

Construction starts on Management Research Institute



Construction work to transform Building 38 into a state-of-the-art research centre is underway.

Building contractors from Borrás Construction moved onto the site last month, and after a week of preparatory work setting up the temporary compound building work got underway.

The first tasks were to re-route the existing utility services and establish the steel framework so the major construction can begin.

The development will bring together the School's thriving and extensive research centres and doctoral programmes under one roof,

encouraging and facilitating the sharing ideas among faculty. The £4.3million re-development will take 10 months with staff moving into the Cranfield Management Research Institute in May 2007.

Eastern Promise

The School's Centre for Customised Executive Development has launched the first module of a major development programme for Etisalat, one of the leading telecommunications providers in the Middle East.

The programme took place in Dubai and was attended by 21 high potential executives, who worked on areas such as leadership, change, culture and managing conflict. Learning was consolidated with the help of Cranfield's Minimax business simulation.

The programmes will ultimately lead to the MSc in Strategic Leadership. Further modules take place in September in Dubai, with the Etisalat delegates coming to Cranfield in February and April 2007.

Bill Shedden, Director of CCED, said: "We have a growing profile in Dubai. This programme is an important part of our expanding activity there which includes our work with the Executive Office of the Dubai Government, and recent programmes for both Cisco Systems and Atkins in the city."

Marketing Prize

The 2005 Professor Malcolm McDonald Prize for the best thesis on the MSc in Strategic Marketing has been awarded to Jana Savchenko at a celebratory lunch.

Her thesis 'Attitudes of Barclays Premier Relationship Managers towards CRM' led Jana into the type of role she wanted, and she is currently working for Cisco Systems at the heart of their CRM operations as a campaign specialist for Russia and the CIS regions.

"The role is very exciting and challenging, but I am certain that without Cranfield I would not be here," she said.

"The Cranfield family is like no other, and I will always miss it. If somebody asked me if I wanted to do my MSc again, without a shadow of a doubt I would say YES. The support, knowledge and most importantly relationships that you develop are so strong that you will never forget them," she added.



Chicken Run – Cranfield Style!

The school's three latest 'additions' have gone on display in the garden at CMDC as part of an 'eggshibition' demonstrating how a supply chain works.

The three hens – Brigitte Bardot, Ginger and Korma – have been supplied by Omlet, which manufactures designer chicken houses called Eglus which are ideal for domestic gardens.



A full size Eglu is on display in the Knowledge Interchange, along with a full explanation of the supply chain and how it operates.

The live, working example complete with chickens is outside (see left) and within the next week the hens should start laying an egg each day. Eggs will go primarily to the CMDC restaurant where some lucky delegates will win the chance to have a freshly laid Cranfield egg cooked how they wish for breakfast.

Eggs will also be raffled to staff and students at a cost of £1 for a box of 4 eggs with proceeds going to the RSPB. While Omlet is at one end of the supply chain scale, Heineken has been chosen as an example of a large company and there is also an exhibition about the brewer in the Knowledge Interchange.

Heineken owns over 115 breweries in more than 65 countries and employs in excess of 60,000 people. It brews and sells more than 170 beers, and is one of the leading brewery companies in the world.



Moonwalkers march against the Elements!



The three intrepid walkers from CCED - Jan Winterson, Chris Turnbull and Mary Hardwick – all completed the Moonwalk through London at night last month, braving the inclement weather and raising thousands of pounds for breast cancer research in the process.

They were among 15,000 women and 1,000 men who donned decorated bras for the marathon length walk which started at midnight. The trio hope to have raised £3,000.

Jan said: "The weather was a lot cooler than last year and for all of us this did seem to make the walking a lot harder. We had two showers of rain during the walk, which again didn't help, so we were all tremendously glad when we crossed the finishing line."

Novice Moonwalker Mary said it was much harder than she expected but all were glad to do it, and Chris says she hopes to walk again next year:

"Without people being so generous and encouraging, the walk would have been almost impossible! There were a couple of moments when I felt I had nothing left, but knowing friends and colleagues had been so amazingly supportive and were willing us all on - it kept me focused. Would we do it again? Yes, very probably, particularly as it's the 10th anniversary of the Moonwalk next year!"



Chris, Mary and Jan

Welcome to...

Rakhee Rav, Alumni Relations Executive
David Medcalf, Learning Designer (CCED)
Graeme Whyman, Marketing Executive
Paul Morton, Executive Development Consultant
Becky Slaymaker, Business Development Advisor (Careers)
Alex Stimson, Business Administrator (Careers)
Veronica Burke, Programme Director (GM DP)

Wedding Bells!

General Management Development Programme (GM DP) client manager

Dawn Paterson was married at Cranfield Church in May.

She married Paul Baldwin who works for Aston Martin in Newport Pagnell and the wedding was followed by a reception at Moretaine Manor.

The couple are honeymooning in Kuala Lumpur and Borneo.



Klaus Hinke, the former head of the School's European Languages Unit, has married his fiancé Barbara Schwörer – more than 35 years after they first met!

Barbara, who was taught English as a student by Klaus in Bavaria, searched and found his name on the internet and contacted him on his 65th birthday. The couple met up and the rest, as they say, is history!

Klaus retired in 2003 after 29 years at Cranfield.

The couple married in Germany with friends and family traveling from across Germany, England and South Africa for their special day.

Congratulations and good luck to **Zoë Hamer** from Demand Chain Management who is getting married on June 10 to Anthony Lambert.

Dress Down Day

A special Dress Down Day raised £76.47 for the Moonwalk charity (see below left for more details).

The Moonwalk Team also raised £398.28 on May 19 with a bucket collection across campus.

forum, the newsletter for Cranfield School of Management, is published 11 times a year.

It's produced by the School of Management's Press Office, covers news from across the School community and welcomes contributions from staff and students.

The deadline for the next issue is June 21 and items should be sent to Fiona Leslie in the press office at fiona.leslie@cranfield.ac.uk.

This issue of Forum was written and edited by Fiona Leslie and designed and printed by Cranfield University Press.



forum

The monthly newsletter of Cranfield School of Management

Doughty donation to fund new academic Centre



Top venture capitalist and Cranfield MBA Nigel Doughty is making the largest donation to the School in its history.

His gift of £250,000 a year for at least the next five years will fund the creation of the Cranfield Centre for Corporate Responsibility (CCCR) and the appointment of the Doughty Chair in CR to head the centre.

Nigel runs Doughty Hanson, one of Europe's largest private equity firms.

He established the company with Richard Hanson after completing his MBA in 1984 and was presented with CMA Distinguished Alumnus Award in 2004:

"Everything I have done in my career has been built on what I did at Cranfield and I felt it was an appropriate time to work with the School to give something back," said Nigel.

"Corporate responsibility is a major concern for all companies today, and it's an area I am especially interested in so is the perfect joint venture with the School."

Nigel is setting up a trust to fund his annual donation, initially for five years.

The hunt is now on worldwide for the Doughty Chair in Corporate Responsibility and Nigel is also funding the global search for a world class, high profile candidate.

The centre will cover all aspects of business in

society including corporate social responsibility, corporate governance, sustainability and environmental management, community involvement and stakeholder activity.

The School's Director, Professor Michael Osbaldeston, said Nigel Doughty's commitment to the School is inspiring:

"Nigel's tremendous generosity and ongoing support for the School will enable us to establish a world-leading reputation for research and teaching in the CR field, where the issues go to the very heart of the future of business in society. I look forward to working with Nigel to turn our joint vision into reality."

He also paid tribute to Head of Development Julia Chadwick who secured the donation, just weeks after winning a £375,000 grant from the Department for Education and Skills, and a £50,000 donation from another alumnus, John McFarlane.

The University Vice-Chancellor Frank Hartley actively supported the negotiations, meeting Nigel Doughty as the centre's work will have a synergy with other areas of expertise across Cranfield - in water, soil, environmental management, health and engineering.

The School itself was a founding member of the European Academy of Business in Society (EABIS) and the centre's work will also capitalise on faculty members' existing work in the corporate responsibility arena.

CMRI work Underway

Building work to transform Building 38 into a state-of-the-art research centre is underway.

The £4.3million re-development will take 10 months with staff moving into the Cranfield Management Research Institute in May 2007.

See page 4.



Honorary Graduates

Top names from business and academia will be presented with honorary degrees at the School's graduation ceremony on June 9.

In all 222 awards will be presented on the day. See page 2 for details of the honorary graduates.

MBA Conference

Plans are underway for the inaugural MBA Conference which will be held from September 2-4.

The event, organised by the current MBA students, will address some of the key issues and challenges faced by tomorrow's business leaders.

The event will give the students the chance to celebrate their achievements, and display their work to invited guests and the alumni community.

Organisers are promising an interactive, stimulating and thought-provoking event.

For more details about the event please contact MBA student Minsun Pak.

FT Rankings Rise

The School has risen into the top 15 schools in the world in the 2006 *Financial Times* Executive Education Rankings.

This is a rise of three places in the combined ranking for open and customised programmes.

For customised programmes the School is now placed at 11th in the world, up from 16th in 2005, joint 3rd in Europe (up from 7th) and joint 1st in the UK with London Business School (LBS).

Other highlights include being ranked three in the world for programmes run in partnership with other business schools, 4th for the relevance of new skills in the workplace and 4th for consortium programmes.

In the open programmes ranking the School is now placed at 20th in the world, and remains at number six in Europe and number two in the UK.

Highlights on the open programmes include being ranked 3rd in the World for the level of follow-up offered to delegates and 6th in the world for the quality of learning facilities, IT and library resources.



Pillar of Wisdom

The School's Business Growth and Development Programme (BGP) has been named as one of the Seven Pillars of Wisdom for Entrepreneurs by *Real Business* magazine.

The programme's citation states: 'There are lots of business courses, but none has the entrepreneurial chic of Cranfield's Business Growth and Development Programme.'

Programme Director, Gerard Burke, said: "We've always believed that BGP is the UK's best programme for ambitious owner managers. To have it confirmed by an independent body, and to be recognised as one of the seven most respected fonts of entrepreneurial wisdom in the UK, is a huge honour for the whole BGP team and we're all delighted. I also love the idea of BGP having 'entrepreneurial chic'!"

- **Karan Bilimoria**, the founder and chief executive of Cobra Beer and a past BGP participant, is set to enter the House of Lords. He has been recommended for one of seven non-party political positions by the House of Lords Appointments Commission. The list must now be approved by the Prime Minister and the Queen.

Chicken Run...Part 2

The School's chickens have arrived and should start laying eggs soon - if they like their new home!

Find out their names - and what they're doing here - on page 4.



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Bill Shedden
Director, Centre for Customised
Executive Development (CCED)

customised development, and it is noticeable that those that have, like ourselves, are those that are ranked highly by their clients.

Our commitment to growth in customised development, and to maintaining our position amongst the top global providers, will demand continuing investment in our range of services such as the Knowledge Interchange, which we expect to launch as an online business stream later in the next financial year.

Message from a Director

In the Centre for Customised Executive Development we started the financial year knowing that several large contracts were reaching their end and that we would need to work hard to replace that business. As the financial year draws to an end, I am pleased to say that we have successfully gained many major new clients (including Royal Bank of Scotland, Acergy, Bertelsmann and EMC) and will have increased our income again this year.

Our international business is growing. We regularly work in Dubai, France, Germany, China (at CEIBS) and in North and South America. Our client base in the UK is expanding and, as well as working with many major corporates, we have attracted public sector clients including the NHS, local government, Brunel University, and the Learning and Skills Council.

We are forecasting significant growth in 06/07 and our continued rise in the FT Rankings (see page 1) positions us well to achieve this.

However, we are very aware that the market for customised development is increasingly competitive and we have seen several major US providers setting up bases in Europe.

More and more of our competitors are investing in specialist centres for



Highlights of media coverage in May included:

Personnel Today (May 23) featured the latest RCI research (see above left). This was also featured that day by **Online Recruitment's** internet edition and the **Management Issues** website.

The Guardian (May 20) featured some of the School's scholarships in an MBA feature.

The Times MBA Supplement (May 18) featured the School in several articles:

- World-class recruits to keep Forces forearmed: was about the MBA (Defence) being launched from September
- Studying the family way catches on: included comments from current MBA student Mike Ellicock
- A universal test that has mattered for five decades: gave details of Cranfield's own admissions test in an article about the GMAT test
- Tailored loans to cushion the cost: quoted Robin Hilton (MBA 2005) in a feature about where to find help to fund an MBA.

Media Watch

Professor Mike Sweeney appeared on **BBC 3 Counties Radio** on May 17, talking about redundancies at the car maker Vauxhall.

Séan Rickard was interviewed on **BBC Radio 4's Today** programme on May 15, commenting on the Soil Association's study into organic farming.

Professor Andy Neely was interviewed on **Radio 5 Live** on May 9 about targets in business and whether too many are set by the government and other organisations.

He was also interviewed on **BBC Radio 4's In Business** programme on May 4, commenting on productivity.

The Times (May 18) profiled Wilben Short (MBA 1989) in a feature about his Christian beliefs and role in securing the 2012 Olympics for London.

The Sunday Times (May 14) quoted BGP course director Gerard Burke in an article about whether SME bosses need to do an MBA.

The Independent MBA Supplement (May 11) included the School in the following articles:

- Old girl's Network: quoted CMA Director Vivien Harrington in a feature about alumni groups
- A taste of the Future: quoted John Glen on the issue of independent projects in a feature about internships and their value
- Sharp or Narrow focus: Séan Rickard was quoted in a feature on the merits of specialised MBAs
- Is the quality of staff failing? Professor Michael Osbaldeston was quoted about the problem of recruiting experienced and competent faculty
- A classroom of one's own: Séan Rickard led the debate about distance learning MBAs versus full-time programmes
- How to be the boss: Cranfield MBAs Carolyn Budding and Andy Utting were featured and pictured with one of their company's products, the world's lightest tent.

América Economía (May) published an interview with Dr Michael Dickmann about what characteristics a global leader needs to have.

The Sunday Times (May 7) mentioned the Female FTSE research in a feature about women on the boards of top companies.

Media coverage Online

Details of all School of Management media mentions (both press and broadcast) are available via a searchable online database at www.cranfield.ac.uk/university/press/activity/

References and CVs – useful recruitment Tools?

UK recruiters use a wide range of methods when selecting successful job applicants, but only a handful of them actually believe they are a useful way of predicting a person's likely success in the job.

That fact is among the latest findings from the Recruitment Confidence Index (RCI) which reveals that a massive 86% of HR Managers who take up written references do not find them useful predictors, whilst 78% of those that use panel interviews in recruitment and 67% that use CVs do not find them indicators of future success.

More advanced selection techniques, traditionally thought to have more validity, don't fair much better, with a high proportion of respondents having similar negative views on competency-based interviews, assessment centres and psychometric tests.

The research also shows that many organisations do not verify the information that is given to them by applicants during the recruitment process. Only 59% of organisations check qualifications from a source other than the applicant, while 78% check experience.

More striking is the fact that only 48% of those organisations surveyed check for a criminal record.

Honorary Graduates

The University's Chancellor will present two honorary degrees at the School's graduation ceremony on Friday June 9.

The awards of Degree of Doctor of Science Honoris Causa will be presented to Baroness Sarah Hogg and Sir Derek Morris. The Chancellor will also present Ian Odgers with the fourth CMA Distinguished Alumnus Award.

Baroness Hogg (*right*) is Chairman of the 3i Group, one of Europe's leading venture capital companies. She will be presented by Professor Susan Vinnicombe.

Sir Derek Morris is the current Provost at Oriel College, Oxford.

After a successful career as an economics lecturer at Oxford Sir Derek held many high profile posts including that of Economic Director of the UK's National Economic Development Office.



In 1991 Sir Derek (*left*) became a member of the UK Monopolies and Mergers Commission (later the Competition Commission), in 1995 was appointed its Deputy Chairman and in 1998 its full-time Chairman. He was knighted for these services in 2003.

Mr Ian Odgers (MBA 1966) will be presented for his Distinguished Alumnus Award by Dr Pauline Weight, chairman of the Cranfield Management Association (CMA).

Ian (*right*) is director of Odgers Ray & Berndtson, the UK leader in global executive search solutions providing expert executive recruitment across all sectors.

Twenty years ago Ian generously established the Odgers Prize at Cranfield, for the MBA student on the full time programme judged to show the most potential for a highly successful career in management.

In total 222 School of Management graduands will be presented with their awards on June 9. A further 101 are unable to attend.



Transforming Government



Dr Hugh Wilson (*right*), Senior Research Fellow and Director of Cranfield's Customer Management Forum, is advising the UK Government on a major customer service initiative, *Transformational Government*.

Launched in Parliament in November 2005, the initiative aims to improve public service delivery and cut costs by ensuring that frontline staff use the right communication or information channel at the right time.

This may mean moving customer contact away from face-to-face meetings, or the completion of lengthy paper-based forms, to telephone contact and online form-filling.

It's being driven by the Service Transformation Board, a senior cross-government group reporting to a cabinet sub-committee, which has asked for in-depth guidance from one practitioner – Alan Hughes, until recently First Direct's Managing Director – and one academic, Dr Wilson.

Dr Wilson ran a two-hour seminar for the board at the Cabinet Office in May on how to transform service channels to improve customer experience as well as increase efficiency.

The board is chaired by the Head of the Prime Minister's Delivery Unit and includes such representatives as the Chief Executives of the Pensions Service, Companies House and Citizens Advice.

Speaking at the launch of the initiative the Prime Minister Tony Blair said: "The world is changing all around us at an incredible pace due to remarkable technological change. This process can either overwhelm us, or make our lives better and our country stronger... This strategy has the potential for real transformation of public services."

Dr Wilson cites Cranfield's research club model as a key reason why Cranfield's work on customer management is proving influential: "We're learning continuously from the leading-edge practitioners in our Customer Management Forum, and it's a delight to see them rapidly transform our combined insights into action," he said.



A special issue of the *British Journal of Management*, edited by **Dr Richard Schoenberg** (*left*) and Professor Susan Cartwright (Manchester University) has recently been published. The issue, entitled *Perspectives on Mergers and Acquisitions*, attracted 34

submissions from 15 nations.

A review process involving 50 of the leading scholars in the field was employed to identify the six research papers which ultimately appeared in the issue.

Executive Doctorate student **Heather Stebbings** will present her sole-authored paper entitled 'Complex Change Design & Morphology: Business IT Alignment, Dynamic Capability and Process Maturity', at the 2006 Academy of Management Meeting, in Atlanta, Georgia in August.

Dr Roger Palmer spent several days at the University of Auckland recently where he gave a presentation to the new Zealand Biosciences Enterprise Forum, presented a departmental seminar entitled 'The transactional-relational continuum, conceptually elegant, empirically denied' and delivered sessions on various masters and doctoral programmes. During the trip he and his wife Ginnie met up with Diane Billing who left the School in 2005 to emigrate to New Zealand.

Diane is now working for a recruitment company in Auckland.

Roger has also had conference papers accepted for EMAC, the European Academy of Marketing conference in Athens (joint authored with Deborah Roberts, former PhD student), the Academy of Marketing Conference in London in June (joint authored with **Hugh Wilson** and Rita Madaleno) and for IMP, the Industrial Marketing and Purchasing Conference in Milan in September (joint authored with **Javier Silva**, DBA student).

His paper entitled 'The marketing of beef and lamb in England: the role of EBLEX' has been accepted for publication in the *British Food Journal*.

Dr Véronique Ambrosini has had her paper entitled 'Causal mapping as a consulting intervention tool to help the surfacing of tacit knowledge' accepted for presentation at the 2006 Strategic Management Society conference.

A paper by PhD student **Ruth Sealy** (*right*) entitled 'Role Models, Work Identity and Senior Women's Career Progression – Why Are Role Models Important?', which has been accepted for the 2006 Academy of Management Meeting in Atlanta, Georgia, has been judged by reviewers to be one of the best accepted papers.

The honour means Ruth's paper will be published in the *Best Paper Proceedings of the 2006 Academy of Management Meeting*. Ruth will be unable to attend in person as she will be heavily pregnant at the time.



Mahmood Shah (*left*) presented a paper entitled 'Frameworks for Building Enterprise Information Architectures' at 17th IRMA International Conference in Washington D.C in May. He also chaired a session on Enterprise Information Systems.

A paper co-authored by six Cranfield faculty has been awarded the PE Publishing Award for the best Short Communication published in the *Journal of Engineering Manufacture* during 2005.

The paper 'Coordinating for service delivery in public-private partnership and private finance initiative construction projects: early findings from an exploratory study' was published in the Short Communications in Manufacture and Design section of the journal last year. It was co-authored by **Professor David Tranfield**, **Dr Palie Smart**, **Dr Ralph Levene**, Andrew Rowe (now at Manchester Metropolitan University), Peter Deasley (a former professor in SIMS who is now retired), and John Corley, who has moved out of academia. All six authors were at Cranfield at the time, working on an EPSRC grant on Teamworking and Cultural Change in Construction.

Ursula Koners, who successfully defended her PhD thesis in January, has had a paper published (with **Professor Keith Goffin**) in *Creativity and Innovation Management*.

A second paper (also co-authored with Keith Goffin) has been accepted by the top publication, the *Journal of Product Innovation Management*. 'Learning from Post-project Reviews: A Cross-case Analysis', discusses an empirical investigation of new product development

Staff Briefings



Details of the next two staff briefings have been announced, the first looking at the School's involvement with the new Defence Academy at Shrivenham.

Professors Michael Osbaldeston, Alan Harrison, and Geoff Mays, along with Deborah Harry, will explain the School's part in the new MOD contract on Monday June 26.

The event, in LR29 at 1pm, is entitled 'How is the MOD connecting with us? The Defence Academy at Shrivenham - how does SOM fit in?'

The second event is on Thursday July 6, at 1pm in LR29, when Dr Jacquie Drake will present 'The Praxis Centre - what it does, how it does it and where it fits within the School of Management.'

Jacquie Drake, Director of the Praxis, was one of the founders at its inception ten years ago.

team learning and how managers can promote knowledge exchange.

Dr Rick Mitchell and Keith Goffin have had a number of other articles published including 'Time for a Product 'Health Check'?' in *Business Leadership Review* (April).

Dr Chee Yew Wong (*right*) has received this year's nomination for the Award for Excellence by the academic publishers Emerald for their journal *SCM: an International Journal* under the Operations and Logistics Management category. The paper (co-authored by Jan Stenoft Arlbjorn and John Johansen), entitled 'Supply Chain Management Practices in Toy Supply Chains' was published in *Supply Chain Management: an International Journal* (December 2005).

Chee joined Supply Chain Research Centre in February this year, having just completed his PhD at Aalborg University in Denmark.

Professor Alan Harrison (*right*) has had the following co-authored papers published recently:

- 'Intelligent Distribution and Logistics' in the *IEE Proceedings of Intelligent Transportation Systems 2006* (with Andrew White)
- 'Implications of Form Postponement to Manufacturing a Customized Product' in the *International Journal of Production Research* (with Heather Skipworth)
- 'Customer Responsive Supply Chain Strategy- an Unnatural Act?' in the *International Journal of Logistics: Research and Applications* (with Janet Godsell, John Storey and Caroline Emberson)
- 'Buyer-Supplier Relationships in Inter- and Intra-Organizational Supply Contexts: the Unobtrusive yet Pervasive Human Resource Picture' in the *International Journal of Logistics: Research and Applications* (with M.Koulikoff-Souviron)

Professor Andrew Kakabadse has had 'International Joint Venture (IJV) Directors' Contribution to Board Effectiveness: Learning from the Literature' (with J.Petrovic and N.Kakabadse) published in *Management Decision*. His paper 'Inside Out. Is insider trading the high crime that we have been led to believe?' was also published in the *Business Strategy Review*, Spring 2006. It is co-authored with Nada Kakabadse and A.Kasparuz. This paper was incorrectly attributed in the May issue of Forum. Apologies to Professor Kakabadse.

