Movers & Shakers:
LUBS and Entrepreneurs

The Angel of the North
What has it got to do with entrepreneurship?

Take 3 Entrepreneurs
We find out what makes them tick

Working in Enterprise
What does this involve?

Getting to know India
Its rise in the global economy
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Dear alumni

Welcome to the second edition of the LUBS alumni magazine. The theme of this issue is enterprise and entrepreneurship. Over the last few years the University has developed initiatives for students who are interested in starting their own businesses through initiatives such as the successful Spark programme. This is a business start-up service, based at the University of Leeds Careers Centre which advises and assists students and graduates interested in self employment or setting up a business. Several LUBS students and alumni take advantage of this each year to help them set up their own enterprises. You can read interviews with some of our entrepreneurs on page 12 and find out what makes them tick.

Entrepreneurs also feature in an article by Professor Richard Thorpe (“What has the Angel of the North got to do with Enterprise?” on page 8) which summarises some research he has recently undertaken into entrepreneurial behaviour.

As a Business School we are increasing our links with industry to bring high-quality speakers into the classroom to add value to our students' degrees. Employers too are seeing the value LUBS can bring to them and are forging links with us to develop their staff to their full potential. The School recently ran short courses for Yorkshire Bank and Albion Chemicals. The feedback from both firms was exceptionally good, which is highly gratifying. It demonstrates how the School combines academic excellence and practical relevance. The Northern Leadership Academy is now well under way and our collaboration with the UK's Emergency Planning College, based on Work-Based Learning is progressing well.

It is, of course, not just in the local area where we can find enterprise and assist development. India is fast becoming a major player in the world's economy at a time when globalisation is gathering pace. It has potential similar to China, however, and shares with it many characteristics such as a population of well over a billion, low wage costs, dramatic internal wealth disparities, a focus of inward foreign investment, a liberalising and reforming economy, a huge internal market and an important business-oriented Diaspora. On page 4 Nicolas Forsans from the James E Lynch India and South Asia Business Centre (ISABC) takes a look at just what this means for both India and the UK.

I do hope that you enjoy the magazine and will keep in touch with the school

Best wishes for a prosperous 2007

Professor Andrew Lock
Dean
The Third Corporate Wisdom lecture, given by Sir John Parker (centre), pictured with here with (left) John Nickell-Lean (Partner at Whitehead Mann), and (right) Prof Andrew Lock (Dean of LUBS)

Corporate Wisdom

Thursday 12 October saw LUBS host to the region’s business leaders for the third Corporate Wisdom lecture given by Sir John Parker, Chairman of National Grid plc and P&O Group plc. He delivered a lecture entitled “The Evolution of the Chairman and the Role”. Sir John has chaired or been on the Board of some of the country’s leading businesses for almost thirty years, and his wealth of experience ensured a fascinating and informative lecture. Yorkshire’s CEOs, Chairmen and MDs from both private and public sectors were given an honest insight and practical guidance into the workings of a Board and how to be an effective Chairman.

Corporate Wisdom has been developed with the deliberate intention of creating the most outstanding lecture series in the North of the country and is a joint initiative with Whitehead Mann plc; experts in leadership development and recruitment. The lectures are intended to inspire, educate and challenge and the guests comprise Chairmen and Chief Executives of leading public and private sector businesses in our region. The event was sponsored by DLA Piper.

All Corporate Wisdom speakers are outstanding and inspirational leaders and have included David Jones, Chairman of Next plc who launched the series with a lecture entitled “Luck, Leadership & Living with Parkinson’s”. The Cabinet Secretary and Head of the Home Civil Service, Sir Gus O’Donnell spoke at our second event on “The Challenges of Leadership in Government”. Greg Dyke, former Director General of the BBC and Chairman of HT Entertainment plc will be joining us in May 2007.

Yorkshire Bank Partnership

Yorkshire Bank is helping its customers to develop their businesses as part of a major sponsorship programme with LUBS.

The three-year agreement features what is believed to be a unique regular programme, “Connecting for Growth”. Banks are perceived as offering similar services at similar prices and as not bringing their customers together. Yorkshire Bank is differentiating itself through its members interacting with the bank’s partners for two-day residential events with LUBS’ leading academics. Topics include Shaping Change, Rethinking Strategy, Strategic Decision Making and Effective Marketing. Delegates are selected from customers of Yorkshire Bank’s growing network of financial solutions centres in the Midlands and North of England. Feedback has been excellent from six “Connecting for Growth” programmes which will be rolled out across the country in the coming year. The bank’s members have deepened their knowledge and gained insights from one another, while the bank has enhanced its understanding of its members’ business issues.

The agreement also includes an annual half-day forum for up to 150 business leaders and is headlined by a household business name. The inaugural event took place in September 2006 in LUBS’ main lecture theatre, named after Yorkshire Bank as part of an earlier agreement. Headline speakers at this first event were Sahar Hashemi, co-founder of Coffee Republic and Pierre Yves (PY) Gerbeau, former Chief Executive of the Dome and current Chief Executive of Xscape.

The partnership between LUBS and Yorkshire Bank has flourished for several years and now includes two of the bank’s managers taking the Leeds MBA. Plans are currently under discussion to include the creation of new opportunities for placement and work experience within the Bank for LUBS’s students. For further information please contact Barbara Butler bb@lubs.leeds.ac.uk

Did you know...?

It is possible to study a LUBS undergraduate degree on a part-time basis.

BA Business Management provides a thorough grounding in management concepts along with personal and professional development. Ideal for career developers, the programme provides participants with plenty of opportunities to apply their learning at work. During their study, participants undertake a suite of four work-related projects using their knowledge to address a range of business issues in their own workplace. Recent projects have included: Managing Organisational Change, Developing a Marketing Strategy for a Not-For-Profit Organisation; and Improving Employee Motivation through effective Job Design. After just two years of part-time study, successful participants are awarded a Certificate of Higher Education. At this point they may choose to continue with the BA, or depending on the level, length and relevance of their work experience, progress directly to post-graduate study. Participants come from a wide range of employment backgrounds including: banking and finance, retail, manufacturing, administration, voluntary organisations, health, education, and local government. This diversity creates a stimulating and interactive learning environment. By studying part-time, participants access high quality University of Leeds provision in an affordable way with the additional benefit of applying their learning directly to their work. As one of our graduates recently put it, “the programme focuses on the skills and knowledge that matter in the workplace and I am still using them today”.

For further information, please contact the Programme Director, Larissa Bdzola: L.H.Bdzola@leeds.ac.uk, +44 (0)113 343 1577
Launch of the International Immersion Programme

LUBS was recently host to six students from the prestigious Indian Institute of Management Ahmedabad (IIMA) who were the first intake on the International Immersion Programme – a joint venture between the two institutions.

The students spent a week at the James E Lynch India and South Asia Business Centre in early November where they were introduced to European business in the context of the dynamic and ongoing project of the creation of the European Union. The objectives of the course were to enable them to understand the distinctive character of European business and its trends; better appreciate the relationship between European business and the global environment; and understand how the interaction between firms and national and supra-national governments and their preferences helps to shape institutional arrangements.

“This was the first time a module like this had been delivered in Leeds to students from IIMA, so we were feeling our way to some extent” explained Dr Malcolm Chapman, Module Leader, “The task was made easier, however, as the students were so intelligent, knowledgeable, enthusiastic and inquiring. We ranged widely over the European map, looking at the interaction of business, cultural and political issues, and at the rationale for the European Union and its business implications. We also considered some aspects of business history, located as we were in West Yorkshire, one of the heartlands of the first industrial revolution. We also drove together to Bradford (which is where I live) for a cup of tea, to see a British Asian community at work, and to gaze in awe at Lister’s Mill Chimney!”

The feedback from the students was very positive, the only downside being that the course wasn’t long enough! Aside from meeting current LUBS students and staff they cited one of their most enjoyable experiences as meeting Wendy Lynch, wife of the late Professor Jim Lynch after whom the Centre is named.

Programme Director Dr Nicolas Forsans was delighted with the International Immersion Programme. He said: “This is a significant development in the history of two highly regarded institutions in their own country. LUBS and IIMA have a track record of close cooperation in research and this joint programme is fantastic evidence of research-led teaching delivered to an international audience. The world is witnessing India’s growing emergence in the world economy, and LUBS is uniquely positioned to understand the challenges the new economic order creates through its dedicated India Business Centre.”

Following the course the students spent time on placements in either Leeds or London to put their new learning in to practice.

Prize Winning Professor

Professor Peter Buckley, Director of the Centre for International Business at Leeds (CIBUL), has been chosen as the third recipient of the Vipuri Prize in Strategic Management and Business Economics, for his “outstanding record in the field of international business research”.

The annual Vipuri Prize is awarded by the Lappeenranta University of Technology in Finland - Professor Buckley received the award at a ceremony held there on 7 September 2006. The previous two Vipuri Prize awardees were David Teece from Berkeley University, USA and James March from Stanford University, USA.

Spreading the WERD...

A team from LUBS’ Work and Employment Relations Division (WERD) has been providing assistance to the European Parliament to inform the establishment and running of the European Globalisation Adjustment Fund (EGF), due to come implemented by the European Commission in 2007.

Mark Stuart, Chris Forde, Robert MacKenzie and Emma Walls have been commissioned by the European Parliament to undertake an impact study into Relocation, Restructuring and the Viability of the EGF. The EGF will provide support for workers in the event of large-scale redundancies resulting from global competition. To facilitate transitions into alternative employment and reintegration into the labour market.

The team recently presented their interim findings at the Employment and Social Affairs Committee of the European Parliament in Brussels, attended by 70 MEPs. They provided evidence on the key issues that have dominated debate during discussions of the EGF in the European Parliament. A summary of the findings to date was considered by the Employment and Social Affairs Committee in late October, before a crucial vote on the format of the EGF. The team will provide their final report to the Parliament in December.
focus on India

By Dr Nicolas Forsans Director, James E Lynch and the India and South Asia Business Centre

The official opening of the James E. Lynch India & South Asia Business Centre at Leeds University Business School by His Excellency Kamalesh Sharma, High Commissioner of India in the UK could not be more timely. India is emerging fast in the world economy, and the recent increase in the number of mergers and acquisitions of UK and European firms by their Indian counterparts has recently made the headlines. Recently, they also triggered tense political negotiations between ‘Corporate India’, Heads of States and governments at both national and supra-national levels.

India is everywhere. Or rather, Indian success stories are everywhere. We all know and read about the success of the IT industry in Bangalore, the shift of jobs from the UK to India, the huge disparities in levels and distribution of wealth. What else do we know? What do we know about the challenges ahead, not only for India itself, but for the Western world too? What do we know about the way Indian firms are managed? Or about the way they compete in the world economy? What do we know about the demographic challenge that will affect us all - which will be far more significant in shaping India and the rest of the world than the success of the IT industry in Bangalore?

The truth is we know very little about India, its firms and the specificities of its business and management practices. Leeds University Business School, ranked third in Europe for the quality of its research in the latest FT rankings, sought to address the widening gap that exists between inches devoted to Indian success stories in our media and the state - and the quality of our knowledge.

Indian Overseas Investments

Indian firms have been investing abroad for a long time, but it is only in recent years that Indian FDI has become prominent. The United Nations identified two waves in the Indian foreign investment process, the first taking place in the 1970s and 1980s, and the second since 1992. The characteristics of these two waves are fundamentally different.

Throughout most of 1970s and 80s, Indian overseas investment took place mostly in the manufacturing industries - 65% of these were in low- and mid-tech manufacturing industries - in countries with levels of development similar to, or lower than, those of India, and were motivated by access to larger markets, natural resources, and by the desire to escape government restrictions on firm growth in their home market.

More recently there has been a dramatic shift in the profile of Indian overseas investments. The share of manufacturing declined to 40% while the service industries now constitute the bulk of Indian foreign investments (60% of equity value). Western Europe and North America have become the main destinations, in particular the UK and the USA.

If Indian investments in the UK are not new, the means used to enter the UK market have changed dramatically over the past decade. The emergence of mergers and acquisitions as a mode of internationalisation for Indian firms is what has attracted recent media interest. As many as 119 overseas acquisitions were made by Indian firms in 2002-2003, mostly in the software, pharmaceuticals and mining industries. The bulk of these M&As took place in the USA and the UK. Indian firms are increasingly using M&As to venture abroad to access markets, technologies, strategic assets and operational synergies.

Not all investments originate from large MNEs. Indeed overseas direct investment approvals by Indian small and medium-sized (SMEs) firms accounted for 26% of the cases of manufacturing activities and 41% in the software industry. Software SMEs contributed significantly to the stock of Indian investment abroad, whereas manufacturing investment by SMEs was small. SMEs in the software industry are disproportionately more internationalised than SMEs in the rest of the economy, and this reflects the competitiveness of Indian SMEs in software activities. The software industry is skill-intensive and largely dependent upon foreign markets, and these characteristics have encouraged Indian SMEs to operate abroad.

The Shape of Indian Multinationals

The quasi-totality of Indian overseas investment in the manufacturing sector is made by large firms. Unlike in Western Europe and North America, large firms in emerging markets such as India are often conglomerates. While managers in the West have dismantled most conglomerates assembled in the 1960s and 1970s, the large, diversified business group remains the dominant form of entreprise in India and throughout most emerging markets.

In an article published in the Harvard Business Review some time ago, Tarun Khanna and Krishna Palepu attempted to identify how these Asian conglomerates created value in their home country. If Western firms have been advised for over a decade to follow the ‘small is beautiful’ mantra and focus on their core competencies, why are many successful Asian firms large diversified businesses? A significant share of Indian GDP is accounted for by a handful of very large, diversified businesses - some of which operate in as many as 50 unrelated business areas.

Khanna and Palepu pointed out that what we call ‘emerging markets’ usually fall short in providing the institutions necessary to support basic business operations. They argue that highly diversified business groups can be particularly well suited to the institutional context in most developing countries.

In product markets, buyers and sellers typically suffer from a severe dearth of information as a result of poor communications infrastructure, lack of reliable information and inefficiencies in legal systems. Although the number of mobile phones has been increasing at a rate of 1 million every month in India over the past few years, vast stretches of India remain without telephones. Power shortages often render the modes of communication that do exist ineffective. Then, even when information about products does get around, there are no mechanisms to corroborate claims made by
sellers. Independent consumer-information organisations are rare, and government watchdog agencies are of little use. The few analysts who rate products are generally less sophisticated than their counterparts in advanced economies.

Finally, consumers have no redress mechanisms if a product does not deliver on its promises. Law enforcement is often capricious and incredibly slow.

Because information is not available or is of little use when it does exist, firms in emerging markets tend to face much higher costs in building credible brands than their counterparts in advanced markets. In turn established brands wield tremendous power. A conglomerate with a reputation for quality products and services would use its group name to enter new businesses, even if those businesses were completely unrelated to its current lines. Groups also have an advantage when they try to build up a brand because they can spread the cost of maintaining it across multiple lines of business. Such groups then have a greater incentive not to damage brand quality in any one business, because this will undoubtedly affect their reputation in their other businesses as well.

Lack of reliable information in capital markets means potential investors are unwilling to invest in unfamiliar ventures. Well developed institutional mechanisms in the Western world minimise these problems. However, most of these are either absent or ineffective in emerging markets. Conglomerates can use their established record of providing returns to investors to access external capital markets. They can also use their internally generated capital to help grow new activities or enter new businesses. Besides acting as venture capitalists, third-world multinationals also act as lenders to smaller existing members of the diversified group, that would otherwise be too small to secure access to capital if they were stand alone businesses.

The labour market of most emerging economies is characterised by a scarcity of well-trained and educated people. Developing human capital becomes a challenge in such a context, and this provides firms with an incentive to develop their own corporate training programmes, and spread the cost among businesses within the group. Firms can also bypass the rigidities of labour markets in most emerging countries by developing their own internal labour market. This provides the firm with the flexibility that it needs to operate in what is often a challenging environment - employees can be transferred from one business to another within the same group when market conditions change - thus making best use of available talents.

Filling institutional voids is therefore the key raison-d’etre of third world multinationals. Given the UK’s increasing exposure to M&As from emerging countries’ firms such as India’s, appreciating the shape of third-world multinationals and understanding its drivers will no doubt be on top of the agenda in the boardrooms and the minds of CEOs of UK and European firms, that might find themselves considering a take-over offer from the likes of Tata and Reliance.

Some interesting facts about India (Poornima Ramanujam, MBA 2006)

- Indian scientist Aryabhata invented the digit Zero ‘0’.
- The world’s highest cricket ground is in Chail, India where the cricket pitch is 2444 meters above the sea level.
- India is known for cricket but the national game is hockey.
- India has about 407 living and 11 extinct languages.
- Bollywood the Indian film industry produces about 800 films a year where as Hollywood produces half the number.
- The Mumbai Tiffin Box Suppliers Association is a streamlined 120-year-old organisation with 4,500 semi-literate members providing a quality door-to-door lunch box delivery service in line with six sigma quality standards.
- Until 1896, India was the only source of diamonds to the world.
- 2650 years ago, Sushruta known as father of surgery conducted surgeries like cataract, artificial limbs, cesareans, fractures, urinary stones, and plastic surgery and brain surgeries.
- The World’s first university was established in Takhashila (Nalanda) in 700BC. More than 10,500 students from all over the world studied more than 60 subjects.
- USA based IEEE has proved what has been a century old suspicion in the wireless communication was Professor Jagdish Bose and not Marconi.
- The founder and creator of Hotmail, the world’s best known web-based email program, Sabeer Bhatia, is an Indian.
- The head of the team that developed the Pentium co-processor, Vinod Dham, is Indian.
- India’s world presence: These facts were recently published in a German Magazine which deals with world history: 38% of Doctors in America are Indians. 12% of Scientists in America are Indians. 36% of NASA employees are Indians. 34% of Microsoft employees are Indians. 28% of IBM employees are Indians. 17% of Intel employees are Indians. 13% of Xerox employees are Indians.
- The Vishnu Temple in the city of Tirupathi built in the 10th century, is the world’s largest religious pilgrimage destination, larger than either Rome or Mecca, with an average of 30,000 visitors every day giving donations to the temple of $6 million (US) daily.
- Varanasi, also known as Benares, was called ‘The Ancient City’ when Lord Buddha visited it in 500 B.C.E, and is the oldest, continuously inhabited city in the world today.

The world famous Taj Mahal
Market Research on India

India is an emerging player in world business, at a time when globalisation is gathering pace. It has taken second place to China, in terms of business activity and location, in the past decade. It has potential similar to China, however, and shares with it many characteristics that make it an increasingly attractive business location. Following the implementation of internal reforms leading to a reorientation of its economic direction, India has the potential to play a major role in the globalisation process that characterises the world economy in the 21st century. This will create challenges, not only for India itself and its firms, but also for Western firms, governments and their citizens.

These challenges have virtually received no attention by the academic community and policy-makers in the Western world. The absence of knowledge on India is worrying. Large analyst firms do not devote much attention to India and when analysts do look at India, data are at best inaccurate or suspect.

It is the mission of the James E Lynch India & South Asia Business to repair this glaring inadequacy in the attention structure of business and management academia, firms and policy-makers. Universities generate knowledge, and the India & South Asia Business Centre aims at disseminating specialised knowledge on the Indian economy to its user base.

On 24 January 2007 the India Centre will unveil its Watching-India series of market research on key sectors of the Indian economy. Watching-India will be published monthly and made available (on a subscription basis) to UK and European firms wishing to design their strategy with regards to India. Later in the year, our market research service will also cover the UK and Europe as Indian firms are keen to go “global”.

To celebrate the launch of Watching-India, Dr Paul Davies, former Managing Director, Unisys India will address our guests at our 3rd Financial Times Speaker event on the emergence of India on the global stage.

For more information on Watching-India and the Financial Times Speaker Series, please contact Helen Ashworth, Knowledge Transfer officer, by phone +44 (0)113 343 7947, or by email H.E.Ashworth@lubs.leeds.ac.uk

For more information about the James E Lynch India & South Asia Business Centre, please contact its Director Nicolas Forsans by email N.Forsans@lubs.leeds.ac.uk
Just what are the dos and don’ts of doing business in India? MBA alumnus Poornima Ramanujam has put together a quick reference guide. Though it is not an exhaustive list of tips considering the diversity and embedded complexity in the Indian culture, it can serve as a good starting point.

1. India is a high power distance culture meaning that hierarchy hails and seniority commands respect. In this context if business requires the involvement of governmental agencies it is advisable to get the first appointment with the top most people in the organization.

2. Indians would prefer an “I will try” approach rather than a direct “No” which is considered rude in terms of willingness to accommodate in the business process.

3. Small gifts are generally expected in return to favours. Leather gifts, black or white colour packaging and gold jewellery should be avoided as they may be considered inauspicious in some religious/social beliefs. Fruit baskets, Flowers, cash in the denominations of 11, 51, 101, 501, 1001 etc are considered as good gifts.

4. The sign off for contracts may be slow though the initial negotiations are fast. This is because of the high number of decision making layers that exist in the hierarchy.

5. India is a land of holidays with the public sector topping the list with about 14 national holidays. There are also state specific holidays to be built into the delays experienced, during the public sector proceedings affecting business.

6. One of the ways of socializing or being friendly in the initial stages is by enquiring about your family, location etc. This is not considered personal in India.

7. Western formal wear is readily accepted as business wear. For women wearing skirts, a long skirt that covers the knee level is advisable. A foreigner in Indian attire in social gatherings is appreciated and considered as a gesture of friendship and respect for Indian culture.

8. Initially travelling alone in India is not advisable as street maps are generally not available/not accurate enough to follow. A local partner will be a good choice as they will familiarize you with the place and also their way of dealing with other local people can be observed.

9. Bargaining is in the heart of any business deal. Generally building in a buffer anticipating the bargain will save the trouble of haggling for a long time.

10. In terms of paper work, a detailed mention of contracts, payment terms, IP rights etc are suggested. There is a large pool of English speaking lawyers available to sort out the central and state government related regulations compliance.

As an end note, most of the generalizations above are valid, but considering the complexity and vastness of the Indian nation, implementing assumptions without testing them or understanding the situation may be detrimental.
What has the Angel of North got to do with Entrepreneurship?

Professor Richard Thorpe
Early in the project the Leeds team, (Richard Thorpe, Robin Holt and Jeff Gold) became interested in the depth of feeling expressed by some of the entrepreneurs they interviewed. Their strong sense of purpose and their value base suggested how we might investigate our sample further, using two different but related ideas. One was over 200 years old and is at the heart of Immanuel Kant’s essay What is Enlightenment?, the other was more recent and comes from a British sociologist working in the USA, John Shotter. This article outlines these ideas and explains how they might relate to entrepreneurs and entrepreneurial behaviour.

Kant and the concept of Maturity

Kant lived in a period where he observed that individuals were in constant danger of allowing others to control their lives. He saw various kinds of authorities establish themselves as ‘guardians’. Of course in those days there weren’t such things as Business Schools to instruct people how to manage a business, but there were doctors who instructed people on their bodies, clergymen who instructed people on their souls and aristocrats and administrators who instructed people on their social duties.

Kant’s view was that the uncritical acceptance of these guardians reduced everyone to a state of immaturity that is individuals were incapable of managing their own lives. Kant went further and even argued that this state of ‘immaturity’ was often eagerly self imposed. But as an heir of Rousseau he also recognized that everyone had within them the potential to realise their own ends in life, something that was not only socially desirable but morally imperative. Individuals he argued should not be continually dictated to by others but instead should contribute to society and do this by being confident to express their views and ideas even if this meant going against the views of the guardians. In short, they should become mature. In practical terms this meant people being willing to bring their ideas into the public domain for engagement, and to encourage others to do likewise.

Over the last couple of years a team of researchers from the Universities of Leeds and Manchester Metropolitan have been working on a project focused on knowledge. The project forms part of an ESRC research council grant investigating knowledge in a variety of business contexts. The focus of our project is on entrepreneurs.

Shotter’s Views of Practical Authorship

John Shotter coined the term Practical Authorship. His view of a manager (not necessarily an entrepreneur) was someone who learns in a social context. In contrast to the established orthodoxy, where people are seen to learn individually, Shotter was interested in how people constructed their understanding collectively.

The link to Kant is in the recognition that often ideas only make sense when they deliberated upon through the public use of language. This intimate link between the meaning of an idea and its public expression is often overlooked. So for Shotter the ‘practical author’ would be a manager who accepted that their ideas, or the ideas of others, concerning company aims and objectives would only make sense if they were brought into a deliberative setting in which others could interpret and contribute to them. Ideas were essentially the products of joint action. A good ‘practical author’ would be a manager able to make sense of these different perspectives and so articulate a clear formulation of what for others may appear rather vague or contradictory. By so doing they give clarity to what for others might appear complex or ambiguous and through this process create the shared meanings and sense of significance carried by the idea.

Shotter describes this as akin to creating a ‘landscape’ in which the idea might sit, and around which people can envisage their own contribution to the overall effect.

The skills that such a ‘practical author’ might require are rhetorical. They need to be able to argue persuasively and authoritatively for the landscape they envisage whilst at the same time, being conscious of the language the audience will appreciate and understand, and the different interests they advocate when discussing ideas. As with the ‘mature’ individual, they have to be able to test ideas publicly, openly and with a kind for their always being alternatives.
The way we collected our data

So we could further explore the ‘fit’ between entrepreneurs being both ‘mature’ and ‘practical authors’, we contacted 104 entrepreneurs involved in a range of business ventures. Nearly all were already known to either us or our close colleagues at Lancaster University. This level of familiarity certainly helped the response rate, which was 46%. So we were sure that we were engaging with genuine entrepreneurs we insisted that the individuals contacted needed to have risked their own capital in the business and also needed to still be the dominant decision taker.

In previous research we had used a data collection device we had called “postcards”. Postcards were simply pre-stamped cards on which managers periodically wrote stories of their work experiences and which were then posted back to us and analysed. For this study we took the method one step further and sent postcards to the entrepreneurs electronically.

The questions on the cards went as follows:

What are your goals for being in business?
Why do you have such goals?
If you could encapsulate your goals in an image, what would that image be?

The analysis of the returns was conducted by a flexible form of content analysis as we sought to understand the world views of entrepreneurs encompassed by the three questions above.

What we found

Our findings were grouped around four themes.

Theme 1: Freedom, choice of lifestyle and fulfilment

This theme fits most closely with Kant’s notion of maturity. In response to the first two questions entrepreneurs talked about escaping from the rut or from the rules and procedures of larger organizations. A linked comment was escaping from the control of others, and a number confessed to not liking to have to take orders. Once the move to create their own venture is made, what becomes important is the establishment of financial independence because as a number observed somebody must pay the mortgage! Nearly all saw profitability as the key to freedom and once established they considered this gave them the freedom to do what they wanted to do, to work with people I like and customers I respect, to do something I enjoy and to do something I feel is worthwhile. So in creating a venture the entrepreneurs had in mind to do something for themselves, outside of the ‘guardian’ class of larger organizations.

The images chosen which we felt fitted into these were of being in a landscape. For example, one talked of standing on a mountain top in a remote place with superb views with nobody else in sight. Another offered the image of the Angel of the North, standing alone overlooking the Northumbrian countryside. Yet another imagined themselves on a terrace overlooking a beach or a mountain.

The notion of being in a landscape obviously fitted well with Shotter’s idea of practical authorship and Kant’s ‘maturity’ insofar as it conveys a person creating something for themselves and then opening this for others to potentially ‘come in’. The landscape images also gave a sense of the climate under which business is conducted. For a number the conditions were seen as favourable and bright, with images of warm suns and warm abstract shapes suggesting optimism for the future.

Theme 2: Collective learning and improvement

A second theme related to learning and improvement. Here the data were suggestive of entrepreneurs wanting to improve things and do a better job, one that would make a difference to others. Optimism again emerged with individuals reporting that one of their aims was to create an environment that was stimulating, one where all employees feel capable of achieving their goals and everyone looks forward to getting out of bed in the morning. It was through this kind of image that we could again see how mature entrepreneurs make explicit the landscape of possibilities for others who face uncertainty and difficulty. A number wanted their ideas to be spread through the business so others could benefit from thinking for themselves and as a consequence become more effective, use their skills and realise their aspirations. Some entrepreneurs even extended these sentiments beyond their own businesses and talked of making the world a better place. Taken together the responses reflected a spirit of maturity, helping others to escape from immaturity by learning for themselves.

Amongst the images we associated with this theme was a work place where there was always a buzz of excited people talking in corridors and where there was permission to explore and to experiment with new ideas. Another was a party for all the employees, where they all knew why they were celebrating. These are images of creating an entity to which people belong, carrying strong overtones of joint action through shared values and teamwork. On occasions the images were linked to specialist areas of expertise and strong personal values. For example, one person talked of a fuel cell the size of a sugar cube that was capable of generating the power of a 5 litre engine that could be used to desalinate sea water. Hot countries could then turn deserts into field and there would be unlimited electricity for the poor. Many similar responses had an educational theme that gave a clue to their wish for others to explore their potential to the full.
Theme 3: Honesty and openness

The third theme related to the entrepreneur being on a kind of open-ended endeavour with fluid goals and in which there are, at times, disagreements and uncertainties. The goals spoken of were not specific, and that was their point. What motivated these entrepreneurs was the sense of each destination also being a departure point, with business plans always being upset by argument and debate, yet in an entirely constructive way.

One image that captured this was of two people hugging each other after vehemently disagreeing with each other. A further image reflecting the open-ended nature of entrepreneurial endeavour was of a family of elephants wandering through the African Savannah. The explanation being that as a species they rely on each other for mutual support, having a strong sense of what is essential for survival, live serene, fairly lengthy and productive lives – but rarely travel in straight lines.

We considered that this theme reflected maturity through its engagement with the ambiguities that are inherent in exposing one’s business ideas to public scrutiny. Leaving the security of the ‘guardians’ requires people be willing to accept there are no secure solutions or optimal ways of doing things. The landscapes have to be continually rebuilt. It is a theme that stretches horizons.

Theme 4: Consolidation and achieving

The final theme emerges from responses that spoke of goals in terms of attainment, the realization of a vision, the provision of a supportive service, the creation of a legacy and to develop a reputation for being excellent. Here this sense of realization is somewhat distinct from the previous theme in the concern for leaving a mark on the world. Whilst this has mature connotations – the entrepreneur’s goal is to have established a business or reputation for which they have been responsible – there is also a sense of satisfaction and rest which can be interpreted as ceasing to hold up ones ideas for public scrutiny and for joint public involvement.

Amongst the images that we felt reflected this theme, we had St George slaying the dragon, a vivid and positive image of achievement. There were various images that depicted the entrepreneur as having ‘made it’ to a form of completion. For example, there was a large wheel with the goal of the organisation being at its centre, surrounded by links to other stakeholders or interlocking circles, or a happily trotting pony or finally a peaceful humming workshop.

“From a purely policy perspective our analysis suggests the importance of understanding the aspirations, intentions and self-conceptions of entrepreneurs.”

Conclusions

Our analysis we believe has shown how entrepreneurs can, at least in part, be said to exemplify a Kantian condition of maturity and to practice what Shotter calls practical authorship.

From a purely policy perspective our analysis suggests the importance of understanding the aspirations, intentions and self-conceptions of entrepreneurs as a way of improving performance and development. Moreover, the implication of conceiving entrepreneurial learning in the way we have (of them being mature) suggests outside ‘consultancy’ advice may paradoxically be a case of the immature seeking to influence the mature with generalised recipes and generic notions of business support.

If anyone manages their own business and would like to know about the findings of the evolution of business knowledge project they should contact either Richard Thorpe r.thorpe@lubs.leeds.ac.uk or Robin Holt r.holt@leeds.ac.uk
Entrepreneurs are big business. People like Richard Branson or James Dyson are always in the headlines and programmes like Dragons Den are becoming more and more popular. But what is it that makes entrepreneurs tick and why did they decide to do what they do? We caught up with just a few of our entrepreneurial alumni to find out.

Why did you decide to set up your own business? And Who or what is your biggest inspiration?
I arrived at this point through an inspiration flared by an understanding of trade deficits, the need for growth and expertise to develop small business opportunities in the developing world as well as global demand trends for authentic hand made goods. After graduating with an MBA in Finance from Leeds University Business School in 1998, I returned to my old job in Kenya with the Nairobi Stock Exchange. After several months however, I got an outstanding opportunity as the Country Director for World Neighbours, an international charity organization. My job intimately involved training, fund administration, institutional management and design input to micro entrepreneurs working in some of the most remote areas of East Africa. This exposure confirmed to me, the potential of marketing quality hand made products across continents. After an exploratory visit to China to investigate appropriate technologies suitable for our raw material production needs, I made the decision in early 2005 to initiate the online expansion of Wariko.

What was the best advice that anyone gave you before or during this time?
A good friend once told me that in order to run a successful business I have to take risks keeping in focus that cash flow is king.

What advice would you give anyone else thinking of setting up their own business?
The online store merits the need to step up production and fine tune distribution channels. In our case our research has shown that an online store at eBay is the best fit for our current needs. It is essential to ensure that we remain informed and updated on our key markets. Our advisory board consists of members in multiple countries who bring in varied expertise to the company.

What has been your best experience so far?
The launch of the Wariko online store in the fall of 2005 was a long-term dream come true. For the last three years Wariko has generated sales through high end boutiques in the United States which include the Smithsonian Museum of African Art, Washington DC’s Capitol Hill Gallery Alvear Studio and well known art haven, Zawadi Gallery and PANGEA Artisan Market and Cafe at IFC. In addition to this, our top designer has been featured in Elle and Harpers and Queen Fashion Magazines on numerous occasions.

Looking ahead, we plan for an exciting 2007 with the launch of our furniture line and growing our retail business through our online store. Check out our website at www.wariko.com

What has been your low point?
International shipping is still a major cost to our operations and therefore drives our product cost up. Finding lower cost alternatives is a challenge.

What would you look for in an aspiring entrepreneur, say as a partner or shareholder?
New ideas on running an efficient operation and willingness to grow the capital base.

How has your time at LUBS/Leeds University been helpful to you?
It helps me to better assess the global marketplace and has given me the credentials and training I need to venture out and live my dream.
How has your time at LUBS/Leeds University been helpful to you?
The resources we had access to have been useful and many of the modules we studied have had an influence on us and our business.

Name: Alistair Farzad and Andrew Selby
Business Name: i-magine
Business Description: e-commerce
Location: Surrey
Summary of previous experience:
- No previous experience
Course/Year of Graduation: Management Studies and Business Economics (2005)
How would you summarise your business in 20 words?
Leading providers of iPod, Playstation and Skype peripherals.
What is your target market?
We aim to identify with all iPod users – from young to old. The Skype market is more targeted, in particular focusing on small and medium size businesses, as well as increasing general public awareness of the product and technology.
Why did you decide to set up your own business?
We started the business primarily for the experience of running our own business but also as we felt it would be beneficial to put on our CVs. There was no intention for it to be a full time career but it’s turned it to one.
Who or what is your biggest inspiration?
We are motivated by the success of our business. We want to be recognized as a leading brand that becomes a trusted supplier of technology.
What was the best advice that anyone gave you before or during this time?
Keep believing in yourself. If you don’t believe in your ideas and plans, you can’t expect anyone else to.
What advice would you give anyone else thinking of setting up their own business?
Always be lean once in a while. Half way through my MBA I decided that’s enough. I’m going to do it my way.
Who or what is your biggest inspiration?
My father, Norman. He has always been self employed since taking over the family food business. He encouraged me to study and to work hard. He could also see the negative affect of the supermarkets for small food business and dissuaded me from being drawn into the family business. He sold up ten years ago with a nice tidy profit and now teaches Tai-Chi. It’s ironic now that with the dental practices that my wife and I own I’m back in the family business environment again. Getting into oral health care was originally more by luck than design because I married a dentist and then became of the market opportunities. I suppose you could say that I used to help rot people’s teeth and now I help fix them.
What was the best advice that anyone gave you before or during this time?
Keep believing in yourself. If you don’t believe in your ideas and plans, you can’t expect anyone else to.
What advice would you give anyone else thinking of setting up their own business?
Ask yourself is this really for me. It becomes self consuming. Unlike the steady pace of employment, setting up a business really is a rollercoaster ride. When you achieve objectives like the launch of our oralhealthbasics.com it gives you a real buzz. Unfortunately there are lows that have an equal negative affect. As long as you have a vision and achievable goals you can work through your problems. It’s hard but it is also very rewarding when you solve a problem that nobody else in your organisation can. You can’t pass the buck when working for yourself.
What has been your best experience so far?
Last year when we had our training and development reviews (appraisals) we received the feedback that people enjoyed working with us and that we are perceived more like family than “bosses”.
What was the best advice that anyone gave you before or during this time?
“Always be lean once in a while”.
What advice would you give anyone else thinking of setting up their own business?
“Always be lean once in a while”.
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SOWING THE SEEDS OF SUCCESS

Michael S. Lehman, BS, MBA, MD

All day long, one may hear me speaking about incubators and seed. However, my work has nothing to do with poultry. I deal with birds of a different feather – entrepreneurs. Since graduating from LUBS, I have blended my experiences in medicine, education and business to venture into the cross-disciplinary field of entrepreneurship.

As the first executive Director (and now an Assistant Vice President) of the Juniata Center for Entrepreneurial Leadership (JCEL), it has been an honor assisting entrepreneurs hatch businesses with global market potential, while educating students who hope to become tomorrow's entrepreneurs. Four tools that JCEL (www.jcel.biz) uses to support these business visionaries include the Bob and Eileen Sill Business Incubator, a Student Seed Capital Fund, Pennsylvania’s Keystone Innovation Zone program and the Juniata alumni network.

The Sill Business Incubator is a collaborative physical environment where entrepreneurs share resources as well as expertise. They learn from one another while sharing in the overhead costs for the facility. One business thriving in the incubator is SimPlusEXP (www.SimPlusEXP.com), a partnership between Juniata faculty and community business leaders which provides adventure-based learning and content management platforms. It is inspiring to see expertise at an academic center being leveraged to develop a new business with novel products. Student entrepreneurs are supported through a Student Seed Capital Fund. This is one of the few programs in America where undergraduate business visionaries can receive dollars to turn their idea into a reality. One team of student entrepreneurs is launching Quaz (www.Quaz.com), a company providing customized digital business cards. In addition to the start-up capital, providing entrepreneurial mentors to these young business visionaries is a key to their success and further strengthens the entrepreneurial network.

The businesses being launched at the Sill Incubator are also located in one of Pennsylvania’s Keystone Innovation Zones (KIZs). This cutting-edge program aims to create and retain businesses around academic centers. The KIZs provide start-up companies with intern support, as well as state tax credits directly related to rapid revenue growth. One such KIZ company is Best Instrument Inc. (www.best-instrument.com), which develops fluid metrics and control for pharmacy and biotechnology applications, chose to locate in the KIZ – an excellent model program for business attraction.

And finally, networking with alumni entrepreneurs is not only a way to provide support for the graduates of Juniata, but also inspires student business owners at the same time. Juniata alumni such as Dr. Carol Lake have been integral in the development of JCEL from the beginning. As CEO of Verefi Technologies (www.verefi.com), a company providing healthcare simulation and training products, Dr. Lake has not only used JCEL as a resource, but has served as a resource for other entrepreneurs.

Creating JCEL has been an entrepreneurial undertaking in itself. In developing a new department at an educational institution, I have drawn upon a myriad of skills taught during my MBA. From developing the JCEL’s mission and three-year strategy to hiring and supporting a team of five other professionals, from creating and implementing marketing plans to dealing with Intellectual Property issues, the LUBS education has been invaluable. But perhaps the most important component that was learned at LUBS was teamwork – developing JCEL has required the collaboration of Board members, Juniata executives, faculty experts, students across the disciplines and community partners.

An anonymous author was quoted as saying “entrepreneurs are those talented individuals who can spot futuristic patterns of change.” Leveraging the business theory I learned during my MBA at LUBS, I am not only better able to spot futuristic patterns of change, but have been able catalyze new companies into the global marketplace. And maybe...just maybe...one of these incubated companies will be the one to lay the golden egg.

Dr Lehman received his Bachelor’s Degree from Juniata in Huntingdon, Pennsylvania, USA during which he studied abroad one year at the University of Leeds. He received his Doctor of Medicine from Penn State in Hershey, Pennsylvania, USA, where he also worked as a resident physician and educator in the School of Medicine. He returned to Leeds where earned his LUBS MBA and gained international business experience working at DePuy International, a Johnson and Johnson company.

Juniata and the University of Leeds have an exchange program from undergraduates – for more information about this program, or JCEL, contact Dr Lehman at: lehmanm@juniata.edu

Working with Enterprise

In an ever more competitive market place just what support is there to help entrepreneurs succeed? Across the globe there are many agencies and companies that encourage enterprise and entrepreneurs in one way or another such as acting as business angels, running training courses or proving a multitude of funding sources in order to commercialise ideas. But how does this support work in practice and what of the people that provide it? Dr Mike Lehman (MBA 2002) is currently Assistant Vice President of the Juniata Center for Entrepreneurial Leadership in the USA and Richard Fincham (currently studying for his BA Management Studies (Industry)) has just spent a year working at the offices of Yorkshire Forward. Here they give an insight in to their two very different roles and the difference they can make to their local economies.

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Moving Yorkshire

Richard Fincham

For the last 6 months I have been working in the Enterprise team at Yorkshire Forward, who are the Regional Development Agency (RDA) for Yorkshire and the Humber. RDA’s were set up by the government in 1998 to improve the 9 English Region’s economies and Enterprise forms a key part of their strategy. The focus for Enterprise at Yorkshire Forward is on supporting efforts to create an Enterprising Culture and to ensure business support is available to fit the needs of start-up companies and entrepreneurs across the region.

Being unsure of my career path post-University, I decided to take a placement year to get a better idea of what I did or didn’t want to do upon completion of my degree. Originally I was looking at a position in Marketing, but the opportunity at Yorkshire Forward stood out because it seemed so different to everything else. Whilst some people might be put off by a job description that raised more questions than it answered, I was keen to find out more about the organisation. After a successful interview I was all set to join the exciting, although at first confusing, world of a Regional Development Agency!

Starting any job is always going to be a case of stepping into the unknown and I can honestly say I didn’t truly appreciate the size, scale and scope of Yorkshire Forward’s activity until I joined. This is a reflection on the number of factors which can affect a region’s economy eg Business, People and Environment.

The job description broadly suggested a research based role supporting the Enterprise team and I was given a challenging project, mapping business support in Yorkshire and the Humber for start-up companies (finance, workshops, mentoring etc). Within months I have gone from having little, if any, understanding of this area to a state where I would probably choose it as a specialist subject on Mastermind!

My research has since evolved to look at how Enterprise support differs across the UK and indeed the rest of the world. Whilst this has been the main focus of my role, I have also got involved in a number of other activities from judging a Year 10 business simulation competition during “Enterprise Week” to writing a briefing on YF funded Enterprise activity for MPs. For the remainder of my placement there’s also much more which I can get involved in, such as “The Enterprise Show” being held in Millennium Square on the first weekend of April, which will provide support to anyone looking to start-up in business.

The placement will prove valuable for the final year of my studies as I have not only observed first-hand the workings of a large public sector organization, but by working on problems, such as marketing Enterprise to young people, I have also had the experience of putting theory into reality.

Margaret Hodge, MP, Minister of State for Industry and the Regions has welcomed the appointment of Professor Michael Arthur, Vice-Chancellor of the University of Leeds to the Board of Yorkshire Forward, the Regional Development Agency for Yorkshire and Humber.

“The RDAs have a crucial role to play as drivers of economic development in their region, working to reduce imbalances within and between regions” she explained. “Yorkshire Forward will be able to use the knowledge and expertise [this appointment brings] to help the region reach its full economic potential, boost productivity and create jobs and prosperity.”

Michael Arthur was appointed as VC in September 2004 after a distinguished career in medical research, scholarship and education. He is a director of Leeds Chamber of Commerce, of the White Rose University Consortium, of Yorkshire Universities (deputy chair) and the Worldwide Universities Network. He also chairs the Higher Education Funding Council for England’s Steering Group for the National Student Survey and is a member of the Association of Medical Research Charities scientific advisory board and Universities UK’s research policy committee.

Professor Arthur will champion Higher and Further Education on the board and upon hearing of his appointment said:

“The Yorkshire and Humber region has the people, skills and opportunities to operate successfully in today’s global market place. Our region’s universities are unmatched by any other for the quality, size and breadth of their combined research and knowledge transfer capability, and for their contribution to the enrichment of society and to the regional economy.

“I look forward to drawing on the excellence of our universities and colleges and to helping Yorkshire Forward to unlock still further their potential to make a real difference.”

Yorkshire Forward

- Yorkshire Forward is the Regional Development Agency behind the economic regeneration of Yorkshire and Humber. It aims to make a positive difference by investing in jobs, improving towns and cities, and in supporting businesses throughout the region.

- Over the past year, Yorkshire Forward has created and safeguarded more than 27,000 new jobs; helped create and attract more than 1,100 new businesses, provided nearly 66,000 learning opportunities and attracted more than £333 million private sector finance - achieving or exceeding all of the targets it was set.

- Yorkshire Forward’s investment across the region is maximised by attracting European Regional Development Funding from the Objective One and Two programmes.

Professor Michael Arthur, University Vice-Chancellor
Seeking Internships

We are seeking paid internships for graduating LUBS masters students for 3-12 months as part of our Career Wise Programme Internship Scheme, expected to start in October 2007.

All students are guaranteed work permit status in the UK for up to one year, and the scheme is intended to link our best talent with opportunities in the UK, and high growth markets such as India and China.

Graduates will be competing for the limited number of opportunities, and our team will facilitate the selection process (but leave the selection decision to the employer).

Please contact me at m.smelik@leeds.ac.uk if your organisation is interested in this great opportunity to access our LUBS talent base.

The Career Wise Programme

Enhanced employability and career prospects have been very important for the MBA experience at LUBS, and we have made a significant investment in our careers support over the last four years. It looks like the career development efforts of our MBAs are being rewarded, with a year on year improvement in the careers and salary element of The Economist Which MBA? Rankings. This is good news, but for us it’s just as important that our graduates feel they can work towards careers that make them feel happy and fulfilled.

For some this may mean a business start-up supported by our University’s incubation support. For others, it can mean a significant career change in location, function, industry.

We support this process of change through the Career Wise Programme, a combination of lectures, skills workshops, individual counselling, project and job opportunities, and market information.

We have extended the full Career Wise Programme to all taught postgraduate courses this year. Where other schools present this as an add-on, LUBS has recognised the student needs for this support and the Programme is now embedded in all courses. The outcome for students from across the world is a better understanding of career decision making and how to market yourself in the global business environment. For the reputation of LUBS, we seek growing approval and confirmation from employers that our graduates are as well-prepared, talented and motivated as any top 40 Business School in the world.

LUBS achieves highest ever position in MBA rankings

LUBS has joined the ranks of the world’s top 40 business schools, according to the authoritative ‘Which MBA?’ guide, published today by the Economist Intelligence Unit. LUBS is ranked 40th in the world, up from last year’s place of 60th.

The survey is based on responses from over 20,000 MBA students and graduates throughout the world. For business schools, success depends upon their providing high-quality personal development and education and opening new opportunities for their students to enhance their career and salary.

Professor Andrew Lock, Dean of LUBS, said, “This marked rise in our rankings is a further step in our progress as a world-class business school. It’s based on the strong performance of our graduates in their careers and on their excellent experience of studying at Leeds.”

New Website Gives Students Global Links

From 1 December 2006, a new student and jobs website will be marketed to employers worldwide.

Our business school is a founding member and current chair of the Carnet Alliance, a group of eleven accredited business schools in the UK, Ireland, Finland, France, Holland, Belgium and Spain. Over the last few years, we have shared experience and expertise in career support for MBA students.

The website is a unique form of joint investment and collaboration to give practical support to employers and students. MBAs and other masters students in business are invited to post their profiles and CVs on the website, and recruiting companies can post vacancies without cost. By bringing together our employer relationships in different global markets, we develop a much broader list of opportunities for our students. And the significant spread of nationalities and backgrounds in our combined student body will help recruiters to access talent more effectively.

As alumni of LUBS, you are of course more than welcome to use the site for your recruitment needs, or pass the details to your HR team. We have started with current cohorts, but there are discussions to broaden access to vacancies to alumni from Carnet schools.

Enterprise at Leeds University

Graduates from LUBS have become regular users of the University’s graduate start-up programme ‘SPARK’. This is a very practical approach to enterprise support, including space for doing business, access to equipment, business introductions to banks, business angels and advisors, help with business plans, and training events in skills for entrepreneurship.

SPARK is funded through the University’s Careers Centre, and open to alumni (based in the UK).

More information about Spark can be found at: www.careerweb.leeds.ac.uk/spark
“How I made it” bills itself as “Gutsy, inspiring and life affirming” and is based on a series of interviews originally published in The Sunday Times.

The introduction sets about dispelling several of the myths associated with the successful entrepreneur – eg that you must be young, have an amazing and original idea, pots of cash and be prepared to risk everything for your business dream - before providing interviews with 40 successful entrepreneurs and brief fact files on each.

The interviews are an easy and concise read and provide an overview of the experiences of the subject on their individual journey to success. While they touch on many of the challenges faced by the subjects, the interviews don’t provide any practical insights into solving the problems faced by the entrepreneur nor provide advice on how to tackle the many and varied problems faced by today’s owner managers in their quest for success. Nor does it provide any real insight into how you might create a successful income stream from your brilliant idea.

What does come across is that successful entrepreneurs almost unfailingly view problems as challenges, have unshakeable belief in their business, keep going in the face of apparent setbacks and maintain a degree of persistent optimism which, in the case of the 40 success stories included, has carried them through.

If, like me, you are interested in the people behind the business, this book is an effortless way to pass the time (for example) when travelling, or dip into should you have the odd spare moment as it is conveniently broken down into easily digestible, bite sized chunks and I’m sure many people will draw inspiration from the fact that everyone who has found success in their own business has faced and overcome a wide variety of challenges along the way.

The 2004 “How To Be An Even Better Manager, A Complete A-Z of Proven Techniques and Essential Skills” written by Michael Armstrong is a general management troubleshoot text, which focuses broadly on several topics under the headings managing people, resources and processes and managing and developing one’s self in an organizational context.

This book takes you on a managerial rollercoaster ride in a simple to read format but very informative in its approach. It is well-written and appears to put the sense in “business sense” for those managers who had no formal training. Presented in quite an interesting way, the savvy manager may probably feel like they are already a better manager by just reading, and as such, cannot wait to explore the new knowledge. The chapters are short and can be read in isolation. As a result of trying to lock the ideas in an A-Z format, the cohesion did not flow throughout, particularly making it weak in terms of the logical process of management.

Although, the book is not intellectually stimulating, the author did well in bridging the gap of practically and academics with the use of effective quotes from some of the most well-known researchers in management. This also gives the opportunity for persons to learn and as a guide to further reading.

All in all, it captured most of the basic concepts in management often ignored by managers which can be the prescriptions for success. This is a library item for all aspiring and current managers and a quick reference for anyone in management.

To win a copy of one of the reviewed books kindly donated by Kogan Page, simply e-mail the answer to the following question to alumni@lubs.leeds.ac.uk no later that 1 April 2007. Don’t forget to include your name and contact details plus course and year of graduation.

Q. Edward Middleton Barry, the architect of the Old Leeds Grammar School building (where LUBS is now based) also designed which of the following buildings?

A. Sydney Opera House
B. The Royal Opera House, Covent Garden, London
C. La Scala Opera House, Milan


Kogan Page publishers have set up a special deal to give LUBS alumni 20% off the following books:

- Marketing Revolution CODE: MF 166
- How I Made It CODE: MF 167
- Managing International Joint Ventures CODE: MF 168
- The 5 Paths to Persuasion CODE: MF 169

To order one of the above books simply go to the Kogan Page website: www.kogan-page.co.uk/ and at the checkout quote the relevant codes in order to obtain the discount.
Leading Ladies
– Women in Leadership

“Women in Leadership” was the theme at the Women in Management event held at Leeds University Business School in June 2006. Speakers Joanna Martin of Whitehead Mann and Professor Beverley Alimo-Metcalfe gave insights into the latest thinking and research on women and leadership.

Aside from hearing from the guest speakers there was also plenty of networking opportunities for the students, staff, alumni and members of the local business community who made up the audience. This was the first time that this popular network had put on two events in a year, a sign that the experiences of women managers in the workplace are high on the agenda.

The Leeds MBA WIM Network was established by one of the full-time MBA students, Nicole Nordwall, in 2003. Her aim was to provide a forum for women on the MBA programme to come together and share their networking skills, job experiences and talk about their future plans and prospects. Individuals come to hear the ideas and achievements of the speakers and because they are keen to meet and share their experiences with other women.

WIM has grown from strength to strength and now organises a number of events each year which regularly attract attendance of 70 and upwards. Participants are drawn from current and prospective students, alumni, members of the University and sponsors, as well as guests from the wider network of Leeds University Business School contacts such as local Association of MBA representatives and members of other women’s networks in the Region. The events are not exclusive to women and men are also welcome to attend.

Current Chair Sandra said: “I have enjoyed the opportunity to Chair the group this year. I’m pleased that we’ve been able to extend the WIM network to a second event and more importantly that we’ve been able to extend the network into the local business community to include those who might not otherwise have had any direct contact with the School”.

The next WIM event will take place in Spring 2007.
For more information contact alumni@lubs.leeds.ac.uk

Shanghai Reunion October 2006

Wednesday 25 October 2006 – Xian Qiang Fang restaurant, Shanghai

About 35 alumni got together on 25 October at Xian Qiang Fang restaurant in the Hong Qiao district of Shanghai for a delicious meal of Shanghai cuisine. As well as sharing reminiscences, the evening provided an excellent networking opportunity for alumni who are now working in various fields from fashion and jewellery manufacturing to construction and banking in Shanghai. Becky Smith, from the Language Centre, hosted the event and was delighted to catch up with some of her former students. Becky and the Alumni Office are grateful to James Shen (Textile Industries, 1991) for his help organising the event.

This was the fourth Shanghai alumni event in the last 2 years but with many people keen to meet on a regular basis it should not be too long before the next.

Anyone interested in helping to organise future events, please contact alumni@lubs.leeds.ac.uk
Forthcoming events...

**Tokyo Reunion**
*Date:* Thursday 9 November 2006  
*Time:* 18.00hrs onwards  
*Venue:* Roppongi Hills Mori Tower 49F(6-10-1 Roppongi, Minato-ku, Tokyo)

Do you live or work in Tokyo and fancy a night out with other Leeds alumni? If so, this is the event for you!

More Details: For further information or to book a place please contact alumni@lubs.leeds.ac.uk

**Japanese Welcome Home Gathering for New Alumni Returning from the UK**
*Date:* Sunday 12 November 2006  
*Time:* 19.00-21.00hrs  
*Venue:* Roppongi Hills Mori Tower 49F(6-10-1 Roppongi, Minato-ku, Tokyo)

This event will be held on the night of Sunday 12 November 2006 at Roppongi Hills in Tokyo to welcome back new graduates of UK universities. Learn about what careers your senior alumni have followed and make alumni new friends.

More Details: Please e-mail: alumni@britishcouncil.or.jp including your name, the name of your UK institution you studied at, graduation year and occupation and quoting ‘12 November Alumni event’ in the subject line

**Leeds Club Night**
*Date:* Friday 24 November 2006  
*Start time:* 19.30hrs onwards  
*Venue:* HiFi Club, 2 Central Road, Leeds

Have you stayed in Leeds since graduation? Are you planning a weekend in Leeds to meet up with old friends? Join us and fellow alumni who graduated between 2000 and 2006 at the HiFi Club. Bring along a business card (with your year and subject of graduation on it) or fill in a short details form to get a complimentary drink.

More Details: For further details please contact Emina McKeown e.m.mckeown@leeds.ac.uk

**Back from Space – Space Shuttle Discovery Crew Visit**
*Date:* Saturday 2 December 2006  
*Time:* 14.00-15.00hrs  
*Reception:* 15.00-16.00hrs  
*Location:* Conference Centre, University of Leeds

Leeds alumni Piers Sellers and other members of the space shuttle crew will be visiting the University to present their ‘home movie’ of their recent journey and talk about what it’s like to spend 13 days in space. This is a free event but admission is by ticket only and a limited number of tickets have been reserved for alumni and their families.

More Details: log on to www.leeds.ac.uk/alumni

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**Indonesia Dinner**
*Date:* Sunday 3 December 2006  
*Time:* from 18.30hrs  
*Location:* Indonesia

The dinner will be hosted by the Vice Chancellor, Professor Michael Arthur.

More Details: Please contact IBEC, our representative in Indonesia kingsbif@indo.net.id

**‘Confessions of a killjoy’ – AMBA Yorkshire Event**
*Date:* Thursday 7 December  
*Time:* 18.45hrs  
*Location:* Open University Office, Leeds

Health and safety is a bugbear in contemporary society, blamed for all sorts of ills and interference in everyone’s lives. So how big is the challenge of occupational risk? David Snowball shares his experience as Regional Director of the Health and Safety Executive.

More Details: Contact the Alumni Office on +44 (0)1908 655806

**Winter Graduation Ceremony and Reception**
*Date:* Thursday 14 December  
*Time:* 09.45 and 11.30hrs  
*Location:* University of Leeds

Congratulations to everyone who will be graduating – don’t forget to bring your guests to the receptions at LUBS afterwards for a celebratory drink and a bite to eat.

More Details: www.leeds.ac.uk/lubs/alumni

**FT Speaker Series**
*Date:* Wednesday 24 January  
*Time:* Evening  
*Location:* Leeds University Business School  
*Speaker:* Paul Davies, former MD of Unisys India and Association Director of the James E Lynch India & South Asia Business Centre, University of Leeds

Come and join us for an evening of networking and guest speakers, with the emphasis on promoting women in management

More Details: Contact alumni@lubs.leeds.ac.uk

**Women in Management 2007**
*Date:* January 2007  
*Time:* 18.30-20.30hrs  
*Location:* LUBS

Come and visit us and find out how the Leeds MBA can benefit both you and your organisation

More Details: Contact mba@lubs.leeds.ac.uk

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**MBA Open Events**
*Date:* 14 February and 21 March 2007  
*Time:* 13.45hrs onwards  
*Location:* LUBS

Our Open Afternoons are designed to introduce you to Leeds University Business demonstrate how a Masters degree could help shape your future career

More Details: Contact masters@lubs.leeds.ac.uk

**Careers Conference**
*Date:* 28 and 29 March 2007  
*Time:* Daytime  
*Location:* LUBS

Alumni are welcome to attend the 2nd Careers Conference to be held at LUBS. This is your opportunity to find out the latest thinking on CV presentation, how to dress to impress and other useful hints and tips.

More Details: Contact Jo Lumb j.lumb@leeds.ac.uk

**AMBA Yorkshire Group Social Event 2007**
*Date:* 12 April 2007  
*Time:* tbc  
*Location:* tbc

The 2007 event will have the Black Sheep of the brewing industry, Paul Theakston, talking about regeneration.

More Details: Contact alumni@lubs.leeds.ac.uk

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If you are interested in arranging an event in your area e-mail: alumni@lubs.leeds.ac.uk – we will be pleased to help.
Nicole Nordwall (MBA 2003)

Hi MBA buddies

I must let you know that Maddie now has a little baby brother called Adam! He arrived on Thursday 18 May weighing in at a hefty 9lbs 9oz. Yes, he was huge alright, but it all went very well and very quickly - 2 hours from start to finish.

Here he is at one day old being cuddled by Maddie.

 Lots of love
Nicole, Tomas & Maddie

Helena Rong He (MBA 1999)

I am LUBS 1998-99 MBA who is now posting in Guangzhou (South China) as a Senior Investment Promotion Officer for UK Trade & Investment. (UK Trade & Investment is the UK Government’s lead provider of international trade & investment support to business. It’s supported by Foreign Commonwealth Office & Department of Trade Industry in UK, )

My job and myself

I joined the current post in March 2000 and the first Chinese national staff to set up the inward investment team in South China from scratch. In the last five years, I worked along with my team in Guangzhou and colleagues in UK to successfully attract over 30 inward investment projects to UK, including Huawei Technology, the biggest and the most significant case from mainland China to UK so far, that will create over 800 jobs at its Basingstoke Headquarter by 2006.

Achievement in 2005

My team, the Inward Investment team of UK Trade & Investment achieved the ‘UK Trade & Investment Outstanding Award’ in October 2005. I was a major player in helping the Guangzhou Team to receive this ‘UK Trade & Investment Outstanding award’. A great many nominations from across the organisation, both at home and overseas, and the standard was as usual very high. 8 individuals and 6 teams from the UK Trade & Investment global network was accepted the award. The awards ceremony was held at St James’s Palace in London on the evening of 31 October in the presence of Sir Stephen Brown, HRH the Duke of York and Ian Pearson MP, Minister for Trade.

I was accepted by the Chartered Institute of Marketing as a full member (as MCIM) in September 2005.

Kevin Yu (MBA 2003)

The year 2006 is really a big year for me. I moved back to Beijing City (China North) from Yangzhou City (China South) at the beginning of this year. I started a new job after Chinese new year in February and currently I am working as Sales Manager in SSAB Oxelosound (Swedish Steel Group) in Beijing. I am going to have my wedding ceremony on the day of coming May 6th. I will marry a Yangzhou girl and Every Chinese knows that Yangzhou city borns beauties. So there are a lot changes have happened to me this year. It is a prosperous year! I would also like to give my best wishes to everybody of the class 2003.

Jaymin Dalal (MBA 2004)

I am currently working with WIZCRAFT International Ent. Pvt. Ltd. as Assistant Manager-Business Development. Class of 2004 – get in touch!

Mobile: +919833192045
Home: +912226100888
Email: jayminalal@gmail.com

Ed Hall (MBA 2004)

I set up ClickAngel with Neil Ainsworth, Ariston Sutherland and Duke Tanson (all from the MBA 2004). We celebrated our first anniversary on Wednesday 17 May and have recently unveiled our new look website: http://www.clickangel.co.uk. We have also launched: http://www.priceangel.co.uk Price-Angel.co.uk, a new shopping site aimed at bringing a bit of much-needed order to the web. Under the banner of ‘search, select, save’, Price-Angel is designed to give consumers a better shopping experience: from microwaves to mortgages, the site details all the latest deals in an easy-to-find, orderly fashion.

Florian Mayer (MSc International Marketing Management 2004)

Hello dear friends around the globe. I have just started the second year on the International Marketing trainee scheme at Danish brewer Carlsberg. That means I had to relocate to Copenhagen where their headquarters are. So, if anyone ever makes it to the Danish capital or nearby Sweden, please let me know and I show you the best places to savour the Scandinavian beer specialties. Also, as I will be responsible for the import and marketing of foreign specialty and premium beers into the Danish market in 2006, I am always looking for suggestions on great local beers; if anyone knows any, please email me at: fnmayer@hotmail.com. Much more important and interesting though is my second news item: Tisha and I got engaged on the 1st September 2005 in Germany. The wedding is not planned before 2007, so plenty of time for you to make the necessary travel arrangements. I hope everybody at LUBS and from the MSc IMM, class of 2004, is well and happy. I look forward to hearing from you. Florian

Neil Ainsworth (MBA 2004)

Nick and I had a baby boy, William Stanley Steven (Billy for short), 7lb 14 oz born on 17 February 2006. At 12 weeks old he’s well over 15lbs (he’s obviously mine). He just eats and sleeps his way through the day. Wake up time is spent mostly laughing at people or stuff around him, he just has a bit of a gripe when he’s tired or hungry (just like his dad). His favourite things are daft noises, pulling faces and the light fitting in our front room, which is easily his best friend.
Ben Moody (BA Economics and Management (International) 2004)
As part of my degree programme I did the study abroad year at Queen’s University in Canada. This was an amazing experience and an excellent thing to bring up in interviews. It definitely gives you a competitive edge when applying for jobs and starting your career. I am currently working as a Business Analyst in Accenture’s Government Consultancy department in London and really enjoying it.

Sam Anagnostopoulos (MBA 2005)
I am back in Canada working in real estate again. I am taking over my Parents’ real estate business and I have two more courses to take. Just when I thought all my schooling was done! The last little while has been very busy and stressful and many times I wish I was back in Leeds.

Ishita Chaturvedi (MSc International Marketing Management 2005)
I have co-authored a book along with another classmate on international market strategy entitled “They say Tomorrow is the Marketing Way”. It has been supported by Professor Paul Michell (Leeds Business School) as well as UK based multinational company Sentinel.

JB (John) Horton (MBA 2005)
After finishing my MBA I had the good fortune of spending some time with many of my classmates in Asia - Japan, South Korea, China, Taiwan, Thailand and India – a mini world tour. I’m now working as White House Liaison for the US General Services Administration. GSA is a centralized, federal procurement, property management, policy development and information provision agency, created by Congress to improve government efficiency and help federal agencies better serve the public.

Christina King (MBA 2005)
I’ve just finished my MBA and I’m working as a consultant at Angle, a consulting, management and ventures company. Hello to all my class mates – I look forward to meeting again soon so keep in touch!

Danqing Huang (BA Human Resource Management 2005)
It’s been a year since my graduation. I’ve been missing England, Leeds and the University, and most of all, LUBS! Looking back, it was such a wonderful time in my life. I’m working for the PricewaterhouseCoopers as an auditor in China, and I will be coming back to our alumni, glad to be in touch! Miss you all.
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