakrabarty in Malaysia, a student from each campus carried out an assessment of the Malaysia and Singapore markets for an international alcoholic beverages company. This involved consumers, distribution channels and modes of entry evaluations and recommendations, as well as visits to Malaysia and Singapore to collect data. The project provided a detailed analysis of the South East Asia market, highlighting risk and potential barriers to entry. The students then offered a three year market entry and distribution strategy that was low risk, with minimal investment but offered good potential for growth. Both students earned praise from the client firm for the extensive detail and coverage of the data collection and the clarity of their recommendations.

Teaching and learning



Executive education
 “At Nottingham, we believe in applying the latest thinking to real-world business challenges and creating new opportunities for UK and global organisations.”

Martin Binks, Dean

The School's Executive Education programmes focus on areas where Nottingham excels and can bring genuine thought leadership and expertise to bear. This includes leadership, the vital corporate issue of intrapreneurship, creativity and innovation, and sustainability.

Nottingham, with its own campuses in China and Malaysia, and the potential to locate executive programmes in those markets, also brings a distinctive global awareness and perspective that reflects the increasingly global nature of business.

Boots Divisional Development Programme Master Classes

Following a successful pilot we have run a second programme of 'master classes' for the Alliance Boots' UK retail business. The five one-day master classes have been designed to integrate within the company's overall development programme for senior head office personnel and have run throughout the year. All classes were taught by senior faculty members from the Business School and hosted on the Jubilee Campus.

To derive the greatest benefit for both the participants and the larger organisation, the master classes required participants to consider a key area of strategy deemed by the company essential for Boots future growth and success. The classes blended formal teaching sessions with 'breakout' working in small groups and addressed topics that included:

- Key financial/economic trends impacting on business growth and development
- Using customer knowledge to stimulate development of new and more profitable products and services
- How to think in a different way about innovation, lead teams to create and apply new ideas more effectively – and out-think competitors
- Strategy and structure; resources, core competencies and dynamic capabilities; employee engagement and creating shared value

Overall feedback has been very positive and in 2013 we will be delivering a further programme for a mixed group of managers from stores and central support functions of Alliance Boots.



International Centre for Corporate Social Responsibility 10th Anniversary Conference CSR Futures: Knowledge and Practice

The International Centre for Corporate Social Responsibility celebrated its 10th anniversary in 2012 and marked the occasion in April with a two-day conference featuring keynote speakers from all over the world from organisations, companies, and universities.

Since the ICCSR was founded at Nottingham in 2002, corporate social responsibility has emerged as both a sub-field of business and management studies and as a basic management concept. Although in principle it refers to business responsibility to and for society the meaning of these terms alone has provoked controversy.

The conference addressed questions about the future of CSR and where it is going from such perspectives as Consumer Responsibility; Business and Development; CSR in Asia; CSR Context and Dynamics; CSR and Governance; CSR Impact; Leadership for Sustainability; and Organisational Change for Sustainability. Now among the world's leading centres for research and education in CSR and sustainability, the Centre has developed a suite of programmes and short courses that cover the critical areas that a business manager, CSR professional, or researcher might need to know about CSR.

NHS East Midlands Leadership Academy Commercial Awareness Programme

Following a successful pilot event in April, the East Midlands Leadership Academy commissioned three additional sessions on 'Commercial Awareness: The Essentials of Strategy and Commercial Acumen' as part of its investment in leadership development in the NHS.

The programme aims to help leaders navigate the challenges in the emerging marketplace for healthcare provision and take full advantage of new opportunities. Delivered by Business School faculty and external speakers, The Essentials of Strategy and Commercial Acumen Programme is designed to equip participants with practical tools and frameworks to enable them as leaders to gain a strategic perspective on the changes in the market for the provision of healthcare services.

Participants heard from leaders in the private sector and third sector as well as the NHS and were introduced to a strategic planning process that allows them to accurately evaluate their organisation's current situation, identify winning strategies for the future, and help carry out a new strategic direction.



Global Academy of Business in Society conference

World-leading business schools and major global corporations gathered at Nottingham University Business School in January 2012 for a major summit on corporate social responsibility and sustainable business.

Partly prompted by the global financial crisis, The Academy of Business in Society (EABIS) was established ten years ago as the largest-ever research and teaching project on the case for social responsibility in business.

EABIS now has more than 100 members worldwide made up of major players in business higher education including Harvard and INSEAD as well as global companies like IBM, Microsoft, Unilever and Shell. The two-day conference saw delegates review the development of sustainability and corporate social responsibility (CSR) in management education and to develop a roadmap for the future of business schools in both teaching and research.

Conference proceedings are published in a Special Issue of the Journal of Management Development

“Business schools face a key challenge in thinking about how to educate future business leaders. First, there is the question of how to integrate issues of ethics and morality, responsibility and sustainability into core business programmes. Secondly, there is the question of how to do so effectively such that lessons learned are factored into graduates' future actions and decisions. These are some of the questions that the conference will be addressing.”
 Professor Jeremy Moon, Director, International Centre for Corporate Social Responsibility (ICCSR).

Research

Bank customers want a fair share of the pie

Since 2009, The Financial Services Research Forum has been compiling its Fairness Index - the only independent benchmark of its kind in the UK and a major study into consumer attitudes.

The 2012 study, based on data collected from thousands of customers in specially designed online surveys, shows that the very thing customers want most is the very thing Britain's banks do worst.

Fairness Index

Data collected for the Fairness Index over several years shows that most people do not think they are getting a fair deal from financial institutions. The Index divides institutions into banks, building societies, general insurer, life insurers, investment firms, financial advisers and credit card companies.

They receive scores out of 100 – below 50 indicating perceptions of unfairness, above 50 reflecting increasing fairness and 50 neutral.

Seven waves of data have been gathered since 2009, which puts the Forum in an excellent position to comment on the relative importance that various sub-dimensions of fairness have in consumers' overall perceptions.

Distributive fairness

Overall, the lowest-ever measure of fairness, with an index score of 44.06, came in late 2009 when the financial crisis was still at its height. The figure rose to a high of 47.56 in early 2010, fell to 45.33 in early 2011 and as recovered to 47.30 in the latest round of data collection.



What is clear is that by far the most significant influence is 'distributive fairness,' which encapsulates the 'share of the pie' considerations. The index score for this measure has only once risen above 43.

Forum Director Professor Jim Devlin comments: "financial institutions should be concerned that they perform so poorly in what is by far the biggest influence on how they're regarded a whole."

Other areas that consumers consider notably important include courtesy, communication, and the explanation of products and services. As Jim Devlin points out, showing customers courtesy should be straightforward but "ensuring customers perceive products are explained clearly and that they understand what they're buying will prove more challenging."

The results of the Forum's research indicate the effect of efforts in this direction have to date been limited. The prevailing consumer sentiment remains sobering at best, and much work is still to be done.

An article about this research was published in *FT Adviser* on June 18th, 2012.

The Financial Services Research Forum

The Forum is unique in bringing together all stakeholder groups to inform policymakers in the public, private and voluntary sectors. It is widely acknowledged as the UK's most inclusive body for advancing the understanding of financial behaviour and promoting consumer interests and the Business School has hosted the Forum for over a decade.

With some 60 supporting organisations, the Forum is a unique form of collaboration between the academic research community and practitioner groups that has earned it an enviable reputation.



Low-value RTA claims: the verdict

A report by Professor Paul Fenn for the Ministry of Justice examined the impact of the new process for low value road traffic accident (RTA) claims and identified a series of implications for policy development.

The Motor Accident Solicitors Society (MASS) praised the report and said that Professor Fenn's study highlighted a number of their own concerns, such as calling for a spike of damages at £1500, the figure at which pre-medical claims are often settled.

The new RTA claims process was implemented on 30th April 2010, and designed for RTA personal injury claims valued between £1,000 and £10,000. It was intended to reduce costs and improve efficiency.

Under the new process, the recoverable costs are fixed for each stage. A key part of the process is an electronic portal, used to exchange information between the parties.

Paul Fenn's report compared RTA injury claims made with accidents between 1 May 2009 and 30 April 2010 ("pre-portal") and those with accident dates from 1 May 2010 to 30 April 2011 ("post-portal").

Consistent with the objectives of the new process, there were statistically significant reductions in mean third party costs paid, when comparing pre and post-portal claims. Data was collected from both claimant and defendant organisations, and each dataset showed evidence of mean reductions of 3-4% in costs.

Another objective was to speed up settlement, hence the research compared the mean values of time to settlement for those claims settled within the observation period, excluding those still outstanding. Using the claimant dataset, the mean time to settlement reduced from 163 to 154 days; from 150 to 140 days using the defendant dataset. Again these were statistically significant changes.

The research also found that the average damages paid reduced by 6%: this was not an intended consequence of the RTA process. It may reflect the fixed costs under the process being independent of the settlement outcome, hence diluting the incentives for solicitors to act in the client's interests.

One concern was that around 50% of all claims which enter the RTA process subsequently exits. This may be because defendants pay fixed costs, which, for claims under £2,000, exceed what they would pay if they exited the RTA process.

The government is examining extending the new RTA process to claims of a higher value and to more types of personal injury claim, and the report raises a number of issues to be considered.

	Difference: post-portal compared with pre-portal
Average costs awarded to claimant's solicitors	Fell by 3-4%
Days to settlement	Fell by 5-7%
Level of damages that claims settle for	Fell by 6%

The report is available at www.justice.gov.uk/downloads/publications/research-and-analysis/moj-research/evaluating-traffic-accident-process.pdf

The Centre for Risk and Insurance Studies

The Centre for Risk & Insurance Studies is one of the world's leading specialist centres for risk and insurance and maintains close links with the insurance industry. Its research reflects public policy priorities as well as those of the insurance industry, and covers traditional insurance activities and risk management.

Research

Feeding the dragon – China's consumer story

New research conducted in China by Dr Robert Hoffmann has cast doubt on the widely-held belief that Chinese consumers are fiercely loyal to products made in China.

This may help Eastern and Western businesses looking to invest in China.

Challenges for multinationals

Escalating domestic consumer incomes in China have fuelled a ravenous appetite for luxury and branded products – a demand that currently cannot be fully satisfied by domestic firms. Foreign companies can thus contemplate vast commercial opportunities to sell their products in China, whose worth to international marketers, especially amid the worsening crisis in the West, is plain.

Particular institutional conditions nonetheless present challenges for foreign multinationals. A politically motivated rejection of overseas products, such as was seen during the Beijing Olympics, can hamper the expansion of international businesses in China. Government policies that benefit local firms can be unfavourable. Compliance with international standards and quality controls – so overlooked in the past – is now habitually implemented and deemed vital to boosting home-grown enterprises and bolstering consumer confidence.

In the past many research studies have measured how well consumers' ethnocentric attitudes predict their purchasing intentions of imported goods. However, this kind of approach does not tell Western firms about the chances of successfully penetrating markets in China with their imports compared with other Asian nations.

This new research took a notable step towards empirical clarity. It did so by adopting a field experiment approach and using experimental tools to naturalistically elicit the actual consumption decisions of Chinese consumers under conditions in which they had no reason not to disclose their true preferences.

Around 450 people participated in the experiment, which was conducted in a shopping centre in Ningbo, Zhejiang Province, China. The study took pairs of similar and identically-priced products – one made in China, the other manufactured overseas – and invited subjects to choose.

Some volunteers were told the products' origins, others not, and all completed a survey that examined their choices and attitudes in greater detail. At the end of the experiment everyone who took part was given the products they chose, and scratchcard winners were also subsequently presented with their prizes. As far as we are aware, this represented the first incentivised test of consumer ethnocentrism and, as such, provided an effective alternative to the flawed approaches commonly employed.

The key outcome of the study is that it uncovered no meaningful evidence whatsoever of Chinese consumer ethnocentrism. Indeed, the results question the phenomenon's very existence. This leads us to speculate that the widespread belief that Chinese consumers are fiercely loyal to products made in their own country may be mistaken.

Crucially, in contrast to previous claims that mainland China might be less open to foreign products than other Asian markets, our findings indicate Chinese consumers do not discriminate against foreign products in their consumption choices. They seem to make choices based largely on their individual preferences with regards to a product's intrinsic characteristics, irrespective of its nationality.

It could be the case, then, that nationalism and its relationship with ethnocentrism and consumer behaviour are taking a different course in China than seen elsewhere.

Chinese consumer patriotism

The question of patriotism is also worth bearing in mind. Patriotism in a Chinese context refers to the loyalty of all Chinese people towards the state for the benefit of the country as a whole, in which circumstances foreign sellers and promoting the consumption of their products is regarded not as anti-nationalistic but as a means to propel China on the global stage and foster economic growth.

The overarching implication is that Chinese consumers can be as pragmatic as they wish without threatening their allegiance to their nation or being condemned as unpatriotic. This could have significant implications for both East and West, not least as the latter increasingly looks to China to reignite the global economy.

Robert Hoffmann is Associate Professor of Economics and Director of the International Centre for Behavioural Business Research (ICBBR).

The International Centre for Behavioural Business Research (ICBBR)

The International Centre for Behavioural Business Research is an interdisciplinary forum for integrating research by experts in economics, marketing, strategy and information systems to promote a holistic view of business and management phenomena. ICBBR is the only research centre of its kind at a leading business school. The Centre draws its expertise from staff at Nottingham's three campuses in the UK, China, and Malaysia.

The *FT's Investment Adviser* published an article about this research on March 12, 2012.



Research



Is chauvinism to blame for union decline?

A groundbreaking new study by Dr Getinet Haile has found that Britain's male-dominated unions are allowing chauvinism to erode their power as more women enter the labour market.

Measuring the relationship between gender diversity and union participation in British workplaces, Haile found:

- As more women enter the workplace, union participation falls.
- The decline has more to do with men than women
- In female-dominated workplaces, union membership is still strong and actually increases with overall diversity.
- All of these trends are stronger in the private sector than in the public sector.

Dr Haile, Lecturer in Industrial Economics, said: "People might be surprised to learn a male-dominated organisation's decline has more to do with men than women.

But group competition theory suggests a dominant group becomes more hostile towards a subordinate group if the latter threatens the former's advantage.

It therefore seems reasonable to argue that women's greater presence in the labour market over the past 30 years has intensified antagonism between the sexes.

Predictably, this results in some women being deterred from joining a male-dominated union – but it also prompts some men to withdraw their membership."

He makes the important point that unions depend on a shared identity between workers that extends beyond class solidarity. Unions emerged at a time when the workers were likely to come from the same ethnic group, and to be male. Increasing diversity may require unions to think differently about how they build the shared identity that makes solidarity work.

Dr Haile was interviewed about this research on BBC Radio 4 Woman's Hour on October 1, 2012.

NHS performance schemes having variable impact

A major report by Professor Ruth McDonald commissioned by the Department of Health has found that one of the major developments in the payment system aimed at improving quality of service in the acute sector of the NHS has had variable impact.

The study found that not all of the first wave of so-called Best Practice Tariffs (BPTs) delivered the envisaged benefits, with results ranging from significant improvements in care through to little or no discernable impact.

Researchers warned of the risk of "unforeseen consequences," including hospitals basing certain treatment decisions on how much money they might earn.

Professor McDonald, the study's lead author, said the findings highlighted the need to devise and target such initiatives more carefully.

Room for improvement

"The overall message is that BPTs can be used to incentivise hospitals but there's room for improvement," she said.

"In many cases, despite all of the financial incentives, providers simply didn't leap to improve their services, though it should be noted that we only looked at the first year of implementation of the BPTs.

"Of course, there's an argument that the provision of decent care shouldn't need incentivising in the first place. Some critics even regard these schemes as 'bribes'.

"Even so, the fact is that some hospitals are still providing sub-optimal care and, in spite of these schemes, the benefits for their patients have yet to materialise."

Best Practice Tariffs

The research, carried out by Nottingham University Business School and the University of Manchester's Institute for Population Health, looked at four BPT initiatives.

The first of their kind in this country, they were introduced in April 2010 in an effort to adequately fund the costs of best practice and to improve performance in selected high-volume clinical treatments in the NHS.

Quality of care was assessed by comparing Hospital Episode Statistics data for the three financial years prior to their introduction to the first financial year afterwards.

The tariff to promote gall bladder removal on a day case basis was found to have directly led to around 3,000 patients receiving the operation without the need for an overnight stay. But despite day surgery being regarded as best practice, some healthcare professionals remain sceptical of the clinical benefits.

It was not just in elective care where improvements incentivised through the BPTs led to quality improvements. The BPT for traumatic hip fracture led to a 10% increase in the number of frail elderly patients benefiting from prompt surgical intervention, equating to 900 patients who received better care.

Perverse incentives

Concerns were also raised that BPTs for stroke care and hip surgery could give rise to "perverse incentives" that might leave some patients facing longer waiting times.

One physician involved in the stroke scheme – for which no evidence of impact on the available indicators of outcomes was found – described how the prospect of extra income might influence decisions.

He told researchers: "You've got a patient who comes in at 8.30 today. I need to get their CT [scan] done by 8.29 tomorrow, but I can't. Then another patient comes in.

"Now I've got one slot available. Whose CT do you think I'll do – the one where I can earn £343 for the Trust, not the poor chap who's missed by a few minutes?"

Complicated bureaucracy

But an initiative intended to improve cataract treatments was largely shunned because the associated bureaucratic demands were considered too complicated.

Professor McDonald said the study showed many hospitals were slow to take up and prioritise BPT schemes. She added: "It's important to recognise that these kinds of schemes are by no means confined to the NHS. Similar ideas are being implemented all around the world.

"Inevitably, the question that's most often asked is: 'Do they work?' But that's the wrong question, because it fails to acknowledge that these initiatives are all different. What we need to do, as we have here, is look at the features of individual schemes and assess the impact in each case to determine how well they function."

"As the Department of Health appreciates, this sort of independent evaluation is vital if we want to learn lessons about particular initiatives and approaches in general."

The report recommends future BPT programmes should target high-volume treatments for which standards in performance clearly vary across the country.

It also says treatments for which existing data collection systems, quality initiatives and evidence-based standards are already in place should be given priority.

Professor McDonald said: "In future, it's important to focus BPTs on areas where efforts will be outweighed by rewards in terms of patient benefits."

Ruth McDonald joined Nottingham University Business School in 2010 as a Professor of Healthcare Innovation and Learning. Her research interests centre on change and resistance in health care organisations; financial incentives; sociology of professions; and health policy. She is Director of the Executive MBA Healthcare.

Research

Major study into NHS Scotland casts doubt on NHS England market-based reforms

A major report into the NHS in Scotland has cast doubt on the wisdom of its English counterpart's continued and controversial pursuit of market-based reforms. The two-year study reveals how a "mature and positive" approach to industrial relations has helped underpin NHS Scotland's "commitment to high-quality patient care".

By contrast, the NHS in England has recently faced heavy criticism from the Care Quality Commission, the Health Service Ombudsman and the Patients Association.

All raised fresh concerns that nurses have become detached from patients or too busy – prompting the government to unveil a new round of changes to NHS practices.

The Health Select Committee has also branded the overhaul of the NHS in England a "distraction" that is hindering its ability to make savings to protect its future.

Carried out by Dr Peter Samuel, the NHS Scotland study examined how innovative industrial relations can help improve service delivery. It concludes that the health service north of the border represents a "leading-edge example" and offers "important lessons" for public services throughout Britain.

The report says NHS Scotland's decision to engage staff as fully as possible by developing partnership agreements at national and board level is key to its success. The result of this approach, which followed political devolution, is that all levels of the organisation have a common agenda that helps deliver better healthcare.

Dr Peter Samuel said: "Effective partnership working requires the development of a shared aim and an agreed approach on the way forward. Partnership in the NHS in England and Wales is also built on a shared commitment to high-quality patient care, but partnership in NHS Scotland is unique."

"That's because from an early stage it was also based on a strong consensus over the organisational structure that would best deliver the NHS's founding principles. This involved a move away from most of the market-based reforms introduced from the 1980s onwards – reforms the NHS in England continues to pursue."

In recent years partnership agreements have come to cover approximately a third of all public sector employees in Britain – around 1.5m of them working in the NHS. NHS Scotland's partnership agreements represent the longest-established and most extensive set of such arrangements anywhere in the British public sector.

The study took the form of a detailed examination of scores of meetings involving the main forums associated with the agreements between 1999 and 2011.

Researchers attended many of the forums in person, as well as analysing relevant documents and minutes and interviewing participants to gain further insights.

The authors praise the way NHS Scotland separates broad-ranging debates over strategic issues from more detailed talks over individual workplace policies.

The opportunity for staff representatives to add their voices to top-level meetings and so allow for "a broad range of views" is also highlighted by the study.

Dr Samuel, a Lecturer in human resources management, said: "NHS Scotland clearly believes the best way to deliver better healthcare is to improve how staff are engaged. Employers and the Scottish government have fostered staff representatives' commitment to health policies and organisational restructuring to improve patient care."

"As a result, in our view, partnership in NHS Scotland has grown into probably the most ambitious and important contemporary innovation in British public sector relations."

The final version of the study – entitled *Partnership in NHS Scotland* and co-authored by Professor Nick Bacon, now of Cass Business School – was published in February 2012.



Study on ethical banking and green banking initiatives in Malaysia

Faculty at the Business School in Malaysia recently completed a study on ethical banking and 'green' banking initiatives. The researchers, Professor Hui Boon Tan, Professor of Business Economics and Finance; Dr Rebecca Chung-hee Kim, Assistant Professor of Corporate Social Responsibility and International Management; Dr Patricia Ang, Assistant Professor; and Dr Chuen Khee Pek, Assistant Professor of Environmental Economics conducted three studies with a grant from the Institute of Banks Malaysia to investigate the supply and demand for green and ethical banking.

Studies with senior bankers and stakeholders provided views on the supply, drivers and challenges in green and ethical banking, highlighting the role of government in setting and enforcing clear policies on environmental protection for the way forward. In the second study, interviews with corporations ranging from multinational corporations to SMEs indicated a relatively strong demand for green banking and products such as green loans, namely lower interest rates in financing sustainable projects and products. The third study found that heads of households strongly endorsed green banking, and expressed a strong demand for car loans, namely lower interest rates for hybrid and electric cars and vehicles with lower fuel emissions. Voices from corporations and individuals highlight a readiness to utilise innovative bank products and initiatives in the form of green loans, openness to green banking, and a clear expectation for ethical behaviour in financial institutions.

Seven Ways to Fix the World

Associate Professor of Computing & Future Studies Christopher Barnatt's latest book was published in September and attracted the attention of various media. *Seven Ways to Fix the World* is the sequel to his January 2012 book *25 Things You Need to Know About the Future*, which was reviewed by *New Scientist* as "a worthwhile read for anyone curious to know what may await us."

The book examines the significant challenges that human civilization. Unless urgent action is taken, there will soon be biting shortages of energy, food and fresh water. Climate change also demands our attention, while conventional economic decision making and mass consumerism are leading us to ruin.

Its chapters cover the interrelated topics of local living, low energy lifestyles, dematerialisation, design for repair, crowdsourcing, women in authority, and the death of economics. Within a decade, the book claims, all of these will be common cultural or business practice.



Research



Social dimensions of human-elephant conflict in Malaysia

An unusual cross-disciplinary research project by Ms Vanitha Ponnusamy, Assistant Professor of Organisational Management at the Business School in Malaysia, is making a major contribution to understanding elephant conservation and sustainable land use in Malaysia.

Vanitha is working with ecologist, Dr Ahimsa Campos-Arceiz from the School of Geography, for the Management & Ecology of Malaysian Elephants (MEME), a cross-disciplinary research project on elephant conservation. The project has received a contribution of RM3.36 million from Malaysia-based multinational corporation Sime Darby, which will fund equipment and doctoral research students.

Vanitha's work emphasises the human and social dimensions of human-elephant conflict. She is investigating the perceptions and socio-economic issues of various communities affected by it and in 2012, she completed a pilot study on elephant population that observed the home range of elephants affected by change in land use as a consequence of socio-economic development activities for rural communities and the expansion of big plantations.

She conducted preliminary interviews with people from the indigenous communities in forest reserves about their perceptions. Both these studies will be expanded in 2013 for a wider collection of data for evidence based conservation of elephants in Malaysia. Vanitha is also exploring the roles of certified oil palm plantations in making sustainable business decisions for biodiversity conservation.

MEME works closely with various biodiversity conservation practitioners, mainly the informal network of the Elephant Conservation Group (for research on elephant conservation in selected countries of Asia) and the Department of Wildlife and National Parks (DWNP) of Malaysia. A recent Memorandum of Understanding signed between UNMC and the Malaysian Ministry of National Resources and Environment facilitates the ongoing expansion of MEME's research.

The highlight for 2012 has been the inclusion of MEME by the DWNP in a workshop for the drafting of the National Elephant Conservation Action Plan for Malaysia. The Action Plan will form a blueprint for both short and long-term actions for elephant conservation.

Research criticises young offending institutions

A youth offending facility in the East Midlands has been criticised in a new report for taking criminals from rival gangs in Leicester and Nottingham. The research, led Dr Richard Simper, Associate Professor in Financial Economics, said that the policy by Glen Parva Young Offenders Institution to take criminals from both cities was a recipe for trouble and has led to an increase in violence and gang warfare.

Dr Simper says that rival young offenders should be separated in a bid to decrease the incidence of inter-gang violence and called for a new facility to be built in the region. He added that the problem is not only confined to the East Midlands — similar problems have also been experienced with violence among rival London gang members at YOIs in the South East.

Dr Simper, an adviser to the Home Office and a consultant to a number of police forces, said:

"During our sample period there were major problems at Glen Parva, which were widely written about in the press, based on an inspection report."

"Our results agree with the inspection report's main findings that overcrowding was an issue and that inmate assaults were too high, due to mixing young offenders from different areas, mainly Leicester versus Nottingham."

The findings have appeared in a study called the Economic Efficiency of Rehabilitative Management in Young Offenders Institutions in England and Wales, published in the journal Socio-Economic Planning Services. The research, which also involved academics at Loughborough University, Kent University and Hunan University in China, backs the findings of The Independent Monitoring Board (IMB) which studied Glen Parva between 2008 and November 2009 and said the level of violence was too high.

Titan prisons

The report dismissed plans proposed in 2008/09 to increase the size of Glen Parva, the fourth largest YOI in England and Wales, from 800 inmates to 1160. It found that the 'smallest YOIs were the most efficient in the management of rehabilitation of young offenders.'

Dr Simper said the creation of so-called 'Titan prisons' which could hold 2,500 inmates was unlikely to deliver the cost saving envisaged.

Successive governments had considered this policy but Dr Simper said:

"We find that there are no advantages to building Titan prisons, so this calls into question the necessity to spend resources on these types of institutions."

"Indeed, many studies have shown that smaller — especially YOIs — prisons can offer better chances of reducing re-offending when the prisoners finish their sentence."

"the problem is not only confined to the East Midlands — similar problems have also been experienced with violence among rival London gang members at YOIs in the South East."

Faculty

Professor Martin Binks
Professor of Entrepreneurial Development
Dean of Nottingham University Business School
Chair of Institute for Enterprise and Innovation (UNIEI)

Professor Alistair Bruce
Professor of Decision and Risk Analysis
Deputy Dean of Nottingham University Business School

Professor James Devlin
Professor of Financial Decision Making,
Director Financial Services Research Forum (FSRF)
Deputy Dean of Nottingham University Business School

Dr Kevin Amess
Associate Professor in Industrial Economics

Dr Ye Bai
Lecturer in Finance

Mr Tim Bailey
Associate Professor in Industrial Economics
Director of MSc Programmes

Professor Sanjay Banerji
Chair of Finance
Director MBA Finance

Mr Nicholas Barker
Graduate Teaching Assistant,
Entrepreneurship

Mr Christopher Barnatt
Associate Professor of Computing & Future Studies

Professor Bob Berry
Boots Professor of Accounting & Finance

Dr Simon Bishop
Lecturer in Organisational Behaviour

Ms Ines Branco Illodo
Graduate Teaching Assistant, Marketing

Dr Christos Braziotis
Lecturer in Supply Chain & Operations Management

Dr Cormac Bryce
Lecturer in Risk Management

Dr Mike Byrne
Lecturer in Operations Management

Dr Ziming Cai
Lecturer in Human Resource Management

Dr Robert Caruana
Lecturer in Business Ethics
Deputy Director of Doctoral Programmes

Dr Wendy Chapple
Associate Professor in Industrial Economics
Director of MBA in Corporate Social Responsibility

Dr Jing Chen
Lecturer in Accounting

Dr Thomas Chesney
Lecturer in Information Systems

Professor Thorsten Chmura
Professor of Industrial Economics

Dr Swee-Hoon Chuah
Lecturer in Economics

Dr Corentin Churchod
Lecturer in Strategy

Ms Shelly Clark
Graduate Teaching Assistant

Dr Robert Cluley
Lecturer in Marketing

Professor Laurie Cohen
Professor of Organisational Behaviour

Dr John Colley
Director of MBA and Executive Programmes

Mr Mark Daintree
Teaching Fellow in IT

Dr Pelin Demirel
Lecturer in Industrial Economics

Professor Stephen Diacon
Professor of Insurance and Risk Management
Director of Executive MBA Programme

Ms Suzana Edinger
Lecturer in Organisational Behaviour

Professor Christine Ennew
Professor of Marketing
Provost, University of Nottingham Malaysia Campus

Mr Moses Fawehinmi
Graduate Teaching Assistant,
Economics

Professor Paul Fenn
Aviva Chair of Insurance Studies

Mr Scott Goddard
Associate Director, Director of International Relations
Director of the Singapore MBA

Dr Shaun Goldfinch
Associate Professor in Public Services Management

Dr Andrew Grainger
Lecturer in Logistics & Supply Chain Management

Dr Andrew Greenman
Lecturer in Entrepreneurship and Creativity

Dr Jane Guinery
Lecturer in Operations Management
Director of Executive MSc in Global Supply Chain Management

Dr Getinet Haile
Lecturer in Economics

Dr Michelle Haynes
Associate Professor in Industrial Economics

Dr Christian Herzig
Lecturer in Sustainability Accounting and Reporting

Dr Sally Hibbert
Associate Professor in Marketing

Dr Robert Hoffmann
Associate Professor in Economics
Director of International Centre of Behavioural Business Research (ICBBR)

Mr Douglas Howcroft
University Teacher in Accounting & Finance

Dr Aditya Jain
Lecturer in Human Resource Management

Professor Ken Kamoche
Professor of HRM and Organization Studies

Miss Myria Kkalis
Graduate Teaching Assistant, Marketing

Professor Marek Korczynski
Professor of Sociology of Work and HRM

Dr Nooch Kuasirikun
Lecturer in Accounting

Dr George Kuk
Associate Professor in Strategy and Information Systems
Director of MSc in Management

Dr Rajesh Kumar
Associate Professor in International Business Strategy

Dr Robert A. Lambert
Lecturer in Tourism & the Environment

Dr Xiafei Li
Lecturer in Accounting & Finance

Dr Peter Lyth
University Teacher in Tourism

Professor Bart MacCarthy
Professor of Operations Management

Mr Chris Mahon
University Teacher (Entrepreneurship)
Director of MBA in Entrepreneurship

Professor Susan Marlow
Professor of Entrepreneurship

Dr Lee Martin
Lecturer in Entrepreneurship & Creativity
Director of MSc in Entrepreneurship

Dr Simona Mateut
Lecturer in Industrial Economics

Dr Scott McCabe
Associate Professor in Tourism Management/Marketing

Ms Lauren McCarthy
Graduate Teaching Assistant, CSR

Professor Ruth McDonald
Professor of Healthcare Innovation and Learning
Director of Executive Healthcare MBA

Ms Sally McKechnie
Associate Professor in Marketing

Ms Alyson McLintock
Associate Professor in Accounting and Finance

Dr Darryn Mitussis
Lecturer in Marketing
Co-Director of MSc International Business

Professor Jeremy Moon
Professor of Corporate Social Responsibility
Director of International Centre for Corporate Social Responsibility (ICCSR)

Professor Simon Mosey
Professor of Entrepreneurship & Innovation
Director of the Institute for Enterprise and Innovation (UNIEI)

Dr Mona Moufahim
Lecturer in Marketing

Dr Judy Muthuri
Lecturer in Corporate Social Responsibility
Director of MSc in Corporate Social Responsibility

Dr Luc Muyldermans
Associate Professor in Operations Management

Ms Ekaterina Nemkova
Lecturer in Marketing

Professor David Newton
Professor of Accounting and Finance

Dr Hannah Noke
Associate Professor in Entrepreneurship and Innovation
Director of MSc Cross Disciplinary Entrepreneurship Programme

Mr Chris O'Brien
Director of Centre for Risk and Insurance Studies (CRIS)

Dr Isobel O'Neil
Lecturer in Entrepreneurship & Innovation

Dr Peter Oliver
Lecturer in Accounting & Finance

Mr Anastasios Pagiaslis
Graduate Teaching Assistant, Marketing

Professor David Paton
Professor of Industrial Economics

Professor Gerardo Patriotta
Professor of Management and Organisation

Professor Kulwant Pawar
Professor of Operations Management

Mr Paulo Peneda Saraiva
Graduate Teaching Assistant

Dr Teresa Pereira Heath
Lecturer in Marketing

Dr Linda D. Peters
Associate Professor in Marketing

Professor Sanja Petrovic
Professor of Operational Research

Professor Chris Pong
Professor of Accounting

Mr Muhammad Rafique
Lecturer in Accounting

Dr Beat Reber
Lecturer in Accounting & Finance

Dr Johann Riedel
Senior Research Fellow (CCE)

Dr Deborah Roberts
Lecturer in Marketing

Dr Peter Samuel
Lecturer in Human Resource Management

Dr Duncan R. Shaw
Lecturer in Information Systems

Dr Craig Shepherd
Lecturer in Organisation Studies

Dr Richard Simper
Associate Professor in Financial Economics
Director of MSc in Risk Management

Dr Rodion Skovoroda
Lecturer in Industrial/Managerial Economics

Dr Rieneke Slager
Lecturer in Strategy & Sustainability

Dr Andrew Smith
Associate Professor in Marketing (ICBBR)

Dr Ghulam Sorwar
Associate Professor in Finance
Director of MSc in Finance and Investment

Ms Anna Soulsby
Associate Professor in Organisational Behaviour

Faculty

Dr Simona Spedale
Associate Professor in Organisational Behaviour/HRM

Ms Zoey Spendlove
Graduate Teaching Assistant, Health Policy & Management

Professor Ken Starkey
Professor of Management & Organisational Learning

Dr Joel Stiebale
Lecturer in Industrial Economics

Dr Vicky Story
Lecturer in Marketing
Director of Executive MBA Programme

Dr Kim Hua Tan
Reader in Lean Operations & Supply Management
Director of MSc in Operations Management Programmes

Dr Jonathan H W Tan
Associate Professor in Economics

Dr James Tannock
Reader in Operations Management

Dr Lynda Taylor
Lecturer in Accounting & Finance

Professor Sue Tempest
Professor of Strategic Management and Learning
Director of Undergraduate Programmes

Dr Kristie Thomas
Lecturer in Business Law

Professor Stephen Thompson
Professor of Strategic Management

Professor Caroline Tynan
Professor of Marketing

Dr Dev Vencappa
Lecturer in Industrial Economics

Dr Chengqi Wang
Associate Professor and Reader in International Business
Co-Director of MSc International Business

Professor Justin Waring
Professor of Organisational Sociology

Professor David Wastell
Professor of Information Systems

Mr James Waters
Graduate Teaching Assistant,
Industrial Economics

Professor Tony Watson
Emeritus Professor of Sociology,
Work & Organisation

Dr Pia Weiss
Lecturer in Industrial Economics

Dr Glen Whelan
Lecturer in Business Ethics

Dr Andrew Wild
Lecturer in Strategy

Dr Paul Windrum
Associate Professor in Strategy

Professor Heidi Winklhofer
Professor of Marketing
Director of Doctoral Programmes

Mr Simon Wright
Lecturer in Responsible Business & Sustainability

Dr Qi Xu
Lecturer in Organisational Behaviour

Dr Robert Young
Lecturer in Industrial Economics

Special Appointments

Professor Tom Angear
Honorary Professor

Mr Hywel Bevan
Honorary Associate Professor (CRIS)

Maurice Bonney
Emeritus Professor (Operations
Management Division)

Professor Rob Brodie
Honorary Professor (Marketing Division)

Professor Forrest Hunter Capie
Honorary Professor (Accounting &
Finance Division)

Stanley Chapman
Emeritus Professor (Business History
Institute) (UNIBHI)

Brian Chiplin
Emeritus Professor (Industrial
Economics)

Professor Mike Cooke
Honorary Professor
(Management Division)

Professor Phil Cotter
Honorary Professor

Mr Peter Dilger
Honorary Lecturer (UNIEI)

Kevin Dowd
Emeritus Professor (CRIS)

Professor Richard Evans
Honorary Professor (ICCSR)

Professor Robert Gibbs
Honorary Professor (UNIEI)

Professor Robert Grubbström
Honorary Professor (Operations
Management Division)

Professor Keith Harrison
Honorary Professor (Management
Division)

Professor Peter Homa
Honorary Professor (Management
Division)

Dr Charles Hutchin
Industrial Fellow (Operations
Management Division)

Professor Mike Lloyd
Honorary Professor

Mr Phil McCauley
Industrial Fellow (UNIEI)

Professor Stephen Moss
Honorary Professor

Mr Andrew Nash
Honorary Lecturer

Chris O'Brien
Emeritus Professor (Operations
Management Division)

Mr Will Oulton
Honorary Lecturer (ICCSR)

David Owen
Emeritus Professor (ICCSR)

John Peberdy
Emeritus Professor
(Entrepreneurship) (UNIEI)

Professor Nat Puri
Honorary Professor

Professor Jeff Randall
Honorary Professor

Professor John Richards
Honorary Professor
(Management Division)

Professor Steve Russell
Honorary Professor (ICCSR)

Professor Bruce Savage
Honorary Professor (UNIEI)

Professor Janat Shah
Honorary Professor (Operations
Management Division)

Professor Ian Shellard
Honorary Professor (Operations
Management Division) (UNIEI)

Professor Toby Simon
Honorary Professor (Operations
Management Division)

Peter Swann
Emeritus Professor (Industrial
Economics)

Professor Klaus - Dieter Thoben
Honorary Professor (Operations
Management Division)

Professor Thomas Thomas
Honorary Professor (ICCSR)
Ms Ann Vickers
Industrial Fellow (UNIEI)

Professor Nigel Waite
Honorary Professor

Professor Stephen Wanhill
Honorary Professor (Marketing Division)

Nottingham University Business School Malaysia

Professor Chew Ging Lee
Professor of Quantitative Methods
Dean of Nottingham University Business School Malaysia
Director of Studies

Dr Mohan Avvari
Associate Professor of Strategic Management
Deputy Dean of Nottingham University Business School Malaysia

Mr Mathew Abraham
Associate Professor of
Organisational Behaviour

Dr Nafis Alam
Assistant Professor of Finance

Dr Patricia Mei-Mei Ang
Assistant Professor

Dr Muhammad Mohsin Butt
Assistant Professor

Ms Anita Chakrabarty
Assistant Professor of Marketing

Ms Wen Li Chan
Assistant Professor of Business Law

Ms Wendy Siew Mei Gan
Assistant Professor

Dr Shi Min How
Assistant Professor of Accounting

Dr Hon Chung Hui
Assistant Professor

Ms Woan Ting Hung
Associate Professor of Accounting

Dr Maniam Kaliannan
Associate Professor of HRM

Dr Roy Khong
Assistant Professor of Financial
Economics

Dr Rebecca Chung Hee Kim
Assistant Professor of CSR &
International Management

Dr Chee Kwong Lau
Associate Professor of Operations
Research
Director of MSc Programme

Mr Jason Yoong Hon Lee
Assistant Professor of Business
Economics

Mr Chee Ming Lim
University Teaching Fellow

Dr Eunice Ngat-Chin Lim
Senior University Teaching Fellow

Mr Mike James Mustafa
Assistant Professor of Entrepreneurship

Ms Rosniwati Nasir
Assistant Professor of Computing,
Innovation Management and Learning

Ms Chee Kean Ng
University Teaching Fellow

Ms Pek Kim Ng
University Teacher

Dr Mohammad Khaled Omar
Associate Professor of Operations
Management

Dr Rasyad A. Parinduri
Assistant Professor of Business
Economics

Dr Chuen-Khee Pek
Assistant Professor of
Environmental Economics

Ms Vanitha Ponnusamy
Assistant Professor Organisational
Management

Dr Jayalakshmy Ramachandran
Assistant Professor

Dr Mamunur Rashid
Assistant Professor of Finance

Dr Mohammad Rizal Salim
Associate Professor of Law

Mr Vengadeshvaran Sarma
University Teaching Fellow

Dr Yvonne Hsin Vonn Seow
Associate Professor of Operations
Research Director of PhD Programme

Ms Siew Chen Sim
University Teaching Fellow

Professor Hui Boon Tan
Professor of Business Economics
and Finance

Dr Kin Boon Tang
Assistant Professor of Finance
& Economics

Mr Kung-Ming Tiong
Associate Professor

Ms Sugunamalar Vijayaratham
University Teacher

Ms Linda Whicker
University Teacher

Dr Yoke Chen Wong
Assistant Professor of Accounting

Dr Kenny Meng Seng Wong
Assistant Professor in Information
Systems

Dr Michael Meow-Chung Yap
Senior University Teaching Fellow

Faculty

Dr Angelina Seow Voon Yee
Assistant Professor of Accounting

Nottingham University Business School China

Carl Fey
Professor of International Business
Dean of Nottingham University Business School China

Angus Hooke
Professor in Entrepreneurship
Deputy Dean of Nottingham University Business School China

Muhammad Abdulrahman
Associate Professor in Operations Management

David Andersson
Assistant Professor in Economics

Trevor Bayley
Teaching Fellow in Information Systems

Lars Bergkvist
Associate Professor in Marketing

Xiaogang Bi
Assistant Professor in Finance

Paolo Bianchi
Assistant Professor in Economics

Agyenim Boateng
Associate Professor in Finance

Daniel Borgia
Associate Professor of Finance

David Chiang
Teaching Fellow

Alain Chong
Assistant Professor in Information Systems

Bruno Deschamps
Assistant Professor in Economics

Kevin Dow
Assistant Professor in Accounting

Andrew Edwards
Assistant Professor in Accounting

David Edwards
Teaching Fellow in Information Systems

Maris Farquharson
Assistant Professor in Entrepreneurship & Business

Rajan Gaikwad
Teaching Fellow in Human Resource Management

Belaynes Gebremariam
Teaching Fellow in Accounting

Michele Geraci
Visiting Assistant Professor in Finance

Saileshsingh Gunessee
Assistant Professor in Economics

Xiuping Hua
Assistant Professor in Finance

Brian Hilton
Associate Professor in International Business Strategy

Peter Hofman
Assistant Professor in Corporate Governance & CSR

Shih-Wei Hsu
Assistant Professor in Organisational Behaviour

Chieh Huang
Assistant Professor in Business and Commercial Law

Tori Yu-Wen Huang
Assistant Professor in Entrepreneurship

Wei Huang
Assistant Professor in Finance

Vinod Jain
Visiting Associate Professor in International Business & Strategy

Premylla Jeremiah
Teaching Fellow in Information Systems

Ying Jiang
Assistant Professor in Finance

Khurshid Kiani
Associate Professor in Economics

Lingji Kong
Teaching Fellow in Quantitative Methods

Achim Krausert
Assistant Professor in HRM

Nana Kwabena Kufuor
Teaching Fellow in Economics

Peter Lamb
Teaching Fellow

Cass Lai
Teaching Fellow in Accounting

Lei Li
Associate Professor in International Business

Martin Liu
Assistant Professor in Marketing

Weimin Liu
Professor of Finance

Michal Lemanski
Assistant Professor in International Business

Wai Kin Leung
Associate Professor in Finance

Qing-Ping Ma
Associate Professor in Economics

Thomas Wing Yan Man
Associate Professor in Entrepreneurship & Innovation

Honor McAdam
Teaching Fellow in Law & Business

Michael Mooney
Teaching Fellow in Management & Economics

Dirk C. Moosmayer
Assistant Professor in Marketing

Peter Morgan
Visiting Associate Professor in Organisational Behaviour

Anders Ortenblad
Assistant Professor in Organisational Behaviour

Joon Hyung Park
Assistant Professor in Organisational Behaviour

Shameen Prashantham
Associate Professor in International Business and Strategy

Ulf Richter
Visiting Assistant Professor in Strategy

Brian Ross
Teaching Fellow in Organisational Behaviour

Eric M. Scheffel
Associate Professor in Economics

Gary Schwarz
Assistant Professor in Strategic Management

Nachiappan Subramanian
Associate Professor in Operations Management

Yanxue Sun
Teaching Fellow in International Business

Judy Tang
Teaching Fellow in Finance

Josephine Van-Ess
Teaching Fellow

Qingfeng Wang
Teaching Fellow

Yi Wang
Assistant Professor in Travel and Tourism

Brian Wright
Associate Professor in Accounting

Jie Yu
Teaching Fellow in Information Systems

Rodrigo Zeidan
Assistant Professor in Economics

Tiantian Zhang
Teaching Fellow in Economics

Yongmin Zhang
Professor and Chair in Finance

Xiaolan Zheng
Assistant Professor in Finance

Fei Zhu
Assistant Professor in Entrepreneurship

Keying Zhu
Teaching Fellow in Accounting

Business School Advisory Board

Steve Russell (Chair)
Honorary Professor

Phil Cotter
Founder, Cotter Consulting Ltd

Professor Peter Homa CBE
Chief Executive, Nottingham University Hospitals NHS Trust

Dr Mike Jones
Director, Foundation for Management Education

Peter Lacy
Managing Director
Accenture Sustainability Service

Neil Morris
Vice President
Refining BP International Ltd

Dr Hamid Mughal
Executive Vice President
Manufacturing Engineering & Technology, Rolls-Royce Plc

Judith Nelson
International HR Director
Tesco Plc

Stefano Pessina
Executive Chairman
Alliance Boots

Graham Pike
Global Advisory COO
PricewaterhouseCoopers

David Ross
Kandahar Group

Centre for Risk and Insurance Studies (CRIS) Advisory Board

Mike Adams
Professor in Strategic Risk Management
University of Bath

Benjamin Baker
Lloyd's Market Association
Professional Standards Manager

Peter Farr
Insurance Consultant

Martin Fessey
Director of European Market & Business Development
FM Global

Ralph Frankland
Actuarial Manager (Life)
Aviva

Jonathan Gardner
Senior Economist
Towers Watson

Tony Gregory
Managing Director
Insurance Market Conferences Ltd

Aidan Kerr
Assistant Director, Head of Property & Health Association of British Insurers

Allison Potts
Secretary
Insurance Institute of London

Ian Reynolds
Non-executive director
Liverpool Victoria Friendly Society and Equitable Life

Peter Vipond
Head of Department, Insurance Division
Financial Services Authority

Carolyn Williams
Head of Thought Leadership
Institute of Risk Management

International Centre for Corporate Social Responsibility (ICCSR) Advisory Board

Andrew Crane
George R Gardiner Professor of Business Ethics
Schulich School of Business, Canada

Richard Evans
Director, Ethics Etc.

Adrian Hosford
Chairman of Moodscope

Amanda Jordan OBE
Joint Chair of Corporate Citizenship

Michael Kelly
Director, Head of CSR
KPMG Europe

Tess Lenk
Alumni representative at the ICCSR

John O'Reilly
Human Rights Consultant

Will Oulton
Global Head of Responsible Investment
First State Investments

David Pemberton
Planning and Administration Director
Business in the Community

Sarah Singleton
PhD CSR Student Representative

“The cutting-edge research taking place today at Nottingham University Business School is being translated into improvements in business practice.”

Martin Binks
Dean of Nottingham University Business School

