

Top ten for customised programmes



Our customised programmes have been named as the world's number one for international reach by the Financial Times' annual rankings of executive education providers.

For the past four years, our customised executive development courses have been ranked amongst the world's top ten. And the School's open programmes are rated as one of the top 50 in the world.

Dr John Glen, Director of the School's Centre for Customised Executive Development, said: "Being consistently ranked amongst the top ten

schools in the world is an outstanding achievement and confirms our position as a world leader in customised executive development.

"We are particularly pleased to have been acknowledged for our international reach, which sees us delivering bespoke programmes to multi-sector clients around the world."



The Centre partners with leading businesses and creates personalised learning programmes that help the company's individuals strive in a way that will benefit them personally and professionally, as well as their organisation's success.

Its global roster of clients includes Telekom Malaysia, Unilever, Kuehne & Nagel, AirAsia, Royal Dutch Shell, Sabic and L'Oréal.

CCED takes off with AirAsia



Tan Sri Anthony Francis "Tony" Fernandes, CBE, a Malaysian entrepreneur, introduced AirAsia (the first budget no-frills airline) to Malaysians with the tagline "Now everyone can fly" in 1996.

Tony managed to turn AirAsia, a failing government-linked commercial airline, into a highly successful airline and he has since founded the Tune Group of companies.

His visit to Cranfield's recent Leading Across Boundaries programme was as clear a sign as any of his total commitment to ensuring that the phenomenal growth of AirAsia brings with it an unrelenting focus on world-class leadership across the whole of the company.

This executive education programme was designed and delivered by School of Management's Professor David Denyer, Tim Ringrose and Lester Coupland and the School of Aerospace, Transport and Manufacturing's Professor Graham Braithwaite.

Aimed at key business leaders from across the company, this is a bespoke programme specially designed for AirAsia's Heads of Department and other senior management and is intended to support the company's continued business growth.

The first module was delivered in Kuala Lumpur earlier this year and focused on two interconnected themes:

- A robust safety culture characterised by strong leadership
- Understanding the regulatory context.

Cranfield has just had the go-ahead to design and deliver a follow-on module which will focus on 'Leading for High Performance.' This second module follows the rationale of '(leadership) inside-out' and will be centred on self-awareness, team and organisational performance.



Lester Coupland



Tim Ringrose

MIRC Insights - This month's highlights

blogs.som.cranfield.ac.uk/mirc Recent posts include:

Researching financial transactions

As the full-time MBA students began their Corporate Financial Transactions assignments, we pulled together a selection of previous posts and guides to researching company performance and financial transactions – including sourcing analysts' reports, M&A and IPO data.

Need help with your references?

Check out our posts on referencing various types of documents – including recent posts on how to reference conference papers and newspaper articles in the Harvard-Cranfield style.

Introducing... BoardEx

Do you need information about company boards or senior management compensation? If so, BoardEx may have the data you are looking for. Check out our post for more information and contact MIRC to register for access.

Researching an industry?

Read our latest posts focussing on the healthcare and telecoms industries for hints and tips on getting the best out of our resources.



Message from the Director...



I am pleased to be writing to you following an exciting few weeks for executive education. As you will have seen on this month's lead story, our customised executive development programmes retained their global top ten position in the Financial Times rankings for the fourth consecutive year. Customised programmes were also rated first in the world for overseas programmes, reflecting our global reach.

While rankings do not always paint the whole picture, it is particularly pleasing that a proportion of the criteria on which we are judged comes from our customers' recommendations. An endorsement from them shows that we deliver on our promises and achieve results for their businesses. I would like to thank my many colleagues who make this all possible.

Aside from that, as the campaigning continues apace for the EU referendum, the School of Management has been adding its voice to the debate. A number of my colleagues, myself included, have been speaking at business events around the region in the run-up to this historic day and we have been exploring the arguments for 'Remain' and 'Leave'.

I shared a platform with, amongst others, the Rt.Hon Ann Widdecombe in a two-hour Question Time format in Milton Keynes, which generated a lively debate amongst the panellists and an audience of 150 committed 'Leave' or 'Remain' voters. For an in-depth look at some of the business issues, take a look at some of the features on the SoM homepage, featuring Catarina Figueira, Joe Nellis, Richard Wilding and Paul Baines.

You will see from the 'In The News' section that there has been a lot of media activity around the referendum, both in the UK and overseas, and I'm sure that, whether we 'Remain' or 'Leave', it's a topic we'll be continuing to debate for months to come.

Dr John Glen
Director, Centre for Customised Executive Development

Save the date: Join the Cranfield referendum debate

Ahead of the EU referendum, an expert panel from the School of Management will be taking questions from Cranfield staff and students, in what promises to be a lively debate.

Dr Catarina Figueira, Professor Paul Baines and Emeritus Professor David Myddelton are among those confirmed and will argue for 'Remain' or 'Leave' in a Question Time-style event, which will be chaired by Dr Ruth Bender.

It takes place on Wednesday 22 June at 17:30pm in Vincent Auditorium. More details to follow, with information of how to be in the audience.

The interactive session will be live-streamed, and available to watch later. Join the debate or tweet your questions to **#CranfieldEURef**



Dr Ruth Bender



Professor David Myddelton



Professor Paul Baines



Dr Catarina Figueira

Start-up weekend

The Bettany Centre for Entrepreneurship hosted a start-up weekend to help current Cranfield students develop business ideas based on technologies developed on campus.

Dr Shai Vyakarnam, Director of the Bettany Centre, said: "We're really lucky to be part of a university populated with smart people, great technologies, and lots of unique ideas. We asked the students to present their ideas at the end of the weekend and it was inspiring to see them come up with and develop some brilliant business ideas. It was equally as refreshing to see their naturally business-minded approach to start-ups."

Students whose business ideas were particularly impressive will receive further mentoring support in order to potentially take their model to market. The Centre hosts three start-up weekends each year, with the next one coming up in November. The November weekend will challenge students to create a draft business model based on a technology developed by Cranfield University.



Impact Showcase: from one expert to another

Faculty from across the School of Management participated in the University's recent Impact Showcase.

One of the School's strategic priorities is to be recognised for outstanding and impactful research that meets the needs of its clients, and the showcase was an ideal way for colleagues to share their expertise and insight into effective research methods.

- **Dr Radu Dimitriu** spoke about service brands
- **Professor Sue Vinnicombe** highlighted her focus on increasing the number of women on UK corporate boards
- **Dr Maarten van der Kamp** explained the importance of putting an idea into action and creating a positive impact
- **Professor Clare Kelliher** explored the notion of flexible working
- **Professor Liz Varga** detailed why it is so important to be an efficient decision maker
- **Dr Akunna Oledinma** discussed minimising waste in the food supply chain.

Thanks to everyone who took part.





Print and Online

Employee Benefits – 26 May

Professor Clare Kelliher discussed the importance of rewards packages and the various instances when they must be adapted.



Public Finance – 19 May

Professor Elisabeth Kelan explained that training can help hiring managers become more aware of their biases and stereotypes. This will help them ensure that equality is enforced during selection processes.



PR Weekly – 25 May

The London Economic – 16 May

Huffington Post – 16 May

Professor Paul Baines analysed the 'Remain' and 'Leave' referendum campaign in three blogs. He explained that voters need to be provided with more positive messages when they consider which way to vote.

Supply Management – 12 May

Dr John Glen featured in a piece analysing the resilience of global supply chains. "The first step to building resilient supply chains is to identify what those risks are. The experience of businesses in Japan and Taiwan goes to show that even the most traumatic of events can be navigated safely."



Delivered – May

Professor Richard Wilding featured in DHL's in-house magazine, where he analysed a piece analysing the diverse channels consumers use when making a purchase decision and how organisations use logistics to win consumers.

Radio

BBC World News – 26 May

Professor Paul Baines spoke about the effects of negative campaigning as part of the EU Referendum. He explained the concept of 'prospect theory', where people process negative messages three times faster than positive ones.



Dubai Eye's Business Breakfast Show – 19 May

Professor Joe Nellis was interviewed on *Dubai Eye Business Breakfast Show*, in which he shared his expertise on the Euro, Brexit, Capitalism, the UAE's economic fortunes...and the fashion industry.



Television

TRT Television – 23 May

Professor Sunil Poshakwale was interviewed on TRT Television (a Turkish television network) on his views on the economic significance of Indian Prime Minister Modi's visit to Iran on 22-23 May.



Details of all media mentions can be found at:
<http://www.som.cranfield.ac.uk/som/presscuttings>

Papers, publications, conferences, awards

Dr Benny Tjahjono (Principal Investigator) and **Professor Michael Bourlakis** (Co-Investigator) are part of a consortium which has won a new grant with a three-year duration and involving the supervision of two PhD students. The total funding won by the consortium is €3,995,643, of which Cranfield's part is €546,576. This is a Horizon2020 project under the Marie-Curie Innovative Training Networks (ITN) and the title of the project is 'CircEuit - Circular European Economy Innovative Training Network'. This grant will provide an excellent platform to recruit very strong PhD students, resulting in publications in leading journals.



Professor Sunil Poshakwale's paper, 'Sources of Time Varying Return Comovements during different Economic Regimes: Evidence from the emerging Indian Equity Market' has been accepted for publication in *Review of Quantitative Finance and Accounting*.

He also presented a paper entitled 'Forecasting Asymmetric Comovements of Multi-asset Returns during different Economic Regimes' at the 23rd Global Finance Conference, in Fresno, California in April.

Professor Clare Kelliher has a book chapter published entitled 'Flexible Working in Europe' in Dickmann et al International Human Resource Management, published by Routledge.

Dr Soroosh (Sam) Saghiri was part of a panel debate at the World Procurement Congress on 16-17 May, one of the biggest gatherings of top procurement leaders each year, with more than 600 delegates.



Dr Deirdre Anderson's co-authored paper, 'Increases in women's representation: The role of academic actors in descriptive and substantive change' has been accepted for the Gender Work and Organisation conference in Keele in July.

Professor Susan Vinnicombe and **Dr Deirdre Anderson** are guest editors of a special issue of *Journal of Management Education* on Women's Leadership Development Programmes.



Dr Tazeeb Rajwani's paper, 'Corporate Political Activity: A Literature Review and Research Agenda' from *International Journal of Management Reviews* (2013), has been selected as a winning paper in the prestigious Emerald Citations of Excellence for 2016. Another paper, 'Developing adaptive political capabilities for difficult political host markets', has been accepted for the Academy of Management Conference, California. Tazeeb will also be leading a symposium, 'Trade Associations: Role, Voice, Strategy', at the Academy of Management Conference, California.



Farooq Habib successfully completed his PhD, entitled 'Exit in Buyer Supplier Relationships'. He was supervised by **Dr Colin Pilbeam** and **Dr Carlos Mena**. **Professor Hugh Wilson** was panel chair. Farooq has also recently been appointed the Deputy Director of MSc in Procurement and Supply Chain Management, a new programme to be launched later this year by the Demand Chain Centre.



Claire Hunter successfully completed her PhD, entitled 'Exploring career change through the lens of the intelligent career framework'. Her supervisor was Professor Emma Parry and the examination panel members were Professor Nicky Dries (Research Professor, KU Leuven, Belgium), Professor Michael Dickmann with Professor David Denyer as Chair. Thanks to Professor Clare Kelliher and Dr Noeleen Doherty for all their extra guidance and support to Claire.

Jill Newman successfully completed her DBA, entitled "Implementing policy directed change – A Longitudinal Case Study in NHS Wales". Jill was supervised initially by Professor David Buchanan and more recently by Professor Clare Kelliher with additional support from Dr Colin Pilbeam and Professor David Denyer.

H Stebbings has successfully completed her DBA, entitled 'Business Process Resource Networks: A Multi-Theoretical Study of Continuous Organisational Transformation'. H was supervised originally by Professor Ashley Braganza, who was later joined by Professor David Denyer and Dr Colin Pilbeam.



IHRM Singapore exchange

Students on the MSc International Human Resources Management visited Singapore Management University (SMU) on a week's exchange programme, led by Professor Michael Dickmann.

Here, student Nkechi Ezenwa reflects on a fantastic trip.

"It was a great week studying the dimensions of cross-cultural understanding with Asia in perspective. We analysed differences in culture and leadership in Asia, with focus on Singaporean, Japanese, Indian and Chinese societal and organisational cultures. Our stereotyping has certainly become more sophisticated than when we first arrived!

"We had a one-day interactive course on the practice of human capital utilisation in Asia - the issues, challenges and possible solutions. Being a continent of diverse cultures, changing demographics, gender imbalances, varying degrees of human capital development, how does this affect talent management for organisations? A visit to a top 'health' brand, Eu Yan Sang Inc., helped us to better understand the HR challenges faced by organisations in Singapore and how they plan to mitigate the gaps.

"A very interesting part of the program was a session on organisational creativity in the global environment. We spent some time on a case study constructed around a top fashion brand, Shanghai Tang, appreciating how to balance business imperatives and creativity as well as understanding what motives creativity in organisations.

"There was a fun part was too! We had a fantastic half-day guided tour of Singapore, with focus on the cultural aspects. We visited the 'cultural heritages' of the three major tribes of Malay, India and Chinese: The Malay Heritage Centre, 'Little' India and Chinatown. We stopped over at the Raffles Hotel (Michael Jackson has stayed here, by the way), the oldest hotel in Singapore and the only hotel with a section that you can eat peanuts and throw the shells on the floor! The day was well rounded up with various Singaporean cuisines, well spiced and delicious. And we did try the 'stinky' durian fruit...Phil said it was delicious, but we did not reach a consensus on that one!

"I must say that our global mindset has been changed forever and this is a big add-on to the IHRM course."



Well done, Max!

Congratulations to MSc Finance and Management student Max de la Fargue, winner of an Amazon voucher for taking part in the recent LibQUAL+ Library Satisfaction survey. The Library satisfaction survey is run every two years to help libraries assess the quality and effectiveness of their services, ensure they are meeting current needs, and identify where they can make improvements. The results of the latest survey will be published during the summer. Thank you to everyone who took the time to complete it.



MSc Retail students attend the British Retail Consortium Symposium in London.

Charity fundraising

April's dress down day to support Unicef was nominated by Cris Saudella and raised **£88:10**. Thanks for all your support!



forum

Forum covers news and events from across the School. Contributions from staff and students are welcome. Please email stories, event news, ideas and photographs (with captions or full details) to

forum@cranfield.ac.uk

Printed on paper from a sustainable source by Cranfield Design and Print

MBAT

Around 20 MBA students headed to France to participate in MBAT: the annual three-day sports tournament hosted by HEC Paris, where 1,500 students across the UK and Europe compete in events such as basketball, volleyball, football and chess. Out of 17 top-ranked business schools (including Cambridge's Judge, St Gallen and ESADE), Cranfield ranked 11th with HEC taking the top spot followed by LBS and IE, respectively.



Cranfield's athletic prowess was demonstrated in badminton with the team of Nidhi Apurva, Vinay Nagaraju, Rohan Sharma and Truchi Tejpal, and in poker with Vinay Gupta where he reached the semi-finals in both events. Big thanks to Adrian Olsen for being Cranfield's enthusiastic owl mascot (crane costumes are challenging to locate on short notice), and Mayank Sharma who channelled 'Rocky' for a humorous, erm, very serious MBAT video produced by Claire Dyason to show the competition just how fierce Cranfield is!