THE UK'S
COMPREHENSIVE
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DEAR ALUMNI

As always I am delighted to welcome you to this issue of the Business School’s alumni magazine. There have been many changes and challenges over the last 12 months. We are currently evaluating the impact of the change of government and how its spending plans are likely to affect higher education in the UK. In their article on page 16 Professor Giuseppe Fontana and Professor Malcolm Sawyer argue that there are alternatives to the Comprehensive Spending Review and question the reasons behind the balanced structural budget target.

This is a turbulent period for higher education in the UK. The recommendations of the Comprehensive Spending Review following the Browne Review are that the majority of government funding for our undergraduate students will disappear from 2012. At the moment the government pays the University some £3,900 for each home/EU student. To compensate, the government is proposing to raise the cap on undergraduate tuition fees by between £3,000 and £6,000. At the moment, we are considering a number of scenarios and how best to deal with them.

I am proud that the University of Leeds has long embraced the enterprise agenda and delighted to welcome the newly launched Leeds Enterprise Centre into the Business School. As well as equipping students with the tools and skills they need to follow their entrepreneurial dreams, the Business School is part of a team delivering programmes for SME managers to grow their businesses and become more entrepreneurial in their approach. You can read more about this in our lead article on page 12.

It may surprise you to learn that in these difficult times, Brazil has not only repaid its debts to the International Monetary Fund but has also loaned money to the IMF and is arguably deserving of more attention from overseas investors. Read more about this fascinating country on page 8. Professor Chris Clegg has some useful and important lessons in how to increase the success of IT projects by integrating the knowledge of end-users, managers and IT experts in every stage of the project – from planning to delivery (page 18).

In the Business School we are delighted to have retained our place in the top 100 in The Economist’s world rankings of full-time MBA programmes. We are also developing our MBA – offering students more opportunities to participate in overseas study tours, a stronger focus on leading change in a global context and assessed group activities as well as more careers advice and networking opportunities.

Please do let us have any comments or suggestions you have regarding this magazine, or indeed any of our alumni activity.

I hope you enjoy the magazine.

Professor Peter Moizer
Dean
The Business School sent three students to the inaugural One Young World summit in London in February 2010.

Over 650 young delegates from over 100 countries came together to discuss the pressing issues that will affect the leaders of tomorrow including global warming, poverty, religious conflict, the media, dignity, sport, corporate social responsibility, and social networking sites. Key speeches came from Bob Geldof, Desmond Tutu, Muhammad Yunus and Kofi Annan.

**THE ECONOMIST MBA RANKINGS 2010**

Leeds University Business School has retained its place in the top 100 in The Economist’s prestigious world rankings of full-time MBA programmes. The School is ranked 97 in the world, making it the highest-ranked MBA programme in the Yorkshire and Humberside region above Bradford, Hull and Sheffield.

**CHINA AND EUROPE STUDY TOURS**

One of the major developments on the MBA programme this year has been the introduction of two study tour options – one to China and the other to Europe. Study tours enable students to experience major business regions and deepen their understanding of, and interest in, these regions. Both tours visited companies, discussed developments with business leaders and academics and provided a cultural programme.

**MBA REDESIGN**

The Leeds MBA redesign is about providing an exceptional, connecting experience for students; giving them every opportunity to develop whilst they are here and after they leave as alumni.

The 2010 MBA intake will benefit from a winter study tour to Brazil, group consultancies with regional SMEs and increased careers advice and network connections. For the 2011 intake there will be a new “foundation” module - “Global Business Challenges and Responsible Management”, linking into the new core module - “Leading Change”, with a strong focus on leading change in a dynamic global context. This will be embedded with three assessed group activities: the New Venture Challenge, the Boardroom Challenge and the Company Consultancy. The 2012 programme (still in discussion) is likely to include stronger connections to practice and practitioners, and a study abroad option that will enable students to study at partner business schools overseas and for Leeds to receive their MBA students in exchange.
MARKS & SPENCER COMES TO THE UNIVERSITY OF LEEDS

A purpose built corporate archive facility tracing 125 years of Marks & Spencer's history is to be built on campus, next to the Business School, where it will be available to staff and students for research, teaching, learning and knowledge transfer activity. As well as providing an important research and business facility for M&S, it will also be open to the general public. The relocation of the archive from London to Leeds is one of the first fruits of a unique partnership between one of Britain's leading universities and one of Britain's leading businesses. The archive is scheduled to open in 2011.

CRANFIELD REGATTA 2010

Leeds University Business School MBA programme entered their first team of sailors in the annual Cranfield MBA Regatta in the Solent in early July.

The selection process started in April when the “Captain”, Richard Thorpe, bravely took 18 keen (but largely inexperienced) recruits onto the waters of Toddbrook reservoir in the Peak District National Park. The final team put in a fine performance in the competition finishing 31st – a tremendous result for new entrants.

CELEBRATING THE BUSINESS SCHOOL’S HISTORY

In the 1950s an innovative hydraulic computer was developed by A.W.B. Phillips (London School of Economics) and Professor Walter Newlyn (University of Leeds) for modelling the flow of the money in the economy and was used to teach monetary economics here at Leeds.

Recently restored, the machine has now been given a museum standard presentation by the Centre for History and Philosophy of Science in the Business School, along with the installation of The Econocaust, an ironic representation of the Newlyn Phillips machine, created by Walter’s daughter Kate Newlyn, a professional sculptor. They were both unveiled by Doreen Newlyn, Walter’s widow (pictured left), during Economics Week at the Business School in October 2010.

CHEUNG KONG SCHOLAR CHAIR PROFESSOR AWARD

Professor Peter J. Buckley (Professor of International Business and Director of the Centre for International Business, University of Leeds (CIBUL) (pictured left) ) was appointed Cheung Kong Scholar Chair Professor of UIBE (University of International Business and Economics), Beijing in September 2010.

Before his visit to UIBE, Professor Buckley, represented UNCTAD (United Nations Conference on Trade and Development), and attended the 14th China International Fair for Investment and Trade and the International Investment Forum held in Xiamen. During the forum, he was among the guest members received by Vice-President of the People’s Republic of China, Mr Xi Jinping.
GLOBAL TALENT CENTRE NEWS

GTC UPDATE
The past year has seen the Global Talent Centre engaging with external organisations to create networking opportunities for students as well as bespoke careers support and skills training, including using social media and networking.

We have seen a noticeable upturn in recruitment prospects for our students, with many developing opportunities during their studies and several projects turning into employment offers. We continue to advertise recruitment opportunities to students and graduates through our alumni pages on Linkedin.

There is an ever increasing demand for experiential learning opportunities to enhance students’ commercial awareness and employability. By developing commercial relationships across the Business School we are confident the Global Talent Centre can help meet these expectations.

HARAMBE ENDEAVOUR ALLIANCE
Harambe Endeavour is an alliance of African students, attending leading international colleges and Universities seeking to translate ideas on the development of Africa into action.

Their mission is to capture, inform and engage Africa’s global intellectual capital towards a sustained, strategic and concerted development of the African continent. Leeds University Business School is a Harambe Westminster Session Legacy sponsor, and our students (pictured below) had the opportunity to network with senior managers from multinational corporations, intergovernmental groups and young African professionals from leading academic institutions at an event at the Houses of Parliament, London in October 2010.

STUDENT PROJECTS
Many of the projects undertaken by students come from our alumni. Thank you for your support. Students were guided and supported by GTC staff on how to ensure they got the most from their project experience. Student projects were located in a range of companies including HSBC, ASDA-Walmart and national organisations such as Yorkshire Building Society, and many local SMEs. If you have opportunities that may be suitable for our students project work please contact the team.

MBA ALUMNI ASSOCIATION
On 3rd June the Leeds University Business School MBA Alumni Association came into being. The Association will be run by MBA alumni and students for the benefit of MBA alumni, current students and the School. The Advisory Group spent the next four months defining the plan for the first year of the Association’s activities and at an Annual General Meeting presented a plan of activities for the year to include networking events, education opportunities and a process for establishing international chapters of the Association. If you would like to be involved, please email the Association’s Communications Officer – Tarandeep Kaur (MBA, 2009) mbaalumni@lubs.leeds.ac.uk

Got a vacancy or a possible work placement for a student?
Email: globaltalent@lubs.leeds.ac.uk

The GTC team, (left to right), Michael Rogers, Jo Lumb, Leah Bennett, Marc Smelik, Jaswant (Jas) Bhavra
NET IMPACT

The Net Impact Chapter has had tremendous success in its first year since launching in October 2009. The 2009/10 Chapter leadership team has raised the profile of the Chapter and its objectives of using business for a positive social, environmental, and economic impact at the Business School and around the University. The Chapter has formed many links with regional and national organisations to support its activities and participate in events and discussions.

The Chapter at Leeds was recently recognised with a Net Impact Leadership Award for “dedication to growing the Net Impact network and increasing its impact across the world”.

SPECIAL INTEREST STUDENT CLUBS

Over the last year the Global Talent Centre has established student run special interest groups to engage with organisations that specialise in career interest areas of our students to discuss opportunities, prospects and key areas of development within the sectors. In 2010, the clubs attracted numerous speakers, including some from IBM, British Telecom, HSBC, Lloyds Banking Group and Deloitte. Members of the Finance Club attended the Midsummer Ball hosted by the city’s Young Financial Leeds group where they had the opportunity to network with many young professionals from the region’s finance sector. For 2010/11 new clubs have been launched to cover the special interest areas of finance, business consulting, marketing and international business. If you would like to be involved in the activities and support these clubs, please email globaltalent@lubs.leeds.ac.uk

RAISE YOUR BUSINESS AWARENESS

Claire Young (pictured left), finalist of the BBC’s ‘The Apprentice’ 2008, launched two days of activities at the Business School to raise the business awareness of our students.

Claire talked with passion and knowledge about overcoming obstacles to start a business. James Waggott (MBA 2007), the Enterprise Champion for the Business School, made them realise that you have to take action with a step-by-step approach to ensure you feel confident that you can achieve your goals. Practical workshops and panel discussions were delivered by alumni and experts providing advice and guidance on how to ensure your business is successful.

BOOK REVIEW

‘CONNECTED: THE SURPRISING POWER OF OUR SOCIAL NETWORKS’

BY NICHOLAS A. CHRISTAKIS AND JAMES H. FOWLER.

REVIEWED BY:

JANE STOATE
(MA HUMAN RESOURCE MANAGEMENT 2010)

The idea that we are all influenced by our friends is not a new one, but have you ever considered how the friends of your friends influence you? Or even the friends of your friends' friends?

In this thoughtful and engaging book, Christakis and Fowler offer an insightful introduction into the world of social networks and the unexpected role they have in our lives.

From weight gain to uncontrollable bouts of hysterical laughter, it takes you through the spectrum of influences that can occur through a social network. The book uses a good mixture of statistical research from a wide range of sources, nicely broken down through the use of real world examples that allow the reader to interact and relate to the issues being discussed. However, whilst there are some offerings of new and counterintuitive revelations, at times this book just confirms things you vaguely assume anyway but perhaps had never really thought about. That said, I feel that this book is worth a read, especially for a novice to the field, as it is essentially a light, entertaining pop-science book from authors who are knowledgeable and enthusiastic about their subject. Whilst it might not be revolutionary, it is easy and insightful and makes you much more mindful of who you will stay ‘connected’ to in the future!

SOME RECENT PUBLICATIONS BY BUSINESS SCHOOL STAFF


Chapman M, Clegg J, Gajewska-De Mattos H (2010), Multiple language use in international mergers and acquisitions. Article in European Journal of International Management, Vol. 4


Latin America became front page news because of the Chilean miners rescue. Sadly, some in the UK press in expressing their admiration of Chile’s rescue operation, seemed to imply that the achievement was remarkable for such a small country in Latin America. In fact Chile has been the most efficiently run economy in Latin America for over 35 years and is a major exporter of copper, fruit and wine.

Next door to Chile, Argentina has also been performing well. In fact, the growth rates of most of Latin American countries would be the envy of Europe. In the last quarter, Brazil and Peru grew over 9%, Chile by 7%, and Argentina by 5%. Argentina is a pro-British market. Another country to watch is Colombia and next door to her is Venezuela, a large oil producer which still offers good opportunities to British industry.

However, standing out as an industrial giant in its own right is Brazil.
BRAZIL
ONE OF THE WORLD’S GROWTH ENGINES

We all know Brazil. The country produces great soccer players, coffee, beautiful women and exotic fruit. But did you know that British Airways and British Midland both fly Brazilian-made jet aircraft for inter-city flights to Scotland and Europe from Manchester? Did you know that the conversion of sugar into alcohol for use in cars was pioneered in Brazil? Or that Brazil is the world leader in deep sea oil exploration, and that Petrobras, the world’s 8th largest oil company, is being floated on the Bovespa (Brazilian Stock Exchange) at US$79 billion? Brazil is the third largest manufacturer of space satellites and the second largest producer of mobile phones in the world. Did you also know that Brazil, having been the IMF’s (International Monetary Fund) largest creditor, has now not only repaid its debt to the IMF but during the credit crunch loaned the IMF money?

Everything about Brazil is large. It has a population of 180 million, and over 16 cities with populations of more than 1 million. São Paulo State is the size of France with an economy larger than Sweden. Its capital, São Paulo, has 18 million inhabitants and is the 5th largest maker of cars in the world. There are more private planes in Brazil than any other country other than the USA. Brazil’s economy is the 10th largest in the world. Brazil also houses the largest petrochemical complex in the southern hemisphere in Camaçari just outside Brazil’s first capital, Salvador on the beautiful north east-coast. Ford also has a new car assembly plant in Camaçari alongside 16 of their suppliers.

Since 1996 Brazil’s inflation has been in single figures. She has attracted much inward investment and last year her visible trade surplus was in excess of US$35 billion. Brazil has also beaten all the rigorous economic tests set for her by the IMF. In fact Brazil is doing so well that she is now starting to use her considerable industrial manufacturing base to start exporting finished goods rather than just coffee, tobacco and soya. The Brazilian government is starting to concentrate resources on assisting SMEs to export. The Bank of Brazil is giving export credits for orders as low in value as US$10,000 and also gives low interest loans to SMEs for export travel.

When you consider Brazil you should do so in the same light as you look at India, China or Russia. These countries are better known as BRIC countries (a grouping acronym for Brazil, Russia, India and China) and are all thought to be in a similar stage of newly advanced economic development. Each is an industrial power house.

A sound argument can be made that says that UK companies seeking to source production abroad should think about Brazil. Not only does Brazil have a huge internal market and is part of Mercosul (a common market project of over 250 million people) but Brazil is an efficient manufacturer and offers good potential for joint ventures. Brazil has more ISO (International Organization for Standardisation) qualified producers than any other country in the southern hemisphere. There are many UK companies manufacturing there. There are many examples of UK companies who have identified Brazil as a market for their products such as software, reverse thrusters, aircraft, specialist machinery and specialist IT software for supermarkets. The list is endless.

“When you consider Brazil you should do so in the same light as you look at India, China or Russia.”

Some say Rio is earth’s closest rival to paradise. If you doubt it, stand in front of the huge statue of Christ on top of Corcovado and take in the view. Better still, sit at one of the pavement cafes on the Copacabana and take in the view of the Sugarloaf Mountain, the beach and some of the world’s most beautiful people. You could be forgiven for gloating that Brazil is part of your export territory.

Rio is beautiful and if you work in the oil and gas industry it may well be your final destination as Petrobras is based there. This, and the fact that their offshore oil has a similar structure to the North Sea, means there are many UK companies either with their own offices or distributors for their products in Brazil.
Rio also houses Glaxo Wellcome’s most modern pharmaceutical factory in the world. In fact, of the Fortune 500 top companies, over 400 are based in Brazil. UK companies are at last aware of Brazil as a huge market for both products and services. Brazil also offers opportunities in the training field. The UK has been successful in obtaining contracts in training from Petrobras and we have been fostering contacts between UK and Brazilian Universities in an attempt to try to get Brazil to train their doctors and nurses using our education models.

The UK is also trying to exploit the huge medical device market in Brazil which imports over US$10 billion per annum and increasing numbers of UK companies are exhibiting at Latin America’s largest Medical Exhibition Hospitaller in São Paulo. The Information and Communication Technology (ICT) market also offers a huge potential for cooperation.

“With 12% of the world’s drinking water, huge oil reserves and agricultural produce, the world’s 8th largest economy is due to overtake the UK by 2020.”

Having neglected its infrastructure in the past Brazil is now investing heavily in ports and transport. Being hosts to the 2014 FIFA World Cup offers huge opportunities in construction.

Brazil is not necessarily the easiest of markets and is certainly not usually a starter market. Import tariffs and customs bureaucracy can cause headaches but of the BRIC countries Brazil is arguably the closest in mentality and philosophy to the UK. With 12% of the world’s drinking water, huge oil reserves and agricultural produce, the world’s 8th largest economy is due to overtake the UK by 2020. It is a country and market that deserves respect and effort from not only companies in the UK but around the world.

Paul Eadie MBE, Brazilian Market Adviser, UK Trade & Investment

INTERESTING FACTS ABOUT BRAZIL...

- Brazil is the world’s fifth biggest country. It covers an area much larger than Western Europe and is slightly bigger than the United States (excluding Alaska).

- Brazil shares a border with every other country in South America apart from Ecuador and Chile – ten in total – and has lived in peace with all of them for almost 140 years. (The last South American war involving Brazil was the conflict between the ‘Triple Alliance’ and Paraguay in the 1860s.)

- It is estimated that Brazil contains greater biodiversity than any other country on Earth.

- With a population of more than 187 million people, Brazil is the world’s 5th most populous country after China, India, the United States and Indonesia.

- The annual carnival in Salvador, capital of the state of Bahia, is the world’s biggest street party, attracting around 2 million people.

- Brazil is the largest Latin American country, occupying an area of 3,286,470 sq. miles (8,511,965 sq. km) and covering nearly half of the South American landmass.

- Brazil is a racially mixed country in which the majority of people have ancestors in more than one of the three main groups: white Europeans (mostly Portuguese); black Africans (mainly from the west of the continent); and the indigenous Indian population.

- It is a little-known fact that today Brazil contains the largest number of people of Japanese ancestry outside Japan, most of whom live in São Paulo state or the south of the country.

- Brazil has the only football team to have won the ‘World Cup’ 5 times.

- Dilma Rousseff, the newly elected president of Brazil, is Brazil’s first female president.

- The statue of Christ the Redeemer overlooking Rio de Janeiro is one of the new seven wonders of the world.
How has your career progressed since leaving the Business School?

My intention all along was to return to my home country of Sri Lanka to engage in development practice and economic policy once I finished my Masters, and that’s exactly what I did. After leaving Leeds and returning to Sri Lanka, I took a few months off to explore my options and also to travel.

Quite randomly I came across an article written by the Director of Economic Affairs of the Government Peace Secretariat. This institution functioned directly under the President’s Office and was involved in peace-building and rehabilitation activities in the conflict-affected North and East Provinces. I discovered that there was an Economics Affairs Unit that was trying to use development and economic recovery as one of the instruments in conflict-transformation. This excited me, so I submitted my CV to the unit even though they were not hiring anyone new. A couple of weeks later I got a call back, an interview and a job! The work there was extremely rewarding. Our institution was unique, in that although it was a government agency, we were directly under the jurisdiction of the President’s Office and so had some leeway to undertake creative initiatives. As many of the staff were ex-private sector or ex-United Nations, it was a dynamic and professional atmosphere.

We worked through the height of the conflict. We were some of the first people to travel to the North and East Provinces, just as the horrors of war were beginning to ebb away as economic recovery took root. During some visits, we even travelled to areas that were still in the process of being de-mined, and some areas where pockets of insurgency were reported not too long ago.

We were some of the first witnesses to the scale of recovery, rehabilitation and reconstruction that would be required to bring these provincial economies back into the mainstream.

I researched heavily the economic opportunities of the North and East Provinces, as no work had been done on this. I was excited by the significant opportunities and inherent strengths of these regions, and was determined to bring it to the fore – the people, and the businesses needed to know. These economic insights were published widely in national newspapers and I was able to present at several forums that brought the private and public sectors together. We created private-public partnerships for the enterprise sector and civil society to engage in the development efforts kicking off in the post-conflict regions.

I can sum up two of the most touching moments during my work here.

• During a field visit to the town of Batticaloa in the Eastern Province, I happened to meet Sangeetha, an 18 year old girl. She was a former Tamil Tigers (LTTE) child combatant. She was abducted and forcefully recruited to the terrorist ranks at age 16, and one day had lied to her camp masters and successfully escaped. In her determination to regain her life back, she enrolled at school and completed all her classes studiously. She is now following a degree in Political Science at the Eastern University, is the captain of the provincial girls’ football team, and was recently appointed the council’s first female sports officer. She was an absolutely delightful young woman, and an ambassador to all former child combatants. I found her determination and drive to be inspiring.

• On another visit I went to a rural agricultural farm in Kalawanchikudy also in Eastern Sri Lanka. The farmer who owned the fields there had suffered from both the war and also the terrible tsunami of 2004. But through his determination to regain his livelihood, he had linked up with the local United Nations Industrial Development Organisation representative and agreed to be the first farmer to pilot a new micro-irrigation technique on his farm. It became such a success, that now he is an ambassador to his fellow farmers in the district. I wrote several articles on his story – not just focusing on the human interest element, but more importantly, bringing out the economic development implications of it. I wanted to show the importance of helping local communities invest in new technology, as technological improvements could transform the livelihoods and economic fortunes of poverty-stricken communities in a short period of time. I estimated that if his model could be replicated in the rest of the province, over Rs. 5 billion can be added to the provincial GDP.

So in effect, I was able to marry these grass-roots level experiences, with my exposure at national level meetings and discussions, in order to get across the message of ‘peace-building through economic development’ to the key players in the country – from government, private sector and civil society.

I moved on to a new job in August last year – the Institute of Policy Studies of Sri Lanka (IPS), the apex economic policy think-tank in Sri Lanka. Here, I am a Research Officer, working on several areas of economic policy research and policy advocacy.

How has your experience at the Business School helped you in your work?

My experience and learning at the Business School helped me with my current role in many ways, but chiefly it taught me the importance of being eclectic in your reading and your thinking, and unlike what most other economics faculties would propound – the need to take a multidisciplinary approach to economics and development, not getting stuck in ideology and dogma.

My confidence was definitely enhanced through my study. For a few modules, presentations and critical discussions were a key element which helped my development and I now make presentations at national and international forums, have appeared on panel discussions and television programmes. I really enjoy teaching, and recently took up a visiting lecturer position at the Bandaranaike Centre for International Studies. I was also appointed to the Expert Committee on Industrial Development by the Hon. Minister for Industry and Commerce, developing a medium-term industrial strategy for the country, and seconded as a Research Officer to the Presidential Commission on Taxation. The skills I gained through my Masters have meant that I am now able to contribute to national policy-making even at a young age.

What are your ambitions for the future?

My ambitions for the future are to pursue a PhD at some point (much further in the future thought!). Work wise, I want to be more involved in informing (through research and evidence) government policy making, and eventually be in a position where I am actively involved in policy formulation and actual implementation.
The names of some of Britain’s greatest entrepreneurs trip off the tongue. Virgin mogul Sir Richard Branson and investment tycoon Lord Alan Sugar are known to millions for their fantastic business achievements, jaw-dropping wealth and famous catchphrases such as ‘You’re Hired’ used in hit UK TV shows like The Apprentice.

But with the UK economy struggling and public sector cuts looming, where are the Sugars and Bransons of the future? Many believe it will be the next generation of business pioneers that will help lead the country out of the doldrums by creating companies, wealth and jobs. The UK’s world-class higher education system has a pivotal role in this by providing graduates with the ideas, daring and intelligence to thrive in tough times.

The University of Leeds has long embraced the enterprise agenda, and a host of successful student start-ups and staff spin-outs provide adequate testimony. Now Leeds University Business School is getting more closely involved in this work. World-leading research on entrepreneurship is yielding fascinating results; an enterprise centre available to all teaching staff and students opened in the autumn; and a pioneering project to support enterprise across Yorkshire and Humberside led by one of Wall Street’s iconic companies has recently been unveiled.

Goldman Sachs has, like most banks, had its share of bad headlines during the protracted fall-out of the global financial crisis. But in Yorkshire and Humberside at least, the investment bank has been attracting attention for the right reasons. Last year, the group announced that it was funding a pilot business education programme for 25 entrepreneurs across the region in partnership with Leeds University Business School and Said Business School at Oxford University.

The hand-picked entrepreneurs – working in sectors including retail and manufacturing and based in Leeds, Selby, Doncaster and Bradford – will go on a four-month business and management course delivered through the business schools. Goldman Sachs pays for their education. Much rides on this philanthropic scheme – if it proves a success in Yorkshire and Humberside, the model could be rolled out elsewhere in the UK.

Professor Richard Thorpe, head of the management division at Leeds University Business School, is leading the Business School’s involvement in this project. He regards the initiative as part of a wider narrative about small and medium sized enterprises (SMEs) in the north of England being encouraged to be more entrepreneurial.

Thorpe says: “Leeds University Business School has been working to assist SMEs in the region for some time now and in many ways the government’s current economic emphasis on growth and added value in the economy makes us well placed to respond through the research that has already taken place.”
“In 2005 we worked with Lancaster School of Management and Liverpool Management School to improve, through development and research, the leadership skills in the north of England and to make a contribution to the rebuilding of the entrepreneurial ideals that have been demonstrated in the past. This work, conducted through the Northern Leadership Academy, saw the development of principles of good management practice and the establishment of a network of providers to offer training to SMEs within Yorkshire and Humberside.

In collaboration with other education providers in the region, we have since delivered and facilitated a number of programmes for SME managers wishing to grow their businesses, and master classes for SME businesses within the region. Now, in collaboration with Oxford University’s Said Business School and funded by Goldman Sachs, we have a pilot growth programme for ‘high flying’ SME managers. This is a really exciting initiative and the calibre of partners shows how highly-regarded Leeds University Business School is in this area.”

While the Goldman Sachs scheme is one of the most eye-catching enterprise projects at Leeds, work is going on behind the scenes in a host of areas at Leeds to encourage business innovation among more staff and students.

The University of Leeds already has an excellent track record in this area, particularly in commercialising the University’s world-class academic research. Since 2007, it has spun-out 18 companies and at last count has 45 active spin-outs in areas as diverse as oil exploration, cancer drug development, geological research and embryology. Some of the more well-known companies include Tissue Regenix, the medical technology group, Tracsis, the transport scheduling software group, and Xeros, which is developing a virtually waterless washing machine based on research originally carried out in the School of Design at Leeds. All are already making headlines around the world.

Enterprise and knowledge transfer (EKT) is embedded in the University after being identified as one of four central themes of the University’s strategy map, which guides all activity on campus. The Enterprise and Innovation Office, the focal point for staff enterprise, is being integrated with the Research Support Unit, which manages the University’s research processes, to enable closer co-operation.

“The LEC’s mission is straightforward – to provide an exceptional research-led enterprise education for students across the University.”

Student enterprise is taken equally seriously at Leeds. Since 2006, the University has incubated more than 60 companies founded by undergraduates. In addition to its traditional role of offering advice to students about what to do when they graduate, the University’s well-regarded Careers Centre service provides incentives to students for them to think about enterprise while studying. Known as ‘Spark’, the business start-up service gives students the most up-to-date information and support on how to turn an idea for a start-up into a successful venture. A number of highly sought-after Undergraduate Enterprise Scholarships are available, providing funding, support and mentoring from three successful Leeds alumni, Martin Penny, Dr Ray Stanbridge and Neil Munro.

“...they are not only receiving an excellent education in their chosen subject, but also acquiring the entrepreneurial skills that may be needed to succeed upon graduation.”

One of the most successful Leeds University Business School student entrepreneurs is Emily Cummins, who recently graduated. She has invented a sustainable fridge which is ‘powered’ by dirty water, and a special toothpaste dispenser. She has won a host of awards, including Barclays Woman of the Year, Leeds University Enterprise Scholar, and Cosmopolitan magazine’s Ultimate Save-the-Planet Pioneer.

The Leeds Enterprise Centre (LEC), which is run from the Business School, launched in the autumn. It is expected to take student enterprise to the next level and will be the focal point for enterprise education across the campus. The LEC provides the practical support, materials and guidance for all students interested in gaining new entrepreneurial skills and improving their enterprise background. Undergraduates can choose from a range of elective modules in years 1,2 and 3 including ‘Creativity in Innovation and Business’; ‘Finance for Small Business’; and ‘Entrepreneurship and Innovation’. The modules are designed to enhance many of the non-subject specific, transferable skills that top employers seek in graduates.

Nigel Lockett is a new recruit to the Business School. He joined Leeds as Professor of Enterprise and the LEC’s director and says: “The LEC’s mission is straightforward - to provide an exceptional research-led enterprise education for students across the University.

“For example, a first-year history student could be interested in starting up their own business one day. The LEC provides discrete modules in enterprise alongside their history studies. This means that they are not only receiving an excellent education in their chosen subject, but also acquiring the entrepreneurial skills that may be needed to succeed upon graduation.

“The modules cover three broad themes – enterprise and new venture creation; using entrepreneurial skills in an organisation; and social enterprise. The skills they teach are transferable and highly desirable whether that student goes on to work in a business, charity or the public sector.”
Currently, the LEC offers modules at undergraduate level only, but Lockett has big plans. He says: “In two years time, we will have an MSc in global enterprise. We want to simultaneously launch other MSc courses in enterprise with faculties at Leeds who will partner with us.”

An entrepreneur-turned academic, Lockett is well-suited to this role. He started his first company, a healthcare distribution business, in 1988, expanding it into a business turning over £12m a year. He left in 1999 and took an MSc at Lancaster in Information Management, which was followed by a PhD. Stints lecturing at Lancaster, Brunel and Bradford followed before Lockett joined Leeds last year.

Lockett believes the LEC’s Enterprise Ambassadors will be integral in making the centre achieve all it is capable of. The ambassadors are successful entrepreneurs who are now ready to put something “back” into society by giving guest lectures, mentoring and coaching. Twelve have signed up already, including serial entrepreneur Deirdre Bounds, Victoria Tomlinson, CEO of Northern Lights PR and Tim Lockett, MD of Deliver Net. More will follow in future years, and Lockett hopes Business School alumni will have a part to play in helping nurture enterprise across campus as LEC ambassadors.

He says: “The LEC initiative will be distinctive; this isn’t just ‘talk and chalk’ teaching. We will provide an exceptional enterprise education, and to do this we must do three things. One, teach entrepreneurship to our students; two, produce research which is relevant to the curriculum of enterprise; and three, have a network of enterprise ambassadors being fully engaged with our students.”

Lockett, who is currently President of the Institute for Small Business and Entrepreneurship (ISBE), the UK’s largest research, education and practitioner community, said: “Research is vital to LEC and I’m delighted that Dr Sarah Underwood, a lecturer in Enterprise, has been chosen to lead the ISBE’s new social enterprise special interest group.

“We have a four year plan – by 2014 we will have a full suite of enterprise modules available across the University and a number of specialist enterprise masters programmes. We will have excellent research and a vibrant community of lectures and enterprise ambassadors. I am confident we will achieve what we are setting out to do.”

Given that the 2008 Research Assessment Exercise (RAE) showed that the University of Leeds is the UK’s eighth-biggest research power, it is perhaps no surprise that another key strand of entrepreneurial activity at Leeds is academic research on the subject.

The Business School’s Joep Cornelissen, Professor of Corporate Communication, and Dr Jean Clarke, a Lecturer in Entrepreneurship, are making impact with their research, which looks at areas including how the interpersonal skills of entrepreneurs can impact on the success and growth of a start-up venture.

Dr Clarke says: “There have been some studies looking at how entrepreneurs use metaphors and analogies to explain their ideas in terms of familiar concepts and thereby gain financial support for a new venture. But no-one has yet looked at the visual aspects of how they communicate on a face-to-face basis through subtle cues such as hand or arm gestures, how they respond to their audience’s gestures, and how quickly and effectively they can adapt their gestures to suit a particular audience.”
Another area of research involves looking at why some entrepreneurs succeed and others fail.

Cornelissen and Clarke found that would-be entrepreneurs are successful largely because of their interpersonal and communication skills and the ability to develop and shape ideas by listening to and tuning their ideas to others around them.

The study suggests that success or failure has to do with communication skills and that would-be entrepreneurs could to an extent actually ‘learn’ how to succeed by focusing on how they shape and communicate their ideas through language.

Professor Cornelissen said: “If you look at people like Richard Branson, Alan Sugar or Warren Buffett they are natural communicators and this is to an extent what sets them apart. We are proposing quite a radical idea – entrepreneurs largely come up with new ideas for a business opportunity when communicating with other people.

“Fluency in language and your verbal skills are critical to ‘capture’ an idea. And whilst you’re communicating with others you get vital feedback on your ideas and a sense of the buy-in from peers and potential funders whose support you need as an entrepreneur to succeed.”

According to Lockett, the University is well-placed to continue making a serious contribution to increasing the volume, and our understanding of, enterprise. He says: “Across campus, there’s entrepreneurial activity going on. Now it’s a question of doing it in a more connected way.

“The University’s strategy map says that we will ‘create, advance and disseminate knowledge’, and ‘develop outstanding graduates and scholars’. It also says we want to ‘make a major impact on society’. It’s self-evident that enterprise has an important part in this agenda.

“When a student is graduating from Leeds, I want them to be able to say: ‘I earned a great history or biology or engineering degree at Leeds, but I also gained invaluable knowledge about enterprise’. I want them to say ‘My entrepreneurial skills were awoken at Leeds’.”

Guy Dixon
THE UK’S COMPREHENSIVE SPENDING REVIEW
WHY THERE IS AN ALTERNATIVE
It was billed as the moment Britain’s economy was ‘pulled back from the brink’. The substantial cuts to public expenditure included in the Comprehensive Spending Review were painful, but we were assured ‘there is no alternative’ to restore Britain’s battered finances and appease the financial markets.

The reality is rather different. There were and are alternatives to the Comprehensive Spending Review. Governments always have a range of choices about how to tackle the budget deficit in light of the economic circumstances and how changes in taxes and public expenditure affect economic activity. The government also has to recognise that whilst it can set tax rates and public expenditure, the budget deficit which results depends on private sector spending.

The UK government has decided to set itself the objective of achieving a balanced structural budget by 2015. It could have chosen other targets for the budget deficit, whether in 2015 or some other year. There was no absolute compulsion to opt for a balanced structural budget. It was a matter of choice.

There were and are alternatives to the Comprehensive Spending Review.

Attention has since focused on the proposed public expenditure cuts, with less focus on asking whether the objective that guides these cuts – the balanced structural budget – is actually the right one for the country.

As a result, it appears that substantial cuts to public expenditure are necessary when in fact no such necessity exists. Other paths and other end points for budget deficits are available, and many of them would be preferable to the one chosen.

The objective of a balanced structural budget has, in effect, replaced the ‘golden rule’ from the Code for Fiscal Stability which was used by the previous government until November 2008. The ‘golden rule’ allowed government borrowing to cover public investment, and the target of a current budget balanced over the business cycle.

Whilst there was dispute as to whether the previous government actually achieved that objective, budget deficits hovered around 2 to 3% of GDP until the onset of the financial crisis which sent the budget deficit spiralling upwards. There was no evidence that a budget deficit on such a scale led to any crowding out of private expenditure, to any inflationary pressures or could not be readily covered by borrowing.

As a result, it appears that substantial cuts to public expenditure are necessary when in fact no such necessity exists.

History tells us that the UK government runs budget deficits. In 34 out of the past 40 years the budget has been in deficit rather than surplus. The slight change of wording from the objective of balanced (over the cycle) current budget to one of balanced (over the cycle) budget means that the intention is for the budget deficit to be around 3 per cent smaller than under the ‘golden rule’ and historical precedence.

Implementing a smaller budget deficit through public expenditure reductions would involve cuts of at least 6 to 7%. When some allowance is made for reduction in tax revenues as a result of the reductions of incomes of those who would have been employed on public sector projects then the public expenditure cuts could be of the order of 10% or more. This means a very substantial part of the public expenditure cuts come from the aim of a balanced structural budget rather than a balanced current budget. Yet it cannot be seriously argued that there is some iron law that there has to be a balanced structural budget.

The drive to achieve a structural balanced budget is being carried out with little regard as to whether it can be realistically achieved. Achieving a structural balanced budget requires not only that government expenditure and tax revenues are broadly equal – but also that the sum of domestic private savings plus borrowing from abroad is equal to private investment.

If government is not borrowing, then the private sector cannot be a net lender. In 2009, the government was raising in taxes £3 for every £4 it was spending and hence borrowing £1. But it’s often forgotten that the private sector was only investing £58 for every £100 being saved, meaning that in effect it was lending the other £42 to the government.

The Office for Budget Responsibility has produced forecasts for the economy in 2015 which show a near-balanced budget, with output in-line with potential output (and hence a balanced structural budget achieved). But we have to consider what those forecasts contain. Closer inspection shows that investment is forecast to grow by 44% (in real terms) between 2010 and 2015 to reach 19.3% of GDP, which would mean that the ratio of investment to GDP would be higher than anything achieved so far this century (the nearest comparable was 18.2% in 2007). Since public investment is expected to fall dramatically in the next five years, the private sector will have to contribute significantly more than a 44% increase. Exports are forecast to grow at an average rate of 5.9% per annum in five years (compared with 4% from 1999 to 2008), nearly twice as fast as imports at 3.3% (down from 4.9% from 1999 to 2008), and that the current account reaches a (small) surplus for the first time since 1983.

If these forecasts came to pass, along with the predicted decline in savings, then in effect the UK would no longer be borrowing from abroad and domestic savings would be in line with domestic investment. These would be consistent with a balanced budget. But if investment fails to reach new highs, if savings do not substantially decline and if exports do not grow twice as fast as imports, then as matter of national accounting, a budget balanced with output in line with potential output will not be achieved. What would happen is that growth will be slower than forecast, tax revenues lower and budget in continuing deficit.

The Chancellor has made the decision to aim for a balanced budget and the consequent cuts in public expenditure when other decisions were possible – the cuts are a matter of choice not of necessity.

Giuseppe Fontana is Professor of Monetary Economics; and Malcolm Sawyer is Professor of Economics at Leeds University Business School
By any measure, the government’s programme to overhaul the National Health Service’s computer system is staggering.

The £12.7bn price tag has led to it being called at various times the world’s biggest, most expensive and most contentious civil IT project, and it’s expected to transform aspects of the way the NHS operates.

If everything goes to plan, the NHS’s computing systems will become a beacon of technological efficiency, linking 30,000 GPs around England with 300 hospitals. Doctors, at the touch of a button, will have near-instant access to millions of pages of patient records previously held on paper. State-of-the-art electronic booking and prescription systems should radically improve the patient experience.

Given the spending review, the project is in a state of flux and it is too early to assess the eventual outcomes for patients, although it’s fair to say there have been some glitches along the way. Equally important, there are some lessons to learn.

“History tells us that roughly 40% of IT projects are failures, with 40% partial successes, and just 20% considered a success.”

This is not at all surprising. History tells us that roughly 40% of IT projects are failures, with 40% partial successes, and just 20% considered a success. This applies to the public and the private sector, though we tend to hear more about the former. When the private sector gets IT projects wrong, the mistakes are subject to less public scrutiny.

A lot of what goes wrong comes down to planning, or lack of it and the underlying way we look at these investments. Organisations don’t plan their programme as a ‘business change’ project, but rather think of it as an ‘IT project’. IT professionals are given control, and the project focuses on ‘getting kit on desks, on time and on budget.’

This isn’t a criticism of IT professionals. They are paid to get the kit in place on time – that’s where their expertise usually lies and that is largely what they do.

Too many change projects are designed centrally (usually by people with the best of motives) and then ‘pushed out’ to the local end user communities. The end-users are not fully consulted; their needs not addressed and so all too often the projects don’t succeed. The end-user is almost relegated to the role of passive observer, who has a say only when the system is set up, at which time it’s too late to get much changed.

Embracing and using the energy and knowledge that exists at a local level is a massive lever for successful change.

However the chance of success can be greatly increased by adopting a ‘socio-technical’ approach. This requires the social system of the working environment (including staff, working practices, job roles, culture and goals) to work in harmony with the technical system (i.e. the tools and technologies that enable the work processes). The social and technical aspects of the organisation need to be jointly designed, or even redesigned to enable them to work together to deliver a better service. Focusing on one aspect alone is likely to be inefficient and waste money. Projects only focusing on IT will almost always fail to deliver the full benefits that could be achieved from adopting this approach.

This ‘pull’ approach, where end-users and senior figures in the business work with IT experts from planning to delivery, is a far more productive way to manage such projects. Ownership is shared, and there’s a much greater chance everyone gets the system they need. Embracing and using the energy and knowledge that exists at a local level is a massive lever for successful change.

The best local initiatives have local champions who work with people they know to deliver improvements and are consulted and involved in every stage of the project. For the NHS, it’s vital a ‘pull’ approach is implemented, with doctors, nurses and health professionals given a voice and ownership from the start.

Everyone must remember this is NOT an IT project; it’s a means to improving the delivery of healthcare by changing working practices.

If this happens the NHS system will ultimately be seen as a very high profile example of an emerging perspective on organisational change, and one that will make the headlines for all the right reasons.

Professor Chris Clegg is Professor of Organisational Psychology at the Business School
FRASER SAMPSON
(EXECUTIVE MBA, 1993)

Fraser’s career aspirations when he arrived at the Business School were clear: “This was the 1990s: at every turn people were quoting Michael Porter and Gordon Gekko in the same breath and with the same degree of conviction. I wanted simply to understand the competing principles and theories of business, separate the business from the bull and apply it to whatever lay ahead.

“I was a police officer at the time – managing crime teams. In 1996 I was promoted into a national policing policy position working for the Home Office and from thereon I was able to utilise some of the core principles I had picked up at the Business School.

“I went on to qualify and practise as a lawyer (specialising in high profile police cases such as the Richard Inquiry, deaths in custody etc.), wrote several books on police law for Oxford University Press, attended the Top Management Programme in Sunningdale and helped set up the Civil Nuclear Police Authority. I have just won an International Weinstein Fellowship offered by the JAMS (Judicial Arbitration and Mediation Services) Foundation in the US to research the use of mediation in resolving police/community disputes and attend the Harvard Mediation Program. My current role is Chief Executive and Solicitor of the West Yorkshire Police Authority.”

His ambition for the future is “to see what comes next and grab hold of the exciting bits.”

ALUMNI NEWS

CLAIRE CROMMIE
(BA MANAGEMENT (INDUSTRIAL) 2009)

Claire Crommie’s defining memory of her time at Leeds was the day she handed in her last piece of coursework and met all her friends to celebrate. “It was great to reflect on the amazing four years we’d had together, think about how far we had come, and the possibilities that were facing us in the future.”

Claire’s future was to join the Goldman Sachs graduate programme (following her year in industry with them). “Working for the firm was a brilliant experience and it really helped me develop my teamwork and communication skills working with teams all over the world. Notable highlights include training in New York, meeting Dame Eliza Manningham-Buller (previous head of MI5) and seeing a project I first began working on during my year in industry through to completion which resulted in significant time savings.

“I have recently joined Capgemini Consulting as an Associate Management Consultant. The company aims to help organisations succeed by working with them to improve efficiency, make the right decisions for their organisation, develop and implement new strategies and other business transformation projects. As part of the graduate programme we are encouraged to experience a number of industries before making an informed choice of where we would like to specialise, so I am currently experiencing a wide variety of projects in the business.

“My ambition is to develop my consulting skills in the retail sector before eventually moving to the retail industry to take up a senior management position.”
### James Waggott (MBA, 2007)

“My new business www.boutiquebargecompany.com is enjoying a busy and successful season! I’ve also been appointed as the Leeds University Business School Enterprise Champion, giving seminars and presentations as a motivational and inspirational speaker focusing on enterprise and entrepreneurship.”

### Monica Meng (MA Human Resources Management, 2007)

“I’m working in China Unicom-Shenzhen Branch as a sales manager in the Customer Service Department.”

### Weldon Lai (MBA, 1996)

Weldon Lai is working as deputy program director of EMBA in CEIBS (China Europe International Business School). “CEIBS EMBA program is the largest EMBA program in the world. Each year we recruit 750 students, with teaching facilities in Beijing, Shanghai and Shenzhen.”

www.ceibs.edu

### James Waggott (MBA, 2007)

“I have been working with China Merchants Property Development Co Ltd since I left the UK in 2006. I am the General Manager Assistant of the Planning and Designing Centre of the firm. I am looking forward to travelling to the UK next year.”

### John Vaughan (Evening MBA, 1997)

Moving Forward (Organisational Learning)

“I was recently invited by Meredith Belbin to give a workshop at his biennial Symposium in Cambridge. It was to provide a workshop on the Multi cultural Teamwork I developed over 15 years at the Business School. Please go to http://www.belbin.com/rte.asp?id=317 if interested.”

### Joram Murape (MBA, 1997)

“Upon leaving the Business School in 1997, I had a stint as a Lecturer of Corporate Finance at the National University of Science and Technology in Zimbabwe. I later joined firms in stock broking, asset management and insurance in various managerial roles. I am currently Managing Director of Fidelity Life Asset Management (Pvt) Ltd in Zimbabwe.”

### Mohammad Ali Seirafi (BA Special Studies in Economics, 1964)

“Having graduated in 1964, I am now 70 years old. Presently, I manage some private clients’ accounts through my own company in Geneva, IVY Capital Management SA.”

### Angel Gurría (MA Development Economics, 1974)

The University of Leeds strives to produce graduates who achieve great things and have an impact on global society, and alumnus Angel Gurría embodies this aspiration. After an illustrious career as a public official and politician in Mexico, he has served since 2006 as Secretary-General of the Organisation for Economic Cooperation and Development. It was with great pleasure that he was presented with the degree of Doctor of Laws honoris causa in July 2010 at a ceremony in Leeds.


“Upon graduating from the Business School in 2010 I was fortunate enough to spend three weeks in India with the British Council on the study India programme. I am now undertaking a Masters in leadership for sustainable development at Forum for the Future, which is an independent and non-profit organisation that promotes sustainable development through business partnerships. I will be graduating in 2011 and looking to blend the business acumen that was fostered through my time at Leeds with my passion for sustainability.”
Maxwell Pinto (BA Economics, 1978)

“At the moment, I am adding the final touches to my book on Leadership, Ethics, the Role of the Internet in Business, Customer Service, Succession Planning and related areas, to be published in 2011.”

Anirudh Kanoi (BA Management Studies (Industrial), 2004)

“I am currently managing my business Ural India Ltd which manufactures heavy duty trucks, buses and engines. Since graduation I have expanded the business and product portfolio, partnered with world leading suppliers and partners, with exports to more than 30 countries, and a full domestic coverage. I am also a member of many institutions in business, energy, and pollution. Right now, we are working on launching pollution free trucks and buses to help reduce their environmental impact.”

John Hirst (BA Economics, 1973)

“I’m running the Met Office (as Chief Executive)...after having spent most of my career running businesses. Being in charge of the weather is great fun.”

Taiwo Awotorebo (BA Business Economics, 2009)

“Since graduation, I have spent the last year working at Skye Bank Plc, Abuja, Nigeria. During my internship in Nigeria, I was able to gain a very good understanding of banking especially its application in the developing world. I am now studying for an MSc Applied Economics at the University of Nottingham.”

Andreas Voniatis (BA Economics and Management Studies, 1999)

“After graduation, I trained as a management accountant with First Choice Holidays. After I passed my CIMA exams, I held management accounting roles across several companies including the BOC Group and BT. In 2006, I built, marketed and sold DreamBingo.co.uk to the WinTech Gaming Group. I then contracted as a Search Engine Optimisation consultant for a year before becoming an Online Marketing Manager at The Move Channel (formerly Lead Galaxy). After 2 years, I became Head of Search at Infectious Media and in 2010 I started my own contracting company specialising in Viral Video marketing, Social Media and SEO with agency clients in London, Sydney and Hamburg. In 2011, I plan to rebrand and relaunch my viral marketing company as ‘Alchemy Viral’.”

Duane Gopal (BA Management, 2005)

“Since graduation in 2006, I returned to my hometown New Delhi, India and joined my father’s business (System Integration & Audio Visuals). After a year I decided to start my own business venture www.mypurplemartini.com which launched in December 2008, as India’s premier nightlife portal and is now amongst the most visited websites in India.”

Julian Dent (BA Economics, 1978)

Julian continues to work as the Chairman of VIA International, a boutique management consultancy, serving multi-national corporations around the world. One of his clients is Subway, and so far Julian has managed to try out their Chicken Teriyaki sandwich in over 30 countries in his role as their strategic planning consultant. He tries to avoid too much foreign travel during the summer months so he can try and improve his batting average for Berkhamsted Cricket Club, where he is the Chairman. His book “Distribution Channels – Understanding and Managing Channels to Market” is to be reprinted in 2011, following its successful first edition published in 2008.

Xuefeng Liu (BA Accounting and Finance, 2009)

“I am currently doing an M.Phil in Real Estate Finance at Cambridge University.”


“Since graduating, I have worked for Deloitte (Audit) and Jaguar Land Rover (where I finally achieved chartered accountant status). I recently secured a permanent role (Treasury Accountant) with SAB Miller plc and am currently located in Woking, Surrey.”

Are you receiving alumni e-communications and newsletters? If not, please email your current email address, full name, course and year of graduation to Olivia at alumni@lubs.leeds.ac.uk.

Remember that if you use a spam filter, please add alumni@lubs.leeds.ac.uk to your email contacts address book.
Economics Week

A keynote lecture by Dr DeAnne Julius, (pictured above) one of the founder members of the Bank of England’s Monetary Policy Committee, was one of the highlights of a five-day celebration of economics at the Business School in October 2010. Other events included a Leeds alumni breakfast seminar with Professor Malcolm Sawyer, Professor of Economics, delivering a lecture on the future of the Euro zone and the University paying tribute to the Newlyn-Phillips Machine – a prototype hydraulic computer built for modelling the economy.

Breakfast Seminar Series 2009/10

The first series of alumni breakfast seminars in London have continued to grow over the past year and culminated in Professor Bill Gerrard’s seminar (pictured above) ‘Shirts, Suits and Statistics’ held in June, on the morning after England managed to qualify through to stage two of the South Africa World Cup 2010. An opportune time for his lecture about what sport can teach other organisations and his work developing statistical performance analysis and data for various professional team sports and the lessons that can be learnt by non-sporting organisations. The current breakfast seminar series is in full swing (please see forthcoming events for more details) with additional seminars in Leeds. “I find these sessions really engaging and an excellent opportunity to find out about fields of thinking which I might not otherwise encounter, as well as a valuable link to the Business School”, Iona Wakely, Business Improvement Manager, Network Rail (MBA, 2008)

OECD Chief Addresses Business School Alumni

Education, innovation and increased cooperation will be instrumental in helping to lead countries out of the current global crisis. That is the view of Angel Gurría, Secretary-General of the Organisation for Economic Cooperation and Development, speaking at Leeds University Business School’s inaugural alumni lecture in London on 3 March. An Economics Masters graduate of the University of Leeds, Mr Gurría pointed to the need to rebalance economic growth if an increase in global poverty is to be avoided. In the face of the threat of climate change, a switch to greener, low carbon economies offers opportunities for sustainable growth, whilst innovation will be key not only to economic growth, but also to addressing challenges such as food security and declining populations.

Gala MBA Dinner

In March 2010, a gala dinner was held at Leeds Carnegie Rugby Club for the MBA class and attended by MBA Alumni and representatives of external organisations. The dinner was hosted by Tessa Hood with guest speaker Malcolm Chapman giving a fantastic after dinner speech on the subject of cultural awareness and sensitivity.

Business School Meets Indian Alumni

MBA Programme Director Steve King and Executive Skills Tutor Graham Caddock visited India in early May to meet applicants for September 2010 entry, catch up with alumni, and visit companies to find out what they are looking for from MBA recruits.

Annual Alumni Lecture 2010

John Elderfield (Fine Art 1966, MPhil 1970, Honorary DLitt 2006), (pictured above) Chief Curator Emeritus at the Museum of Modern Art (MoMA) in New York gave the University of Leeds 2010 Annual Alumni Lecture. His thought-provoking talk covered everything from the inspiration he gained from his time at Leeds as a student to the challenges and rewards of working at MoMA. You can watch a webcast of the lecture at www.alumni.leeds.ac.uk/johnelderfield
### Forthcoming Events 2011

#### Date: 26 January 2011 (plus further dates TBC)

**Title:** FT Masterclass Series  
**Venue:** Yorkshire Bank Lecture Theatre, Leeds University Business School  
**Find out more:** Contact Alison Holyoak, tel: +44 (0)113 343 8652 [http://business.leeds.ac.uk/news-events/ft-masterclass-series/](http://business.leeds.ac.uk/news-events/ft-masterclass-series/)

#### Date: Jan 2011 - March 2011 (Exact Dates TBC)

**Title:** Sports - Olympic Lecture Series  
**Venue:** University of Leeds (various lecture theatres). Held on campus, this series of free public lectures features talks from alumni, academics, and prominent sporting figures. Lectures will focus on the role of the Olympics and look forward to London 2012.  
**Find out more:** [http://olympics.leeds.ac.uk](http://olympics.leeds.ac.uk)

#### Date: 1 February 2011

**Time:** 18.30 – 20.30  
**Title:** Net Impact - CO2Sense - How SMEs can turn the low-carbon economy into success  
**Venue:** Yorkshire Bank Lecture Theatre, Leeds University Business School  
**Find out more:** visit [www.business.leeds.ac.uk/news-events/](http://www.business.leeds.ac.uk/news-events/)

#### Date: 4 February 2011

**Time:** 11.00 – 13.00  
**Title:** MBA Open Day  
**Venue:** Leeds University Business School  
**Find out more:** contact Kathy Isherwood [mba@lubs.leeds.ac.uk](mailto:mba@lubs.leeds.ac.uk)

#### Date: 7 March 2011

**Time:** 18.30 – 21.05  
**Title:** FT Masterclass Series  
**Venue:** Yorkshire Bank Lecture Theatre, Leeds University Business School  
**Find out more:** [http://business.leeds.ac.uk/news-events/ft-masterclass-series/](http://business.leeds.ac.uk/news-events/ft-masterclass-series/)

#### Date: 23 March 2011

**Time:** 8.15 – 10.00  
**Title:** Alumni Breakfast Seminar – John Hayes, Professor of Management Studies  
**Venue:** Chartered Accountants’ Hall, One Moorgate Place, London EC2R 6EA  
**Find out more:** contact Olivia Blythman, tel +44 (0) 113 343 1808 alumni@lubs.leeds.ac.uk

#### Date: 28 March 2011

**Time:** 18.30 – 20.30  
**Title:** Net Impact  
**Venue:** Yorkshire Bank Lecture Theatre, Leeds University Business School  
**Find out more:** visit [www.business.leeds.ac.uk/news-events/](http://www.business.leeds.ac.uk/news-events/)

#### Date: April 2011 (Date still TBC)

**Time:** 18.30 – 22.30  
**Title:** Leeds 2 London Pub Night  
**Venue:** TBC  
**Find out more:** [http://olympics.leeds.ac.uk](http://olympics.leeds.ac.uk)

#### Date: 7 May 2011

**Time:** 18.00 – 20.00  
**Title:** Annual Alumni Sports Day  
**Venue:** Weetwood Hall, Leeds  
**Find out more:** [www.business.leeds.ac.uk/news-events/](http://www.business.leeds.ac.uk/news-events/)

#### Date: 11 May 2011

**Time:** 18.00 – 20.00  
**Title:** MBA Open Evening  
**Venue:** Leeds University Business School  
**Find out more:** [mba@lubs.leeds.ac.uk](mailto:mba@lubs.leeds.ac.uk)

#### Date: 13 May 2011

**Time:** 19.15 – 21.00  
**Title:** House of Lords Alumni Reception  
**Venue:** House of Lords, Cholmondeley room and Terrace. The University Chancellor Lord Melyvn Bragg is kindly hosting this special reception. Drinks and canapés will be served in the exclusive Cholmondeley room and terrace, which overlooks the River Thames and offers stunning views of London. The Vice Chancellor Professor Michael Arthur and other senior University staff will also be present. Private tours of the Houses of Parliament are also available prior to the reception.  
**Cost:** £35 per person, with tours of the Houses of Parliament costing £3.50 per person  
**Find out more:** contact Kathy Isherwood tel +44 (0) 113 343 7520 k.isherwood@adm.leeds.ac.uk

#### Date: 19 May 2011

**Time:** 8.15 – 10.00  
**Title:** Alumni Breakfast Seminar – Matthew Robson, Professor Marketing - ‘The Ties That Bind: Developing and Maintaining effective inter-firm relationships and alliances’  
**Venue:** Chartered Accountants’ Hall, One Moorgate Place, London EC2R 6EA  
**Find out more:** contact Olivia Blythman, tel +44 (0) 113 343 1808 alumni@lubs.leeds.ac.uk

#### Date: June 2011 (Exact Date TBC)

**Time:** 18.00 – 20.00  
**Title:** Business School Alumni Lecture - Peter Hendy, Commissioner of Transport for London  
**Venue:** TBC, Central London  
**Find out more:** contact Olivia Blythman, tel +44 (0) 113 343 1808 alumni@lubs.leeds.ac.uk

#### Date: 7 July 2011

**Time:** 18.00 – 20.00  
**Title:** MBA Open Evening  
**Venue:** Leeds University Business School  
**Find out more:** [mba@lubs.leeds.ac.uk](mailto:mba@lubs.leeds.ac.uk)

#### Date: 30 July 2011

**Title:** Bodington Hall 50th Anniversary  
**Venue:** University of Leeds  
**Find out more:** Bodington Hall will turn 50 in 2011. To mark this occasion we are inviting Bodington Hall alumni and guests back to campus.  
**Contact:** Kathy Isherwood tel: +44 (0) 113 343 7520 k.isherwood@adm.leeds.ac.uk

#### Date: 1 September 2011

**Time:** 18.00 – 20.00  
**Title:** MBA Open Evening  
**Venue:** Leeds University Business School  
**Find out more:** [mba@lubs.leeds.ac.uk](mailto:mba@lubs.leeds.ac.uk)

#### Date: December 2011

**Time:** TBC  
**Title:** Winter Graduation  
**Venue:** University of Leeds

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If you are interested in organising an event in your area contact alumni@lubs.leeds.ac.uk We will be pleased to help.