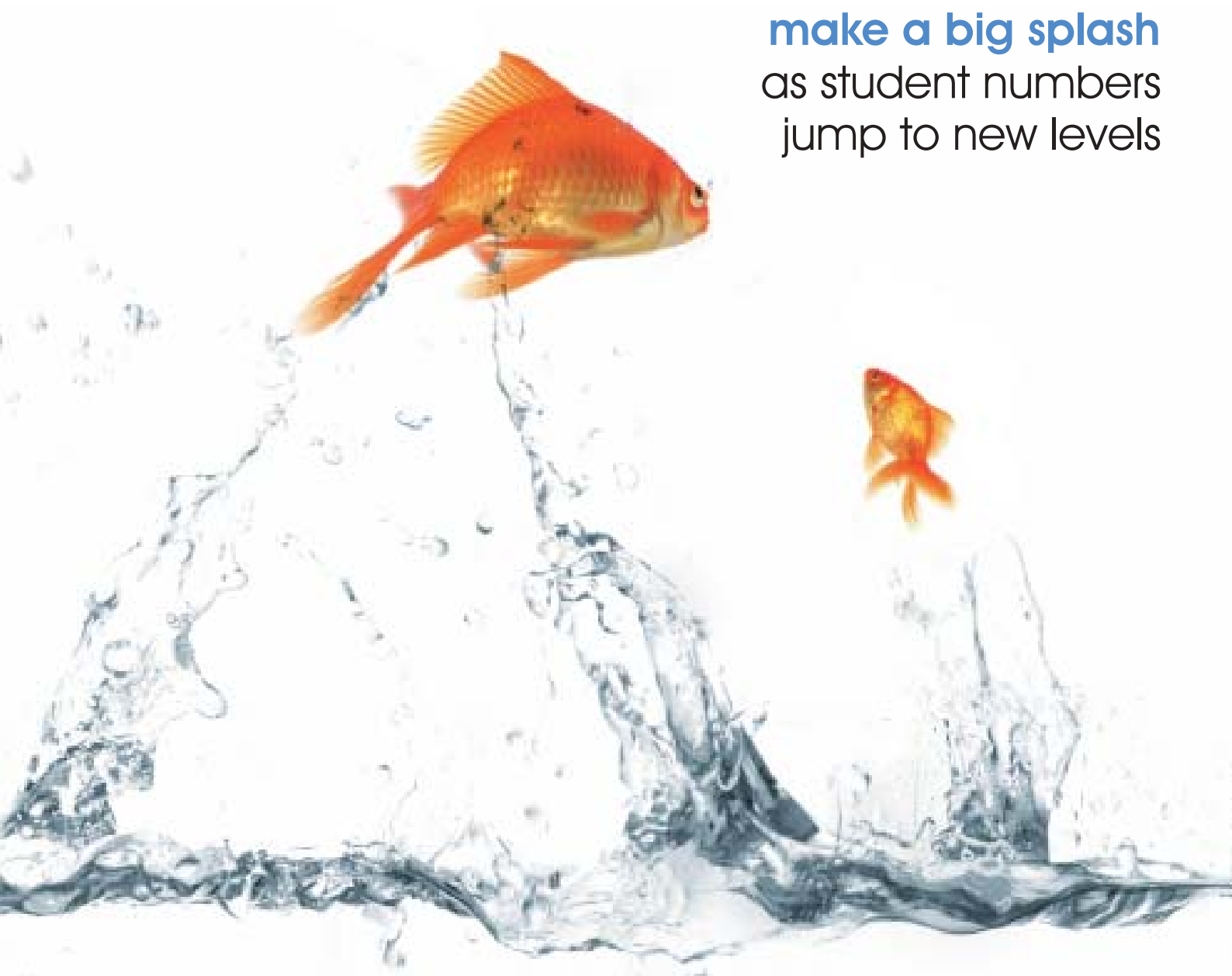


management matters

the magazine of Bradford University School of Management

SPRING '07
ISSUE No.23

**Bradford courses
make a big splash**
as student numbers
jump to new levels



News



FT gives Bradford its **best-ever ranking**

The *Financial Times* ranked Bradford University School of Management second in the UK - equal to Cranfield and beaten only by London Business School - and eighth in Europe in the league table for overall European business school of 2006.

The ranking - Bradford's best in an *FT* league table - is based on the combined results of surveys in 2006 for business education, full-time MBAs, customised executive education programmes, Master's degrees and executive MBAs.

Professor Arthur Francis, Dean, said: "This is tremendous recognition for the excellent work at Bradford. The *FT* ranking is based on a number of factors, including surveys of our alumni and monitoring how successful they are after they leave us in terms of salary increase and seniority of their jobs.

"Our programmes are well known for their mixture of top academic teaching alongside very practical skills. Last year, we also introduced personal development support to help managers to make the leap into senior management, with skills ranging from

leadership to delegation. Our focus is to ensure our alumni are very employable."

Since the last edition of *Management Matters*, the School's executive part-time MBA has been placed ninth in the UK and 39th in the world in the *FT*'s ranking of these programmes. Bradford fared particularly well for the extent to which students felt the course helped them to achieve their aims - being placed eighth in the world on this important criterion.

In the *Financial Times* European Masters of Management rankings, Bradford was among the top 20 business schools in Europe, beaten in the UK only by the London School of Economics and University of Durham Business School.

According to the European Masters league table, the School has the most international set of students of any European business school, with 92 per cent studying in a country different from that of their citizenship. The School attracts students and lecturers from every continent, bringing a breadth of ideas and experiences to the programme.

EQUIS reaccredits the School

The European Foundation for Management Development has renewed its EQUIS accreditation for the School.

This follows a rigorous inspection of the School and its programmes by a peer review team from other European business schools and a representative from the private sector.

The team was impressed by the School's strong set of values and commented that "all stakeholders...agree that the School offers great value for money, is highly accessible, is strongly international/multicultural, is highly

supportive and dedicated to offer quality service, enjoys a great team spirit, and has very pleasant facilities at Heaton Mount, with the potential to expand".

The School of Management was only the seventh in Britain to pass the rigorous assessment process when it won its first EQUIS accreditation six years ago.



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Student recruitment beats all records

The School of Management has enjoyed a bumper year for student recruitment, with the full-time MBA recruiting almost twice its target number.

Some 156 students enrolled on the full-time MBA in September, compared to what recruitment manager Dr Michael Seymour referred to as an "aspirational target" of 80. More than 140 of these students are from outside the UK and European Union.

The MA and MSc programmes recruited 292 students, against a target of 250. There are 34 per cent more MA and MSc students this year than last. Distance-learning and executive part-time MBA enrolments were around 10 per cent above target figures.

The School also comfortably met its target of recruiting 300 home undergraduate students. Here, a slight undershoot in law (92 out of 100) was compensated by the School slightly exceeding its target of 200 in business and management.

Dr Seymour commented: "Major factors that influence applicant behaviour all moved in our favour. In particular, there was

continued growth in demand and ability to pay in key markets in India, Pakistan and Taiwan, and improved visa processing by the Government. We were also helped by the absence of major health scares - such as BSE or foot and mouth disease - in the UK.

"Factors specific to Bradford include our EQUIS reaccreditation, continuing good performance in the *Financial Times* league tables, improved processes in the recruitment office, and our competitive tuition fee levels.

"All these positive factors helped us to overcome the unfavourable exchange rate against the pound of the currencies of some of our major markets."

Professor Arthur Francis, Dean, commented: "I congratulate and thank the academic, administrative and facilities staff for all the hard work they have put into achieving these excellent recruitment figures - and for their continuing efforts to ensure that we maintain our usual high level of service to students."

School opens its account with Directorbank

A market leader in finding non-executives for private equity deals and major corporates has agreed a joint venture with the School of Management to run events for the UK's top directors.

The programme with Directorbank will draw on the experience and networks of both organisations to fill a market gap for very senior and successful directors.

The first one-day event, Increasing your Marketability, was for directors looking to find their first or further non-executive director position. It took place on Friday, 26 January at Heaton Mount.

Elizabeth Jackson, Directorbank chief executive, said: "The non-executive market is becoming far more sophisticated. The first one-day conference enabled very senior directors to hone their skills in finding new positions as well as update their legal knowledge on the risks and responsibilities.

"We have been very impressed with the School of Management. It is a top ten European business school and its listed building conference facilities are truly beautiful, set in parkland. We have the highest standards for our events and the School is a very professionally run centre."

Professor Arthur Francis, Dean, said: "Directorbank is a very good fit with us. This link will provide valuable new service to our MBA alumni - many of whom are now among the UK's top directors - and we can add a practical, academic flair to Directorbank's contacts and expertise.

"We have discussed a number of other ideas which we will develop together over the next year."

Further information is available on www.bradford.ac.uk/management

Directorbank

THE IMMEDIATE SOURCE OF LEADING DIRECTORS

News

Two profs are **right on the money**

The School of Management has appointed two new finance professors to lead a new course aimed at training more people for top jobs in the region's burgeoning financial services sector.

Mark Freeman, an expert in corporate finance and investment, and Turalay Kenc, who specialises in company valuation and interest-rate forecasting, will play key roles in delivering the School's MSc in Finance, to be launched next September.

"It will take a finance-industry-friendly approach to provide people with the practical skills they will need for senior jobs in banks, insurance and investment



Professor Turalay Kenc (left) and Professor Mark Freeman

companies," said Professor Freeman, whose research interests include helping investment managers to allocate money in the best possible way.

He was an equity research analyst specialising in the brewing and distilling industries for a London stockbroker and worked in corporate finance at United Distillers before becoming an academic.

Turalay, recruited from Imperial College London, commented: "People are finally waking up to the looming pensions crisis in Europe. I have been researching the economic and financial effects of Europe's ageing population for a number of years

and have a wealth of knowledge to pass on to the specialists whose decisions will help to shape the financial future of us all."

Mark was director of Exeter's PhD in finance, initiated Exeter University's advanced training programme in finance, and has won three teaching excellence awards, including one from the University of California, Irvine.

Turalay has worked at Cambridge, Manchester and Durham universities and London's Birkbeck College. He has completed projects for the International Monetary Fund, the Inland Revenue, Central Bank of Iceland and Vatt of Finland.

School launches two new MScs

The School of Management has broadened its range of Master's courses, with two new MScs in Finance and in Marketing.

The one-year, full-time courses - together with the School's existing MSc in Total Quality and Performance Management - seek to equip students to take up specialist roles in industry and commerce, or to continue to further studies at doctoral level.

They complement the School's existing range of one-year, full-time MA programmes.

"The MA and MSc are of equal standard and combine academic rigour with

practicality and relevance to managers in their jobs," said Professor Stuart Sanderson, Associate Dean (graduate programmes). "But the MSc programmes are designed for students who wish to specialise and who have a prior qualification that is relevant and acts as a good foundation for studies in the specialism.

"The MA programmes, in contrast, are designed for graduates of any discipline who wish to enter management. The MA programmes offer the opportunity of some specialisation, to reflect students' interests, but the major aim is to create the opportunity for graduates from a wide range of backgrounds to study and

prepare for a career in management."

The School's complete offering of Master's courses now comprises:

- MA in Management
- MA in Finance, Accounting and Management
- MA in Human Resource Management
- MA in International Business and Management
- MA in Marketing and Management
- International MA in Management
- European Management Programme
- MSc in Finance
- MSc in Marketing
- MSc in Total Quality and Performance Management

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Safina is Sovereign's golden girl

PhD student Safina Tai played a more prominent role than she bargained for when she began a knowledge-transfer partnership to design, develop and implement a marketing strategy for Sovereign Healthcare - by featuring on the company's billboard campaign herself.

Her smiling picture appeared on advertisement hoardings across the region after she benefited from the company's health-care cash plan following a short hospital stay for a minor operation.

"I knew when I joined the company that I would gain good experience of working in a demanding marketing role where many important tasks had to be dealt with effectively and efficiently - but I didn't expect to play quite such a 'hands-on' part in promoting Sovereign's products," said Safina, who has since been given a permanent job with the company and is continuing with her PhD on "The Meaning of Well Being in Ethnic Minorities in the UK".

Sovereign Healthcare's new marketing strategy incorporates both new international markets and the repositioning of current products. A key part of Safina's work has been identifying opportunities for new product development in the domestic market, and developing a marketing and implementation plan for the products.

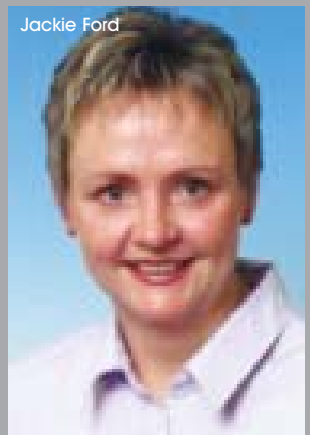
One highlight was the trip she undertook with her academic supervisor, Dr Gretchen Larsen, to the international health-care market of interest, where they carried out substantial research with human resource and corporate managers of potential business customers. A research project with a local university developed from this.

"Supervising the KTP project has provided me with further experience of the benefits and difficulties of marketing management practice, which feeds into my teaching and research in the School," said Dr Larsen.

"Sovereign Healthcare was aware that an improved strategic marketing view would be required for further successful development. Safina brought a strategic view to the company which would have been difficult to achieve in the light of the ongoing demands of daily activities."

Latest recruits

New senior lecturer in human resource management/organisation behaviour is Jackie Ford. She has extensive knowledge and skills in the management of change, education and management development, strategic and operational human resource management and leadership, and until 1994 was employed as board-level director of human resources in a large NHS organisation.



Jackie was recruited to Bradford from the University of Leeds, where she was programme director for the Postgraduate Certificate, Diploma and Master's programmes in management and leadership for public sector professionals.

Joining the Strategy, Economics and International Business group as lecturer in international business is Martin Owens, who obtained an MSc in marketing and PhD from the University of Ulster. He was awarded the Michael Z Brooke prize for the best doctoral paper in 2004.

Also due to join the School soon are professor of international business Frank McDonald and reader in international business Yinggi Wei.

Opinion

Is Nobby Stiles Jnr playing for UK plc?



by Professor Arthur Francis, Dean

Higher productivity is a measure of how much value each individual and organisation adds to the economy every hour that they work. Politicians across the globe know that it is a goal well worth striving for, as the proceeds can be used to increase individual income or leisure time. But why is performance improvement in business discussed so much less than that in sport?

Athletes improve their performance year by year and generation by generation. Sometimes there are radical innovations in technique, like the Fosby Flop in high jumping. There are improvements in diet and in training regimes, many based on science-based evidence. Improvements in materials - in clothing, footwear, and the equipment used - have helped significantly. Advances in video-camera technology have made coaching more effective. New training facilities have helped, too. And all this has been driven partly by the pressure of international competition.

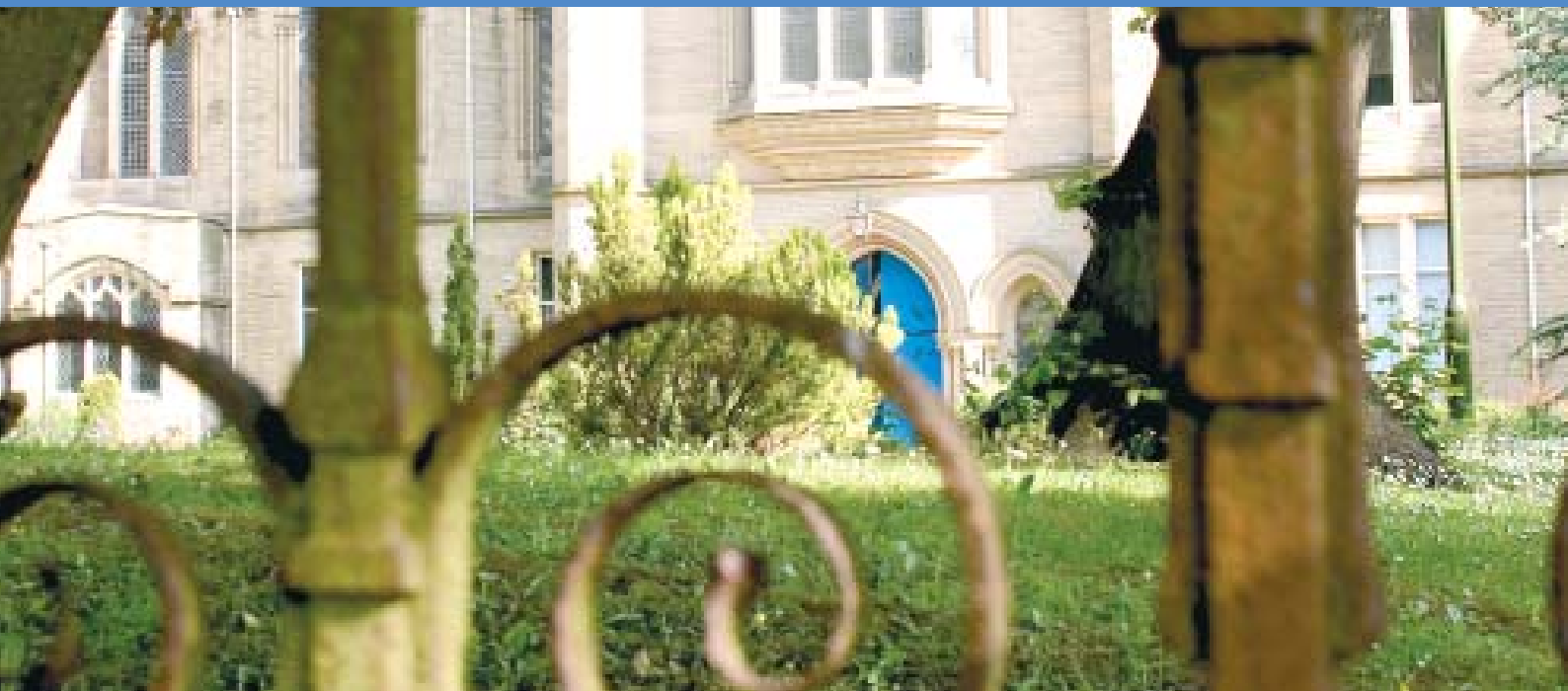
The parallels with business are obvious. London School of Economics academics have published the results of major research about international differences in the performance of firms. They found that the best UK firms were just as good as those in the US, France and Germany, but the performance of the average firm in the UK was significantly worse.

A major reason was that senior managers in the poorly performing firms were not using modern management practices. The study suggested that firms were most badly managed when they did not have to face stiff international competition. Family managers were often insulated from the pressures of shareholders and other financiers and so they were not forced to examine and update their management practices or to recruit the best managers.

One author of the study observed: "Can you imagine if the current England football team was picked from the sons of the team in 1966? We wouldn't win anything." And can you also imagine how they would do if they played today in the same way as in 1966, or if the team at the 2006 Commonwealth Games had still used the techniques used in 1966 in Kingston, Jamaica?

Tough competition provides incentives to improve techniques and to learn to do things better. And if sport scientists can help athletes, business schools and industry need to work more closely with each other to get the same benefits for firms.

We've got a long way to go. France, Germany and the USA have had business schools since the turn of the twentieth century, but it was not until the mid-1960s that they came to the UK. Only in the 1990s did they reach the civic and ancient universities such as Oxford, Cambridge and Leeds. However, though late in the day, there is now a national network of management scientists, far more numerous than sport scientists. The resource is there. We just need to learn how to use it.



School blends training to perfection for NG Bailey

The School of Management's way of transforming business and management theory into practice made it the ideal provider of executive development for NG Bailey.

The company provides a range of mechanical and electrical design, installation and maintenance, telecommunication solutions, specialist electrical manufacturing and systems integration services. With headquarters in Ilkley, it employs more than 4,200 people and has a £400 million turnover.

The company's largest business unit, known simply as Bailey, is a mechanical and electrical sub-contractor to the construction industry and has worked on projects including Morrison's supermarkets, Doncaster Education City, the South Bank Centre in London and the Wales Millennium Centre in Cardiff.

It boasts 17 branches in the UK, each headed by a director. These highly regarded senior personnel are usually in their mid-30s and 40s and have traditionally worked their way through the ranks, having completed their apprenticeships.

"We were looking at developing our operations directors in the area of business

strategy and leadership," said David Wolstenholme, head of management development at the Bailey Leadership Academy, based at Denton Hall, Ilkley. "We wrote a development brief and meetings were held with the School so it could gain a feel for Bailey and what we meant by leadership. The subsequent presentation given by the School about its proposed programme was ideally suited for our operations directors because it was a unique mixture of making the theoretical pragmatic. One of the things we look for in developing a partnership with a business school is that ability to take the conceptual and apply it in a practical way to business," Mr Wolstenholme continued.

The result was the Operations Director Development Programme, made up of three modules, each of three days' duration. All were residential, with two taking place at the School's Heaton Mount and one at Denton Hall.

"The residential element was an essential part to develop the camaraderie and the dynamic of working in a group," Mr Wolstenholme commented.

Delivered over 12 months, the programme was followed by around 15 Bailey managers who were tutored by the School's staff and associates.

A steering group made up of representatives from both the School and Bailey was also set up to meet both before and after the modules to keep Bailey's executive team informed.

"We were in partnership with the School rather than just asking the School to develop a course. We like to form relationships - it is part of our method of working together. The programme was very tailored and the process was extremely dynamic and we were completely involved in that process," Mr Wolstenholme added.

Comments from participants include:

"The programme gave me the ability to act on, and base decisions on, well-thought-out analysis and strategy with a shared collective goal."

"It enabled me to understand customers and their changing needs and respond accordingly."

"The course allowed me to create an action plan that can be applied to the Bailey business."

"A key learning objective for me was to establish a way of thinking and to explore some means of viewing our business from different perspectives - both individually and collectively."

Meanwhile, back at the office...



Factors that contribute to successful homeworking initiatives are revealed in a study led by the School's senior lecturer in organisational analysis, Dr Susanne Tietze.

The two-year Economic and Social Research Council (ESRC)-funded study into home-based telework focused on four local authorities - Doncaster Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Sheffield City Council and Barnsley Metropolitan Borough Council - which had collaborated to raise awareness of work-life balance issues and improve their flexibility schemes, in a shared project named "Improving Services - Balancing Lives".

Barnsley (which in the meanwhile has introduced a policy that allows employees to request to undertake homeworking on a regular basis) and Sheffield councils experimented with "spontaneous, *ad hoc*" working patterns, while Doncaster introduced "occasional-regular" homeworking and Rotherham piloted "permanent" homeworking.

"The pilot programmes at Doncaster and Rotherham were implemented in order to learn from experience, understand the arising complexities, and identify potential problems in order to be able to solve them," said Dr Tietze. "We also aimed to analyse the changing relationships between homeworkers, their immediate colleagues and their bosses."

She continued: "The pilots showed, for example, that the knock-on effects on the colleagues of homeworkers and their line managers back at the office are important factors in successful implementation. These two groups are often forgotten as the 'plight' of homeworkers is more frequently in the public eye."

All homeworkers at Rotherham and Doncaster responded positively to the experience of homeworking and reported improvements in their work-life balance.

"The findings supported much of what we already know - that homeworking increases the performance and output of homeworkers, regardless of task; that

different communication methods need to replace face-to-face conversation and knowledge exchange; and that although homeworking can make it easier to combine 'work' and 'life'; it can also be an intrusion of privacy," Dr Tietze continued.

Although treated fairly and with consideration to their circumstances, office colleagues of Rotherham Council homeworkers sometimes felt excluded from the excitement and privilege of working from home. Small teams, in particular, felt greater pressure. They also experienced some loss of specialist knowledge in the office. The team leaders also reported some loss of control over homeworkers along with a loss of insight into the emotional well being of these staff. But overall this group felt the pilot had been a success.

"Office-bound workers at Doncaster Council felt that they saw less of their homeworking colleagues and that sometimes their contribution to work was not seen by other people and not sufficiently acknowledged," Dr Tietze explained. "The pilots showed that homeworking could reconfirm hierarchical divisions between homeworking senior staff and office-bound clerical workers."

Team leaders all stressed the importance of trust in order for homeworking to be successful and some managers admitted that they had to learn to trust their staff - but that this proved beneficial.

"In both authorities (Doncaster and Rotherham) the pilots showed that it is important to find out the concerns not only of homeworkers, but also of their team leaders and immediate colleagues. Quite often, the latter groups have to deal with the 'fall-out' from this form of flexibility as well as with some rearrangement of tasks," Dr Tietze concluded. "The pilots thus enabled both councils to move forward positively in their pursuit of flexible service delivery and employee-friendly employment."

Dr Tietze, of Bradford University School of Management, Dr Gill Musson, of the University of Sheffield School of Management, and a research fellow, Dr Tracy Scurry, of the University of Newcastle upon Tyne, carried out the study.



We are all corporate marketers now, says John Balmer

Corporate marketing, say the authors, is “likely to emerge as a progressively vital area of marketing”. While “extrinsically a boardroom and chief executive officer concern”, responsibility for it should be institution-wide and not confined to a particular department or directorate. “In short, all staff are corporate marketers.”

Professor Balmer put forward the so-called “6Cs” - the six elements of the corporate marketing mix:

- **character** - factors such as organisational type, corporate philosophy and markets served that, taken together, distinguish one company from another;
- **culture** - the collective feeling of employees, who represent the “front line” of any entity;
- **communication** - the way in which the organisation communicates with customers and other constituencies, plus the communication effects of management, employee and product behaviour, word of

mouth and the commentaries of the media and competitor organisations;

- **conceptualisations** - the perceptions held of the institution by customers and other key stakeholder groups;
- **constituencies** - the realisation that the success of the corporation depends on meeting the wants and needs of customers, employees, investors, the local community and so on;
- **covenant** - the emotional connection that some customers and other stakeholder groups make with the corporate brand.

The authors acknowledge that the notion of corporate-level marketing is likely to be contentious for some. They conclude, however, that the rise of corporate marketing concerns and concepts is inexorable, and institutions that fail to take account of them are guilty of what may be called corporate-marketing myopia.

Marketing should have a more strategic and institution-wide role in the organisation of the future, says Professor John M.T. Balmer, the School's professor of corporate brand/identity management.

In a paper he wrote with Professor Stephen Greyser, of Harvard Business School (and visiting professor of corporate communications at the School of Management), he argues that corporate identity, branding, communications and reputation should be integrated under the umbrella title of corporate marketing. The article, in the *European Journal of Marketing*, was among the ten most-downloaded articles in the Emerald portfolio of management journals last autumn.

Memories are made of this

A website that preserves the memory of a long-established leather company and its workers is among the innovative ways in which School of Management academics are engaging with business, commerce and the community.

Dr Robert Perrett and Professor Miguel Martínez Lucio launched the photographic history of Pittard's leather mill and tannery, which closed its site in the Cross Green area of Leeds at the end of last year. The website ranges from employees' pictures from the 1800s to professional photography of the mill's intricate workings in mid-2006. It is supported by the union “community”.

One employee commented: “The web page is a lovely tribute to a company that has produced leather in Leeds for more than 100 years...By bringing all this information together you are preserving the memories of the company and some of

the people who worked there - and for that you and the University should be proud.”

Professor Andrew Taylor, associate dean for research, described the site as “a very good example of community engagement”.

Professor Martínez Lucio said: “Our region, particularly Bradford and Leeds, was historically famous for textiles all around the world. This company produced quality, diversified products and really invested in training, particularly for new migrant workers. The shift from manufacturing to the service sector within our region has been apparent for some years and, unfortunately, this latest closure seems to represent further evidence of regional change and the need to preserve its economic identity.”

The site can be viewed at: www.bradford.ac.uk/pittards/



News

Apostles give pride of place to Arena

A group of 12 "apostles" - employees who work closely with senior management and are involved in induction and all discussions on the business - helped Arena Group Ltd to win a "Best Company to Work For" award sponsored by the School of Management.

Arena Group, which supplies and services photocopiers and offers printing services, received the prize from the Dean, Professor Arthur Francis, at the glittering *Yorkshire Post* Excellence in Business award ceremony at the Queen's Hotel, Leeds.

Arena, based in Wakefield, beat off competition from more than 30 companies that submitted applications electronically. The assessment team visited ten shortlisted businesses, and their employees completed an online questionnaire. Five firms were then invited to present their case at the School of Management.

Dr David Spicer, associate dean, MBA, who chaired the judging panel, said: "Arena Group clearly recognises and demonstrates that its people are central to its growth and

development. Employees back this up, with 100 per cent of survey respondents indicating the company has clear goals that see people as core to the business.

"All employees achieving the personal key performance indicators receive a share of annual profits. All departments are given an annual away day in recognition of the work they do. The company has an annual conference in the UK to which all employees are invited, and a premier conference overseas to which the top 20 per cent of performers are invited.

"As well as these formal programmes, managers stressed the importance of recognising a job well done personally through, for example, sending cards to employees' homes and through such *ad hoc* rewards as meals out and bottles of wine.

"The company clearly demonstrated commitment to learning and development and commitment to the community. As an example, it has an apprentice scheme that incorporates links with local schools to identify potential employees."

Rachel Clarke, of Arena, Wakefield and Adrian Fitzpatrick, with the Best Company to Work For award



The other finalists were: Bayford & Co Ltd, a fuel supplies company, of Wetherby; Elmwood Design Ltd, of Guiseley; Leeds Building Society; and Westfield Community Health Scheme (CHS) Ltd, a Sheffield-based health insurance provider.

Dr Spicer said: "The assessors and judging panel were impressed by the quality of all the submissions and the range of activities evidenced for supporting, engaging and motivating employees."

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Effective Learning Service on the write lines

A marketing expert has praised the work of students who followed a "writing for business" course offered by the School's Effective Learning Service.

Sue Coffey, of Bradford-based Zymo, helped to design and judge a competition for students to produce a leaflet to promote its marketing and public relations services. The winner was Shahid Raza, with Uzma Hussain and Iain Service in second and third places.

"Shahid's leaflet would have been picked up by a business and read - it was clean and simple with clear messages that could be taken in quickly," enthused Sue Coffey, one of the judges.

The winners of a group competition - to produce a leaflet encouraging students to help a local business or voluntary organisation - were Ming Jiang, Sauping Man and Elizabeth Muhia. They chose to support Bingley Voluntary Action.

All had attended the Effective Learning Service's accredited course on writing for business.

Colin Neville, who runs the service, said: "Royal Mail estimates that UK businesses lose £700 million a year as a result of spelling and grammar mistakes. The course responds to employer demand. Although an optional extra for second-year undergraduates, we had 134 signing up. That is more than half of the year and some third years also asked to take part. We were delighted with their enthusiasm to put their theoretical skills into practice."

The leaflets depended entirely on the students' abilities to write - they were allowed

to lay out the text in as compelling a way as possible but were not allowed any images other than the organisations' logos. The competition winners picked up a total of £300 in book tokens.



Dr Omar Naseef, World Muslim Congress president, presents the Dean, Professor Arthur Francis, with a trophy to mark ECTQM's 20 years of existence



Quality centre clocks up 20 years of excellence

Total quality management is part of the strategy of every successful organisation and its concepts and constructs will always be valid, the founder of the European Centre for Total Quality Management said at an event to mark its 20th anniversary.

Professor John Oakland spoke in a video interview of how the ECTQM was founded as a result of a national quality campaign launched by the Department of Trade and Industry, which chose the Bradford University School of Management as one of the leading researchers in the quality management field.

"The ECTQM has tremendous contact with the real world and is meeting the needs of the customers. Do continue with the excellent work," he counselled.

The current director, Professor Mohamed Zairi, highlighted key areas of the centre's work, including its emphasis on research and teaching, disseminating knowledge around the world, and partnerships. He highlighted in particular the centre's involvement in the Middle East Quality Association.

Professor Arthur Francis, Dean, called the ECTQM "a jewel in the crown" of the School of Management. Other tributes were paid by Dr Trevor Francis, representing Unilever, Dr Keith Howard, of Emerald Publishers, and Dr Peter Fairclough, representing Arla Foods.

Around 100 guests attended the celebration. They included Dr Omar Naseef, World Muslim Congress president, Dr Mansoor AlAwar, vice-president of eTQM College in Dubai, and Professor Vittorio Cesarotti, chairman of the European Universities' Network for Total Quality Management.

The formal presentations were followed by a buffet lunch, during which examples of the ECTQM's work were displayed.

Professor Zairi received a gift from the ECTQM team to mark his contribution to the centre.



Students celebrate successfully completing their Six Sigma Black Belt professional course at the School of Management

The Dean, Professor Arthur Francis, presents a trophy to Dr Raja Alsharief, the 30th doctoral student in quality management



Opinion



by Professor Chris Gale
Director of Legal Studies
Bradford University Law School

A helping hand back to the straight and narrow

A probation officer who took a group of ex-offenders on a rural retreat woke to the sound of heavy rain against the window-panes.

Recognising that this put an end to his plans for them to share a strenuous walk followed by a pub meal, he asked them: "What shall we do today?"

"How about the village post office?" piped up one from the back.

One in five Britons of working age has a criminal record. And while this story shows that returning to the straight and narrow is not a priority for all of them, it certainly is for the majority.

A job is the single most important factor in helping people to leave behind a life of crime. But it is at least eight times harder for a person with a criminal record to obtain work.

Of course, employers have a duty of care to their employees and customers and must protect their business interests. Risk management plays a particularly important role in organisations dealing with vulnerable customer and client groups. But there are often strong business and social arguments - as well as legal reasons - why employers should face up to the challenge of offering work to people with criminal records.

Any conviction for a criminal offence can be regarded as spent under the Rehabilitation of Offenders Act 1974 if the offender completes his or her rehabilitation period without further convictions. The offender can then usually answer "no" when asked if he or she has a criminal record, although certain occupations are excepted and custodial sentences of more than two and a half years are never considered spent.

The Police Act 1997, while supporting the protection given under the Rehabilitation of Offenders Act, enables criminal-record checks. Employers who register with the Criminal Records Bureau can ask job applicants to apply for one of three categories of disclosure (they vary in the amount of detail provided), depending on the type of job the person is applying for.

Employers should consider the nature of any conviction and its relevance to the job being advertised. A publican may, for example, trust a convicted fraudster to clear tables, but not to empty the fruit-machine. Employers should examine the circumstances leading to the applicant's offence, and take into consideration the length of time since he or she broke the law. The amount of supervision available on the job may also be a factor.

Employers should recognise that having a criminal record does not always mean having no job skills or qualifications. Indeed, some offenders may have up-to-date vocational skills gained during prison training schemes.

In research by the Chartered Institute of Personnel and Development, only eight of the 144 personnel officers who knowingly employed former offenders reported cases of re-offending. Two-thirds of the human-resource specialists claimed to have a positive experience of employing ex-criminals. And in almost half of the organisations, the ex-offenders stayed for more than three years.

In other words, when former criminals are offered a job they often turn out to be loyal, reliable and hard-working employees.

Democrats should worry, warns Law Commission chairman

Democrats should be worried that piling reform on reform is making English law harder than ever for the layman to understand, the Law Commission chairman said at the launch of Bradford University Law School.

The Honourable Mr Justice Sir Roger Toulson explained: "Modern legislation is more difficult to comprehend than ever before. Law reform is such a low political priority that statutes and regulations are piled on top of existing laws, rather than looking at the coherence and comprehensibility of the whole. This should be a matter of concern to all democrats and to central government."

He was speaking to an invited audience of 80 leading legal professionals and business people from the region, at the launch of the Bradford University Law School. Sir Roger warned that the pressure on government departments was to introduce a new measure and then move on to the next

item. "The great tidal wave of legislation has made many areas of law horribly over-complicated and difficult even for an adviser - such as a Citizens' Advice Bureau - to understand, let alone the ordinary citizen," he continued.

Professor Chris Gale, director of legal studies, commented: "It was a great honour to have Sir Roger open our Law School with such an outstanding lecture on the legislation process of today. It reflects the high standards of teaching and debate that we have set for our Law School."

Professor Arthur Francis, Dean of the School of Management, said: "Law is the UK's second most popular choice of university degree. As one of Europe's top business schools, with an international reputation, it is important for us to have our own Law School, and we have recruited a leading team of academics to deliver our courses."



Professor Chris Gale, Professor Arthur Francis and Sir Roger Toulson

School continues to grow apace

The rapidly-expanding Law School almost doubled its undergraduate intake in September and has recruited four new staff.

In only its second year of operation, the Law School recruited 91 undergraduates for its LLB (Honours) course. In its first year, the Law School recruited its full target of 50 undergraduates.

Joining the Law School are senior university teachers in law, Robin Lister and Maxine Myers, and lecturers in law Mark Van Hoorebeek and Fran Wright.

Robin graduated from Oxford University with a first in English and worked as a children's author before passing the Common Professional Examination in 1991 and Law Society Finals in 1992. He became LLB course leader at Leeds Law School then subject group leader for Commercial and Property Law.

Maxine read law at the University of Manchester. After qualifying as a solicitor

she worked in private practice in Leeds before taking up a teaching post at Leeds Metropolitan University.

In 2004 she joined the Strategic Management Board of the West Yorkshire Police as an adviser on multi-agency problems and the following year was appointed as a part-time district judge, dealing with county court cases. She is also a part-time tribunal judge working on social security cases.

Mark joins the School from Sheffield University and specialises in intellectual property - about which he has published two books.

Fran graduated from the University of Stirling with a first-class Honours degree in history and worked in education administration and publishing in England and New Zealand. After graduating with an LLB she worked as a barrister and solicitor before tutoring and lecturing at university. She has taught at Worcester College, Oxford, Waikato University and Victoria University of Wellington, both of which are in New Zealand.

Neil Carter, who has worked in academic libraries for eight years, has joined the School as law librarian. His previous posts include weekend services manager at Leeds Metropolitan University's Headingley campus library, and law librarian at Leeds Metropolitan University.

Moreover, the Career Development Services at the University of Bradford now has a dedicated officer who deals with LLB students, and holds an extensive set of resources covering all aspects of the legal profession. The Career Development Services advertises annually the regional law fairs and has effective working relationships with the other regional higher-education careers services.

Prize honours memory of Martin Bousfield

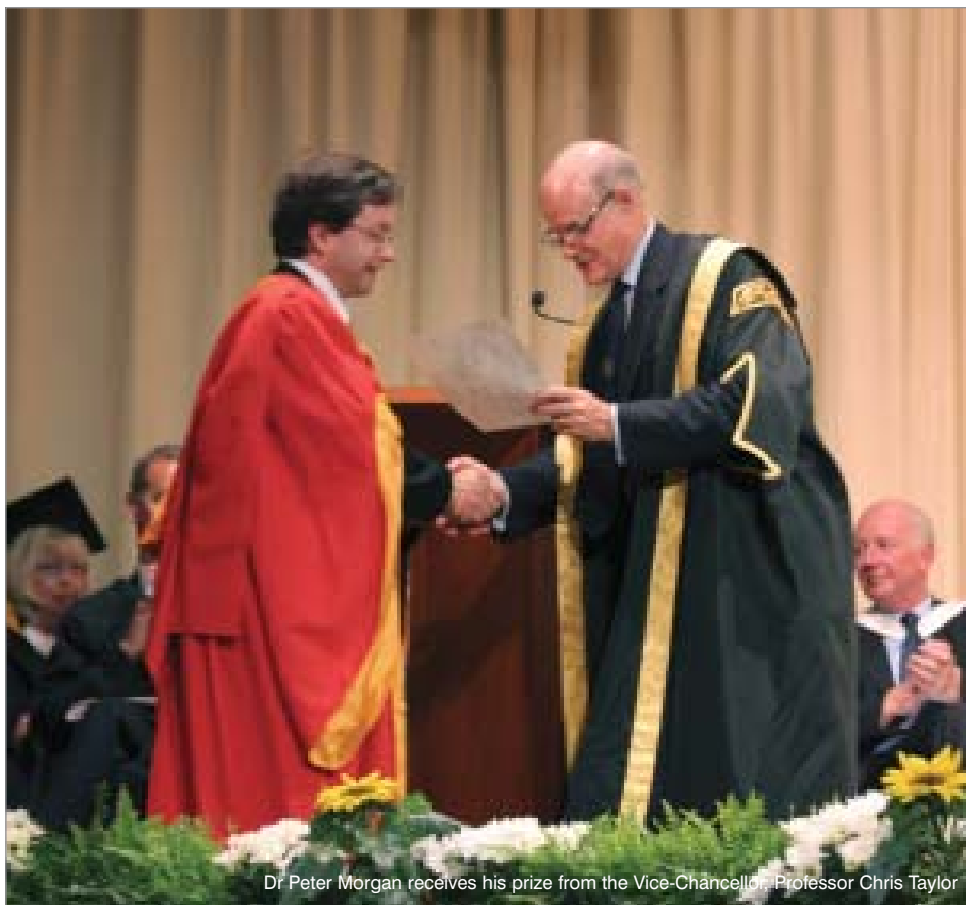
A new prize will be awarded annually for the next ten years to the best student on the School's new MA in Human Resource Management.

The prize is in memory of Martin Bousfield, the University's Pro-Chancellor and chairman of the University's Council, who died last year, aged 58.

Wishing that the prize should not outlive people's memories of her husband, Mrs Judith Bousfield granted £7,500 for the prize, to be spent over the next decade. The prize will therefore be £750 in the first year and a little more each subsequent year as the lump sum accrues interest.

Professor Arthur Francis, Dean, commented: "Although Martin had a very successful career in accountancy with KPMG, he always preferred the training side of his work. Judith therefore agreed that it would be most appropriate to give the prize to the MA in HRM student gaining the highest overall marks each year - with the first prize to be awarded in December."

Professor Chris Taylor, Vice-Chancellor, said: "I always had enormous regard for the professional contribution of Martin in the University's affairs and valued tremendously his friendship and support. He carried the confidence of the Council and all the senior staff of the University. This prize is a fitting tribute to the supportive style and wide interpersonal skills he showed in life."



Dr Peter Morgan receives his prize from the Vice-Chancellor, Professor Chris Taylor

Simply the best

A School of Management academic has won the University's Baroness Lockwood Award for Distinguished Teaching.

In presenting the award to Dr Peter Morgan, senior university teacher in organisational behaviour, the Vice-Chancellor, Professor Chris Taylor, said: "The exceptional energy and commitment that Peter has demonstrated in his work with international students is typical of his general dedication to student learning, both within the School of Management and more generally across the University."

Professor Taylor praised in particular Dr Morgan's support for colleagues, the major discussions he has initiated to develop the University's educational philosophy and rationale, and events he has organised to support academic staff development.

The Vice-Chancellor singled out Dr Morgan's contribution to a major national project on assessment feedback, the outcomes of

which "will have national if not international impact".

Professor Taylor concluded: "Peter has made a significant contribution to the development of learning, teaching and assessment at the University. This, coupled with his impressive and growing contributions to national initiatives, makes him a worthy winner of the award."

Dr Morgan was a business studies undergraduate at the School before returning to his native Bournemouth to take a Teaching English as a Foreign Language certificate. He then studied for a PhD in occupational psychology at Bradford before joining the School of Management teaching staff 10 years ago.

"I am delighted to have received the award and to feel that I have made a difference to students' lives over the years," he commented.

He will use the funding further to develop his work with international students.

Emma Harrison is welcomed by Professor Arthur Francis



From failing schoolgirl to social entrepreneur

A former failing schoolgirl who now chairs a £100-million-plus turnover business shared tips for entrepreneurial success with around 90 Bradford alumni.

Emma Harrison chairs A4e, a fast-growing international organisation that specialises in

providing training and employment services for individuals and private sector companies, working with governments to help to deliver social change.

She runs the company, which she founded in 1991, on the principle of "doing well by

doing good". It is now one of the largest UK providers of employment support to the unemployed and provides more than 200 qualifications, from entry-level basic skills to higher-level management and development training.

The business employs 1,500 staff across 100 centres. Most recently, it has started to deliver its welfare reform services as part of a pilot programme in Israel.

"A4e is particularly proud of its championing of the disadvantaged and underprivileged in society and this is reflected in every single service that is designed and delivered," Emma Harrison said. "The company never loses sight of its overall goal - to effect social change and improve people's lives."

She explained how she and her team have supported the Novantia food and drink company, which has become the largest importer of Pearl Mountain Coffee from India - and in doing so will fund and run several schools in southern Karnataka.

A4e has been included in both the Inner City 100 and the *Sunday Times* Fast Track 100. Emma, a mechanical engineering graduate, was named among the 2005 Real Business/Orange Top Women Entrepreneurs and among *Management Today's* top 100 entrepreneurs. She was 2003 Inner-City UK Woman Entrepreneur of the Year and won the 2002 Fast Track 100 Motivation Award, presented by Richard Branson.

The next Alumni Lecture will take place in London in the spring.

Alumni groups launched in Germany and Dubai

The rising number of School of Management alumni across the world is leading to the creation of more and more alumni groups in far-flung places. Germany and Dubai are the latest to join the list.

Franziska Bendisch (2004), who chairs the new German group's steering committee, welcomed more than 35 alumni to its inaugural event in Cologne.

Professor Stuart Sanderson, guest speaker, updated the group on latest developments at the School, and developments in education in south-east Asia both from a School of Management and UK education perspective.

Dr C Haessler, vice-president of business strategies at Bayer's polycarbonates business unit, described the company's business operations in China and plans for the future.

Lorraine Lucas, careers and alumni manager, and Sandra Schmitt (2006), gave a presentation on the School's newly

introduced personal development portfolio. "The formal proceedings over, the group was treated to a walking tour of Cologne and shown the original Roman walls, the medieval Jewish quarter and other interesting historical landmarks," said Lorraine Lucas. "The evening ended in true German fashion in the Brewery Malzmühle, where much beer was drunk and everyone reminisced about their time at Bradford!"

More than 40 MBA graduates attended the launch of the Bradford alumni group in Dubai.

The School of Management has operated two MBA programmes in Dubai - an "open" programme, which finished in 1998, and the "corporate consortium".

The latter began as a corporate MBA for employees of the airline Emirates, in October 1999. Recognising that involving people from more than one organisation could improve the learning experience, Emirates subsequently recruited major employers in the Gulf. Consortium members now include ABN Amro Bank, the

Department of Civil Aviation - Dubai, Dubai Internet City, Dubai Technology, E-Hosting Data Font, Electronic Commerce and Media Free Zone (TECOM), Emirates Bank International, Emirates Flight Catering, Enoc/Eppco, ITS of Kuwait, Knowledge Village, MMI, MTC of Kuwait, the National Bank of Dubai and Siemens AG.

Seven cohorts have so far been recruited on to the corporate consortium course, with more than 135 graduates.

Both programmes were represented at the alumni launch. Two DBA students were also present. Craig Johnson, director of studies for the corporate consortium MBA programme, and Dr Damian Ward, senior lecturer in economics, represented the School.

Daniel Hughes, David Jones and Helen Roxburgh organised the event. A small team was set up to co-ordinate the alumni group's activities.

More information is available by e-mailing Daniel Hughes, on dnlhughes@emirates.net.ae

Workshop focuses on **community unionism**

A two-day workshop at the School, which brought together academics researching and writing about community unionism, was so well received that an even larger event is planned for 2007.

Organised by the School's Dr Jo McBride, lecturer in industrial relations and human resource management, and Mr Ian Greenwood, lecturer in industrial relations and human resource management at Leeds University Business School, the workshop was based around the resilience of community unionism in traditional industry communities, union revitalisation strategies and union-community relationships, and international perspectives.

Dave Wray and Dr Carol Stephenson (Northumbria University) focused on the ongoing role of union activists in Durham mining communities and the significance of the annual gala in maintaining culture, heritage and tradition and ensuring that an understanding of this way of life is passed on to future generations.

Sheila Cohen (Hertfordshire) presented a paper on the "union" aspect of community

unionism, while Dr Jane Holgate (London Metropolitan University) prompted discussion on what is meant by community. Professor Miguel Martinez Lucio and Dr Rob Perrett, from the School's HRM Group, focused on trade union community initiatives among black and minority ethnic groups in the north of England. Professor Paul Stewart (Stirling University) introduced a discussion on the Japanese Community Union

Federation, while the final paper came from Kim Moody (director of *US Labor Notes*) who talked about workers' centres in the USA. "The workshop was a great success and, on the basis of the rich quality of the discussions around the papers and subjects, Ian and I are seeking to publish an edited collection of revised papers, along with a special-edition journal," said Dr McBride.



Europeans get **pointers** from Harvard



Enjoying the Harvard hospitality are Dr Khalid Hafeez (sixth from the left), Professor Howard H. Stevenson, Harvard senior associate dean (seventh from the left) and Shahid Rasul (eighth from the left, at the front).

Two Bradford academics were among 60 people from 20 countries and leading business schools across Europe who learned at first hand how Harvard Business School (HBS) teaches entrepreneurship.

Dr Khalid Hafeez and Shahid Rasul attended a nine-day European Entrepreneurship Colloquium on Participant-Based Learning, to find out more about the case study method synonymous with HBS.

Leading members of faculty from the HBS Entrepreneurial Management Unit described the cases they had written, initially as they would with students and then as colleagues, to discuss how lessons were planned and delivered.

"It was an excellent opportunity to share and discuss issues in teaching entrepreneurship and get a hands-on feel for the HBS approach to case study teaching," said Dr Hafeez, Centre for Ethnic Entrepreneurship and Management director.

Harvard professor and vice-dean Tom Piper gave Dr Hafeez a copy of his book, *Corporate Social Responsibility*, to pass to Professor Arthur Francis, Dean of the School of Management, in recognition of his contribution to promoting entrepreneurship in the region.