Getting to know Africa
We put five countries in focus

The Business of Ethics
How is this moving up the academic agenda?

Innovation in Health Management
A think and do tank!

Transformational Government
The role of IT in delivering Public Services
Dear alumni

Welcome to the third annual edition of the LUBS Network magazine.

In this issue, the spotlight is on Africa as we put five countries in focus. On page 6, you can find out about the challenges and opportunities facing Africa's entrepreneurs as growth rates across the continent begin to rise. The Business School's international reputation continues to grow and we are proud to be recognised as one of the UK's leading business schools. As a result, the University of Leeds was chosen to participate in a reality show competition Airtel Scholar Hunt: destination UK, where thousands of Indian teenagers competed for a fully paid scholarship at five UK universities. We welcomed our new student, Akshay Goyal to the school in September and on page 4, you can read a first hand account of his experiences at LUBS.

The recently announced THES-QS 2007 World University rankings saw Leeds jump up 41 places to 80th, which is a great achievement. This particular league table places a huge emphasis on reputation, so our success is also a very positive measure of the esteem we hold internationally. I am delighted to report that once again, LUBS has been included in the world's top 100 business schools by the Economist in its annual survey, 'Which MBA?'. This goes with our continued FT ranking and outstanding position for teaching and research in International Business.

As a Business School, we continue to strengthen and build our links with industry. Not only do we invite influential, high calibre speakers into the classroom to enhance the value of our students' learning experience, but these industry links are invaluable in approaching the region's leading business figures to be key speakers at our high profile events including: Corporate Wisdom; the Financial Times Series and Women in Management. These events provide an excellent networking opportunity for alumni, postgraduate students and local businesses and act as a platform for inspirational speakers to discuss some of the key issues facing business. Details of forthcoming event dates and speakers can be found on page 19.

I do hope you enjoy the magazine and we look forward to receiving your comments and suggestions for the next issue. Once again, thank you for your continued support and for acting as ambassadors for the school.

Best wishes for the New Year and a prosperous 2008.

Professor Andrew Lock
Emily Proves Herself a Woman of the Future

Second Year LUBS Business Management student Emily Cummins, has been named 2006 Technology Woman of the Future at the age of 20. She is the youngest woman to be nominated for the prize.

The Women of the Future awards are designed to celebrate the work of women under the age of 35 and to promote role models for young women beginning their careers. Emily’s award-winning invention is a sustainable solar-powered fridge designed to store medicines in parts of Africa where electricity is in short supply. The inspiration for the idea came when she visited local communities in Namibia as part of her self-funded gap year. On being questioned by the judging panel, Emily explained that sustainability was important for the future and that she was interested in promoting health and looking at new ways of providing energy.

Emily said: “I never expected to be chosen as the Technology Woman of the Future. Just being short-listed was a surprise. The standard of the other nominees was daunting but the idea of a sustainable refrigerator and the impact it could have on people’s lives must have impressed the judges enough for them to choose me!”

On being questioned by the judging panel, Emily explained that sustainability was important for the future and that she was interested in promoting health and looking at new ways of providing energy.

Emily’s other achievements include winning the Young Engineers for Britain 2005 Special Award for the Project with the Most Benefit to the Community and most recently, she was voted the ‘2007 Entrepreneur to Watch Out For’ by The Independent newspaper.

PhD Paper Wins Top Prize at the British Academy of Management Awards

LUBS PhD student Nilam Ashra, was recently awarded the ‘Best Paper Award’ for the Foresight and Organisational Becoming Track.

The paper, titled ‘The sense making of two corporate communication teams in the public and private sector’, was presented in one of 23 tracks at the annual British Academy of Management conference held at Warwick University in September 2007.

The study involved working closely with the communication teams of 3 organisations based in Scotland.

The Chartered Institute of Public Relations is looking to use the results of the study to contribute to their long-term training and development strategy.

Nilam has worked as a communications adviser for 14 years in the UK, Philippines, Maldives and India before undertaking this studentship and is currently in her third (and final) year of her PhD in Corporate Communications at LUBS.

Opening Doors to the Future

West Yorkshire Society of Chartered Accountants (WYSCA) recently announced ten scholarships for chartered accountancy students studying at local universities, with the first awards being made for the 2007/08 academic year.

LUBS has been awarded with two scholarships for the BA Accounting and Finance degree course: an award to the top student in the second year; and an award to the second best student in the second year.

WYSCA Immediate Past President, Gail Monnickendam said: “The ACA qualification opens the door to a huge range of exciting career opportunities in every sector of business and finance in this country and around the world. We feel that as well as the monetary prize, the other key element for the winners is that being a WYSCA scholarship recipient will be something they can add to their CV’s which will hopefully enhance their career prospects and go a little way towards easing the way for the business leaders of the future.”

LUBS has welcomed the opportunity of being included in this scheme. Director of Undergraduate Studies, Julia Clarke said: “I am delighted that the West Yorkshire Society of Chartered Accountants has chosen to include the University of Leeds in this very generous initiative. With so many of our students staying in Leeds after graduation to take up training contracts with firms in the city, this is a great opportunity for them to establish links with the Society at an early stage.”

It’s All Academic Really!

Employees from the Leeds based Albion Group, recently completed a bespoke development programme for Sales Professionals designed exclusively by LUBS.

The course which runs over four modules, is very different to the previous training provided by the company. Feedback from the participating delegates was very positive and although they found the course challenging intellectually, everyone felt it to be of real benefit professionally. All of the participants passed with flying colours and were presented with their certificates of completion by LUBS’ Professor John Hillard (far left) and Albion’s HR Director, Greg Laing (far right).

Designing a Factory of the Future

A team of researchers led by LUBS’ Professor Chris Clegg is collaborating with Rolls Royce and the University of Sheffield to design a ‘factory of the future’ which is currently under construction. The team is based in the Centre for Organisational Strategy, Learning and Change (COSLAC).

For the last two years the project has involved working with end users, factory management team, architects, project managers and other stakeholders. It is unusual for social scientists to have this level of involvement in the design of a new factory. The team’s work will continue with an evaluation of the new facility, which is due to open early 2008 and of lessons learned.

The project is one of several funded by Rolls Royce under its University Technology Partnership (UTP) for Design which includes researchers from the Universities of Leeds, Cambridge and Southampton. The aim is to provide access to world-class research to improve the company’s design process. The focus at Leeds has been on the psychological and organisational aspects of design.

Did you know...?

LUBS has launched a bursaries scheme exclusively for University of Leeds alumni who return to the city to study the prestigious Leeds MBA programme.

Bursaries of 10% are available to all University of Leeds graduates who enrol on either a Full Time MBA or an Executive MBA Programme at Leeds University Business School.

MBA Programme Director, Mary Landen said: “The MBA attracts applicants from a wide range of backgrounds, both business and professional. We are delighted to be able to offer Leeds University alumni from any discipline bursaries of 10% toward the MBA fees.”

The Leeds MBA can be tailored to meet your individual career needs and aspirations, especially through the choice of option modules and the MBA project. The programme can be studied either full-time for one year or in a modular format over two to three years on the Executive programme.

Whichever route you choose the quality and focus remain the same.

To find out more about the Leeds MBA visit: www.leeds.ac.uk/lubs/mba

Alternatively please contact us by email at: mba@lubs.leeds.ac.uk or on +44(0)113 343 2610
**School News**

**New for 2007**

**MA Diversity Management**

This high quality, leading edge programme will provide you with specialist knowledge and skills in the management of diversity in an international business context. You will benefit from international research-led teaching and prominent players in this field will provide lectures and workplace research opportunities both in the public and private sector. This course is available as either a full-time (1 year) or part-time (2 year) programme.

This course is aimed at anyone wishing to pursue a career in diversity management and equal opportunities within public or private sector organisations in the UK, Europe or internationally.

For more information including details on our fees and scholarships and how to apply, please contact: Susan Waterson on +44 (0)113 343 7946 or email: masters@lubs.leeds.ac.uk

Alternatively visit our website: www.leeds.ac.uk/lubs/masters

**New for 2008**

**MA Advertising and Design**

This newly established programme builds on the success of the current MA in Design which is delivered in the School of Design and the MA in Advertising and Marketing delivered in LUBS.

Advertising & Design is a dynamic and expanding sector both nationally and internationally, attracting significant numbers of both UK and International UG students wishing to gain employment in these specific areas, or pursue research projects at PhD level.

There is currently sparse provision in the UK for this type of programme, other than MA programmes which recruit narrowly from the Art School sector. This new programme is available from September 2008 and specifically combines strategy and creativity, theory and practice and business with design.

For further information visit our website: www.leeds.ac.uk/maad

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**Royal Visit to LUBS**

**Academic Partner**

Staff from the LUBS Work Based Learning (WBL) Unit had the opportunity to meet HRH the Duke of Gloucester during his recent visit to the Cabinet Office Emergency Planning College, located near York. The visit was to mark the College’s celebration of 70 years as the UK’s primary training college for civil protection.

The Duke was very interested to hear about the academic partnership LUBS has with the college through the WBL Unit, in particular the ways in which formal qualifications are provided for those individuals working within the Emergency Planning profession.

His Royal Highness (pictured right), accompanied by Her Majesty’s Lord Lieutenant for North Yorkshire, Lord Crathorn, enjoyed a lunch at the college followed by a tour of the Hawkhills estate hosted by Chief Executive, Michael Charlton-Welly (pictured left). The Duke also had the opportunity to see first hand the college’s training courses and spent some time talking with delegates and trainers.

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**Scholar Hunt Destination UK**

LUBS welcomed new student, 18 year old Akshay Goyal from Noida, India in September, as he began his three year undergraduate programme in BA Management.

Akshay beat thousands of Indian teenagers to win a fully paid scholarship to the University of Leeds, a prize covering all of his fees and living expenses for three years, as part of the Indian television show, Airtel Scholar Hunt: destination UK.

The contestants faced a series of challenges over the five competition stages, including a subject exam, interview, quizzes and competitive tasks to test their skill and aptitude. All of the tests were designed by academics from LUBS and Edexcel and representatives from LUBS including the Dean, Professor Andrew Lock, interviewed the contestants as part of the selection process.

University of Leeds Vice-Chancellor, Professor Michael Arthur said, “Leeds has a tradition of strong links with India. This scholarship and the novel way it has been run have helped Leeds raise its profile further in India and show potential students just how much the University has to offer.

At the end of his first semester, Akshay has settled well into university life and is really enjoying his time at Leeds. He has already joined a few societies including a role as the Model UN Deputy for the United Nations Associations.

Reflecting on his experience so far, Akshay said, “The University is so big and beautiful. I had a lot of apprehensions about coming to Leeds because it is a lot harder to forget India and my family and friends – all of whom I miss a lot. Then I think of this fantastic opportunity and feel incredibly happy and proud.”

The British weather is apparently taking a bit of getting used to, as is the food and Akshay admits he hasn’t grown to love our culinary delights just yet, which is largely due to his love of spicy food. That said he is developing a penchant for the good old English breakfast – so perhaps it’s only a matter of time.

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**LUBS Graduates with Global Ambitions**

LUBS Management student, Benjamin Thussin, was recently selected as one of 400 students from around the world to attend an International Symposium on Climate Change run by ATHGO International at the United Nations headquarters in New York City. The theme of this year’s event was ‘Global Third Way: Becoming one with the Environment’.

UN ambassadors, professors from various universities, and a number of business executives competing in the ‘green’ industry were also present at the event.

Benjamin, who graduated in July said: “The event was incredibly useful for students like myself. Twenty students were selected to speak as panellists and I was among the lucky twenty. My questions included how countries could encourage environmental efforts from multinational corporations.”

When asked what he had taken away from the memorable event, Ben said: “I met intelligent and ambitious international students, as well as a number of United Nations staff including the German UN Ambassador. These events are highly demanding but focus on teamwork, academic theory and constant communication, providing the opportunity to demonstrate your knowledge and capabilities. I would like to thank Dr Sagat from LUBS for encouraging me to apply for this Forum.”

Benjamin is going on to an internship at UBS in Zurich.

ATHGO International is an organisation that trains and develops next-generation ambassadors in collaboration with renowned entities and NGOs, including the United Nations and World Bank.

To find out more information go to www.athgo.org

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**LUBS Graduate Achieves a World-class Result**

LUBS graduate, Chris Pilgrim, has scored the highest mark in the world in his first set of Chartered Institute of Management Accountants (CIMA) professional examinations. Chris graduated in Management Studies with BA (Hons) in 2006.

On hearing the result, he could not quite believe his success: “I have managed to complete six exams already and in one I gained the top mark in the world out of over 6,500 students. This has resulted in a mention in the Financial Times, several local papers and many ‘swot’ jokes from my colleagues.”

Chris is currently employed on the Barclays Finance Graduate Scheme and is based at the Barclaycard Head Office. Under this scheme he is required to complete four placements over the whole of Barclaycard’s finance function whilst also undertaking his CIMA qualification.

Chris went on to say; “My immediate ambition for the future is to qualify with the CIMA. After this I’d like to continue with the Barclays group, gaining experience across different business and global areas. On a more personal note, I would also like to complete an MBA in the future and continue accounting studies into corporate finance.”

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**LUBS Graduate**

With Global Ambitions

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Africa has often been seen as a high-risk place to do business, but things are slowly changing. The continent is increasingly becoming a hospitable destination for investors and despite all the obstacles and challenges facing Africa’s entrepreneurs, growth rates are beginning to rise. There are now successful ventures to be found everywhere from Magadishu to Dakar.

Doing business in Africa however, is still hard work. As a recent World Bank study indicated, out of the 15 least business-friendly countries in the world, 27 are in sub-Saharan Africa. There are also the additional infrastructure and labour constraints to deal with, but the business climate across the continent is improving.

Economic growth has been running at a very respectable 4% in at least 15 African countries for the last decade. A good deal of this growth can be put down to rising prices of minerals, however, there is much more to it than that. Africa is now finding and cultivating niche markets around the world, from telecommunications and banking, to the export of fruit and flowers.

In addition, the results of the promises made by world leaders at last year’s G8 summit are now beginning to come through, including fresh funding to meet the promise of doubling aid to Africa by 2010. We should now begin to see more money available for improving the energy supplies and renovating everything from airports to shipping terminals, creating an environment in which business can begin to grow.

In an ever-changing competitive global economy, it is becoming increasingly important that people from African countries are able to gain the necessary skills and qualifications to compete in this new environment. UK universities such as the University of Leeds attract African students primarily because of the wide range of high quality courses, but also because of the links to the British educational system that remains in many African countries, where English is the official language. As can be seen in the map of Africa, it is transgressing the African countries bordering Ghana, with its capital, Accra, being one of the main cities where the infrastructure and communications remain at a high level.

Although many African countries still face economic challenges, students and their parents remain enthusiastic about a higher education in the UK. 12 of the 15 best universities in the UK are represented in the latest Good University Guide. MBA have become particularly attractive to this market due to the intensive nature of the master’s degree. Other contributing factors include the continuing preference for UK qualifications from larger global employers operating in the African market.

Ghana – a country of hospitality

(Nene Ankrah – MBA 2002)

The country of Ghana assumes a special prominence as the first African country to gain independence from British rule in 1957. Prior to this, Ghana was known as the Gold Coast, a name derived from the rich gold deposits that still exist within this country alongside other natural resources such as timber. Ghana is arguably the most peaceful and hospitable in the sub-region and since independence has continued to maintain strong historical, cultural and economic links with Britain. As a result, Ghanaians are particularly keen to do business with UK companies and many UK standards and procedures are still widely applicable.

Located on the southern coast of the West African buge, Ghana is bordered to the east by Togo, to the west by the Ivory Coast, to the south by the Atlantic Ocean and to the north and northwest by Burkina Faso and is home to Lake Volta, the world’s largest man-made lake. Although English is the official language, over 60 dialects are spoken including languages from the ethnic groups of the Twi, Fante, Ga, Akan, Dagbani, Ewe and the like.

The rich cultural and traditional identity of Ghana makes it quite distinct from the other countries of the sub-region, and it is these traditional values that the people of Ghana extend into their business dealings, preferring regular, face-to-face contact with business partners and suppliers. Whilst this may not be the most efficient or cost-effective way of conducting business, personal visits are warmly welcomed and expected. It is therefore advisable that as a business visitor you build an element of flexibility into your meeting schedule, as timeliness is not generally a priority in Ghana.

Ghanaians are however, well-known for their hospitality and friendliness and Ghana has developed a strong, positive image as a tourist destination, with numerous cultural and historical attractions scattered across the length and breadth of the country. These include historical markets, forts and castles, sanctuaries and national parks such as the Kakum Nature Reserve, which is home to an impressive array of wildlife and birds. Safaris are also very popular with international tourists keen to explore Ghana’s many game reserves.

There is great potential for further growth in the tourism market and although a wide range and standard of tourist accommodation exists, there is still scope for development, particularly outside the main cities where the infrastructure and communications remain limited. At present, the Ghanaian government lacks sufficient funds to invest in tourism to fuel this growth and so future external investment is needed in the shape of private finance.

Ghana is well-endowed with natural resources and has approximately twice the per capita output of the poorer countries in the region. Agriculture continues to be the primary sector of importance to the country, employing 60% of the workforce and generating 40% of the GDP. The country does still remain heavily dependent on international financial and technical assistance, but despite its current economic difficulties, Ghana represents a prosperous market for exporters with major foreign investments coming from Germany, China and India.

Key Facts about Ghana

- Ghana is the size of the UK with a current population of 23.1 million (2006).
- Over 60 dialects are spoken in Ghana, although the official language is English.
- Christianity is the country’s main religion. Ghana has the highest percentage of Christians in West Africa.
- Accra is the capital city with a population of two million.
- Ghana is home to Lake Volta, the world’s largest man-made lake. Its area is approximately 8,500km², making it over five times larger than the city of London.
- Ghana has the most modern oil refineries in Africa.
- Ghanaian culture requires an exchange of greetings and hospitality.
- The Cedi is the unit of currency and there are approximately 9.460 to the £.
- Ghanaian law guarantees the right of access to public offices and institutions.
- Ghana is rich in mineral resources and has the world’s highest percentage of Christians in West Africa.
- Ghana has 10 regions, each with its own capital.

So, what are the opportunities for the future?

As the economy begins to grow, many Ghanaian companies are now looking for overseas partners for investment opportunities and the government has highlighted a number of export opportunities in sectors such as agriculture, sports and leisure, transport infrastructure and telecommunications. There are further market opportunities available in a broad range of consumer goods, reconditioned machinery, used clothing and used computers.

Some interesting facts about Africa

- Africa is the second largest continent on earth, occupying 20% of the Earth’s land area;
- Africa’s population is slightly less than 14% of the total world population;
- Only about 6% of Africa is arable; nearly 25% is forested or wooded;
- Algeria, Egypt, Libya, and Nigeria are the major petroleum and natural gas producing countries in Africa;
- Botswana, Democratic Republic of Congo, and South Africa together produce 50% of the world’s diamonds;
- Ghana, South Africa, and Zimbabwe together produce nearly 50% of the world’s gold.

An insight into Africa

Africa

(0x0)
Zambia

Key Facts about Zambia:
- Zambia’s name derives from the Zambezi River, the fourth largest river in Africa. The country is landlocked and is bordered by eight other countries.
- The river’s most spectacular feature is the Victoria Falls, one of the seven natural wonders of the world.
- The capital is Lusaka and the main language is English.
- The official language is English, although there are 7 official languages.
- The country is predominantly Christian nation.
- Livingstone was the country’s first capital. Lusaka is now the capital city.
- The annual economic growth is 5.8%. The fastest growing sectors are mining, energy, construction and tourism.

Tips for Doing Business in Zambia:
- Handshaking is common practice and business visitors should always use a person’s professional name, if known.
- Apointments should be made in advance, but it is not unusual for appointments to be cancelled without advance notice.
- The Zambia Investment Centre (ZIC) is the institution with legal mandate to promote and facilitate local and foreign investment in the country. The ZIC is the most incentivised sector for foreign investors.
- Mining is the most incentivised sector for foreign investors. Incentives include relief on income tax, surcharges and withholding tax.
- The Zambia Investment Centre (ZIC) is the institution with legal mandate to promote and facilitate local and foreign investment in the country. The ZIC is the most incentivised sector for foreign investors. Incentives include relief on income tax, surcharges and withholding tax.
- Whenever possible, always conduct all business transactions and dealings through official/public institutions.

Nigeria

Key Facts about Nigeria:
- Nigeria is officially named the Federal Republic of Nigeria, and is located in West Africa on the Gulf of Guinea.
- Nigeria is the world’s 3rd largest country and covers a total area of 923,768km².
- Life expectancy is 43 years.
- Nigeria gained independence from Britain in 1960 and now consists of 36 states.
- The capital is the inland city of Abuja and the commercial centre is Lagos.
- The country’s population is 180 million, with over 250 languages. English is the official language and the three most popular are Hausa, Igbo and Yoruba.
- The two main religions are Islam and Christianity.
- Nigeria is the top producer country in Africa and ranks 10th globally. It is also a member in the Organisation of Petroleum Exporting Countries (OPEC).
- Nigeria has the highest export of academics and doctors from Africa to Europe and the Americas.
- Nigerian football players have performed remarkably well internationally.

Tips for Doing Business in Nigeria:
- Hierarchical structures are strong and well respected. When getting business approval, it is very useful to have an awareness of the hierarchy of the office or agency concerned.
- Business gifts, particularly items bearing your company logo are acceptable.
- When greeting people, it is common for Nigerians to ask personal questions about their families, as this is considered thoughtful and caring.
- There are three public holidays a year.
- The official language for conducting business transactions is English.
- Generally, Nigerians are often deemed to be overtly religious and some officials will only attend business meetings after prayers.
- It is suggested that the first-time visitor use an aide (usually a local) to act as guide. However, most of the main towns and cities are connected by functional airports or linked by road. Water transport is also available for coastal areas.
- Western formal dressing is widely acceptable in Nigeria. Skirts for women must be worn below the knee.

Malawi

Key Facts about Malawi:
- Malawi is located in Southern Central Africa, the country’s full name is The Republic of Malawi.
- The population is 12 million and the official languages are English and Chichewa.
- Malawi has a liberalised economy with a stable political environment.
- Malawi is also known as the Warm Heart of Africa as the people are very friendly and kind.
- Lake Malawi is the third largest freshwater lake in Africa.
- The Mulanje Mountain is the highest mountain in Central Africa, with the highest point, Saphwa peak rising to over 3,000 metres above sea level.

Tips for Doing Business in Malawi:
- The working day begins early, typically 7.30am and finishes at 4.30pm.
- Business dress is formal. Men are expected to wear a jacket and tie, women were previously not allowed to wear skirts that did not cover the knees, but this is no longer the case.
- It is customary for women to curtsey as a sign of respect when greeting someone.
- Acceptable business gifts range from whiskies and wines to traditional Malawian items such as paintings, handcrafted pens and curios.
- Respect and politeness are a key part of the Malawian culture and for conducting business.

Mozambique

Key Facts about Mozambique:
- Mozambique is located on the southern eastern coast of Africa.
- The total population is 19.4 million, with a population density of 24 inhabitants/km².
- Mozambique is divided into 10 provinces, the capital city is Maputo.
- The official language is Portuguese, but English is spoken in the main cities and there are over 50 local dialects spoken throughout the country.
- The climate is tropical, characterised by cold; dry winters and hot; wet summers.
- The local currency is the Mozambican Metical (MZM).
- Tourism has always been an important source of income, but the sector became seriously depressed during the civil war. The country has a high potential for further tourism development, given its unspoiled coastline, tropical beaches and tropical climate.

Tips for Doing Business in Mozambique:
- Opening a business in Mozambique can be slow. Most companies find it advantageous to establish a local office in the country to assist in dealing with local officials and clients.
- Foreign investors are encouraged to take advantage of government incentives including exemption from paying taxes in return for employment creation and export conditions.
- Companies are encouraged to employ local people as they offer a cheap labour source.
- Personally visiting the country to promote your product/service is recommended. Direct contact with potential representatives is far more effective than phone, fax or email because Mozambican companies can be slow to respond.
- Track literature and samples should be sent by courier service as the postal service in Mozambique is not the most reliable.
- It is strongly recommended that you translate a summary of your business profile and product/services into Portuguese.
- Small gifts, such as pens – preferably with your company’s logo – will be appreciated.
The Centre for Innovation in Health Management – a ‘Think and Do Tank’

Becky Malby, Director, Centre for Innovation in Health Management

The Centre for Innovation in Health Management is a joint venture between the Faculty of Medicine and Health and the Business School. The centre consists of a network of 300 leaders, from a wide range of backgrounds, who work in or with the health sector. Our network of managers, clinicians, academics, organisational change consultants, policy makers, and think-tanks bring a wealth of experience to every piece of work we do.

Their CIHM work primarily involves focusing on the issues they believe are pivotal to improving health and health services. CIHM work streams include an inquiry process, an organisational development programme, and an applied research programme. Current specific work streams include:

- Public Service Organisations;
- The Productive Relationship Between Doctors and Managers;
- Building Local Solutions with Local People;
- Successful Sustainable Organisations – including Governance.

The CIHM works with people across the public sector trying to sort out complex issues in their organisations by helping them to:

- understand how they organise themselves, and the impact the way they work has on clinical and performance outcomes;
- change the way they organise and work together to improve effectiveness;
- learn how to focus their efforts to be more productive.

We also undertake projects with the voluntary and community sectors, supporting the development of effective community leadership. Every theme has an inquiry/ research stream which involves work at a national level to understand the issue, as well as an organisational development stream. One of these inquiries has been into the relationship between management and medicine, involving the collection of evidence from teams and organisations that have productive relationships that benefit patient services. You can go to our website www.cihm.leeds.ac.uk for the full report.

This year we have set up a network of NHS Trusts who are working to take the learning from the inquiry into practice. In order to make our work as accessible as possible, we are ‘open source’ and so you will find that we share work in progress. One of our recent pieces of work is an inquiry into fit for purpose performance management, and clips of our discussions can be found on http://www.youtube.com/playlist?list=UPEk6A6Vc4w9cW3oZ9Uo8Rf8v

There are a number of partners learning with us including, the New Economics Foundation, the Design Council, Pfizer and colleagues from Harvard. Our work on co-producing health, brings these organisations together to work on models and processes for better service development making the most of patient, community, clinical professional and manager views, perspectives and relationships. We have also sponsored a number of projects, including services for so-called ‘hard to reach’ groups, and renal patients.

We also have a number of LUBS Alumni involved in the CIHM, helping us to develop our work streams and taking part in our inquiries. For example, they are helping us to develop a tailored MBA programme for doctors, using cutting edge knowledge from the CIHM’s inquiries, case studies from our partner organisations, and personal development and coaching techniques utilising our organisational development team.

If you are interested in joining the CIHM network, accessing one of our programmes, or if you want help with something in your own organisation then please get in touch.

By Phone Call us at the office on +44 (0) 113 343 8036 or +44 (0) 113 343 6321
By Email info@cihm.leeds.ac.uk
By Mail Centre for Innovation in Health Management Maurice Keyword Building University of Leeds Leeds LS2 9JT
Transformational Government?
The Role of Information Technology in Delivering Citizen-Centric Local Public Services

Dr Stephen King, Technology and Innovation Group (TiGr)

Following on from five years of ‘electronic government’, the Labour Government has recently announced a new five year plan for ‘transformational government’. Like its predecessor, t-government emphasises the important role of information technology (IT) in enabling the delivery of modernised public services. Modernisation is defined as an increasing emphasis on citizen choice, personalisation of services and understanding and responding to service user needs.

Research by Dr Stephen King of the Technology and Innovation Group (TiGr) explores the appropriateness of the t-government agenda by drawing upon lessons learnt from the preceding e-government era. Arguably the most significant citizen-focused technology of the e-government era was Customer Relationship Management (CRM).

Delivering Citizen-Centric Local Public Services

In November 2005, the level of ambition was increased with the publication of the Transformational Government White Paper – a further 5 year plan heavily reliant on IT to deliver a step change in the quality of public services, including education, housing, transport, social care and the environment, and in citizen engagement and participation in service design and delivery. It was to provide an information-sharing platform both within government and outward to the public. In addition, wherever possible, transactions between citizens and government were to be ‘e-enabled’ with web-based self-service the aim where appropriate.

Earlier research by Dr Stephen King had shown that progress in delivering citizen-centric public services had been slower than expected, with many local authorities struggling to IT-enable their top University in Singapore.

In 2005, while she was pregnant with her son, she found herself faced with a distinct lack of knowledge on how to choose a suitable hospital and doctor in Singapore for individual specific medical conditions. Utilising her background in business administration and finance, she started doing intensive research with her husband, a medical director in Singapore, on the criteria to use when choosing suitable healthcare services, especially if the person is not from a medical-related background. Her research in this area resulted in a publication of her book in 2006 titled ‘Picking the Right Hospital, Right Doctor in Singapore’. This is the first ever book in Singapore to review this important subject in detail and provides comprehensive information to educate readers on what to look for when choosing appropriate healthcare services. With her accounting skill and finance background from her MBA (Finance) and medical expertise from her doctor husband, she is able to teach readers how to compare the different hospital services, to enable them to find the most cost effective treatment suitable for their needs and budget. It empowers the readers to make informed decisions as healthcare cost is also a major concern for most people in Singapore.

Since its release, the book has sold thousands of copies and has caught the attention of local media, including features in several leading newspapers and magazines.

Virginia is also passionate about teaching and mentoring the next generation of corporate leaders, through her involvement in the world of academia. As a successful corporate leader and business consultant, her students see her as a good role model to follow.

Virginia Goh
MBA (Finance) 2001

Virginia Goh is a trained accountant, with a Master of Business Administration (Finance) from the University of Leeds. She is currently Director of a consultancy firm and University lecturer, lecturing business subjects in the top University in Singapore.
The Business of Ethics

Julia Clarke, Director, Undergraduate Studies

There is no doubt that business ethics and social responsibility have been moving up the corporate agenda in the last few years. Of course these issues have received a big push into our conscience from the series of scandals and disasters that have been so vividly reported in the press in recent years (Enron being perhaps the most infamous of these). Growing demands on businesses to be accountable for their environmental impact, as well as their financial results, have also played a part. And of course a sneaking suspicion that good business may actually be good for business has helped.

This increasing interest in business ethics has been mirrored by developments in learning and teaching at Leeds University Business School. Ethical issues are now explored within academic and personal development modules and a new Business Ethics option launched September 2007. Crucial to this has been our partnership with the Centre for Excellence in Learning and Teaching for Interdisciplinary Ethics Applied (CETL).

The establishment of this centre was made possible by the award of £2.6 million from the Higher Education Funding Council for England. This grant recognised the University’s excellence in inter-disciplinary ethics. The funding the University will receive over 5 years makes possible the integration of interdisciplinary ethics into the curricula of a wide range of disciplines at the University, and facilitates the further development of this excellence across the UK and beyond. LUBS was a key member of the successful funding bid and is delighted that business is one of the subject areas listed within the CETL. The CETL builds on its established excellence in teaching ethical issues, where subject specialists and ethicists help students to integrate diverse ethical issues into a coherent Ethics Theme which crosses subject and year boundaries. This reflects our pyramid approach in LUBS with the exploration of ethical issues within non-specialist modules in the first and second year of our undergraduate modules, leading into a specialist Business Ethics module in the final year. At postgraduate level, the CETL is leading the development of a number of themed sessions for students on the MSc in Management.

Early feedback indicates that our students value the opportunity to consider ethical issues within their studies. In particular, they appreciate the importance of being able to identify and deal with ethical issues in the workplace and the application of ethical reasoning as a useful skill. This is demonstrated by feedback on our second year module, ‘From Study to Work’, which aims to help students in the acquisition of, and preparation for work placement:

“The Ethics seminar highlighted issues that I had not even considered. … It also made me aware of issues that I may face, especially in HR where ethical issues are likely to arise regarding equal opportunities and diversity; it was of particular interest to me.”

(Second Year BA HRM Student on our Study to Work Module)

But not only do our students see ethical reasoning as an important business skill, they also weigh up ethical considerations in making their own employment choices:

“Knowing an employer has an active volunteering programme improves your perception of an organisation – corporate responsibility is key in determining my job preference.”

(Final Year Student Participant in the Leeds University Business School Volunteering Challenge 2006)

And we are keen to find out what employers understand by ‘ethically aware’ and ‘ethically educated’ graduates. We want to know what graduate employers do and do not value within the teaching of business ethics. The findings from this project, combined with an ongoing international study of students’ perceptions and appreciations of ethics within the curriculum, will contribute to an enriched understanding of what our stakeholders seek from business ethics education.

If you would like your organisation to take part in this survey then please forward the link for our online questionnaire to the person with responsibility for graduate recruitment. The questionnaire should take about 20 minutes to complete and can be found at http://ubswire.leeds.ac.uk/research/public/survey.php?name=EthicsEmployers

Those who take part in the survey are invited to participate in one of a series of leading-edge ethics workshops offered by the CETL. This session will provide an introduction to ethical thinking and reasoning, allowing participants the intellectual space to reflect on their business practices and engage in structured debate. Simply add your contact details to the questionnaire if you would like to find out more!

For more information about the CETL’s work with corporate clients please contact Josephine Fogarty:
+44 (0) 113 343 7795
j.fogary@leeds.ac.uk
www.idea.leeds.ac.uk

Claire Crommie
BA (Hons) Management 2009

Corporate Social Responsibility and Business Ethics have become increasingly important in recent years, although in my first year as a student I never gave much thought to how they might impact my career.

In my second year I took the ‘From study to work’ module to help me prepare for a year in industry and the session on business ethics introduced some thought-provoking case studies, highlighting the difficulty that some companies may have achieving a balance between profitability and ethical behaviour. This was particularly useful for my placement search as I was asked during my interview which I thought was more important for a business to succeed – profitability or behaving ethically?

Although I work for a firm that prides itself on the integrity of the business and its staff, I am still quite surprised at the amount of attention and consideration given to business ethics on a daily basis. Is this what is right for the client? Am I adhering to the firm’s standard of integrity? Whilst at the same time having to meet deadlines and targets and contributing to the profitability of the company.

As an employee’s ethical responsibility only seems to increase with their career progression, the subject of business ethics is not only interesting but also particularly useful to anyone considering a career in the business environment.
Career News

FT at LUBS

Over the last year, the Financial Times and Leeds University Business School have increased their cooperation through a number of partnership initiatives. It is a sign of LUBS’ growing international status that the partnership has returned more strongly through three key initiatives:

The FT Speaker Series

During 2007/08 we invited expert speakers from the FT and industry to celebrate the School’s strong performance in International Business research and outreach through the Centre for International Business Studies (CIBUL) under the leadership of Professor Peter Buckley. The events were targeted at masters and MBA students, giving an external view on major issues of globalisation. Speakers included Leeds alumni Andy Green, CEO of BT Global, Quentin Wilson, FT Editor Foreign Affairs, and John Wilman, FT Business Editor.

The forthcoming FT series addresses International Finance, and is open to company representatives and alumni. Every event is followed by a networking reception, giving our postgraduate students a great chance to practice their relationship building skills. Details of the next event and guest speakers can be found on our website www.leeds.ac.uk/lubs/alumni

Are you Career Wise?

As part of the Career Wise Programme for our MBA and postgraduate students, we will be running a number of employer and alumni led workshops from January 2008.

If you are interested in linking up with our current students about your experience and the industry you work in or would simply like to find out more about the Career Wise Programme, please contact us: Jo Lumb, LUBS Career Management Centre, tel: +44(0)113 343 3487 or email lubscareers@leeds.ac.uk

Do you need SPARK?

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

There are a full range of practical support and solutions on offer to help you get your business up and running, including start up advice, mentoring, access to business space, help with business plans and training events in entrepreneurship.

For more information visit the website at: www.careerweb.leeds.ac.uk/spark

China Fair 2007

In November we organised the first ever on-campus international fair attracting a recruiter base of 45 companies from China, South East Asia and the UK.

The event, which linked to the 24th Annual Conference of the Euro-Asia Management Studies Association (EAMSA), took place in the Parkinson Building, followed by on-campus interviews for roles in China and global roles for Mandarin and Cantonese speakers. This was a unique UK event held only in Leeds and Manchester.

Free Financial Times Subscription

Every MBA, MSc and MA student now receives a free subscription to the FT paper and the FT.com. We regard the paper essential reading for course work, and as preparation for career choices and assessment processes, recruiting from LUBS should go hand in hand with an expectation to see well prepared candidates.

The FT Competition

We will be holding a new FT sponsored business competition in the first half of 2008. Teams of up to four students will be required to submit an essay on a global business topic, and three teams will then be selected to present their ideas to an Executive Panel. The finalist teams will also get the chance to interview a top executive on their chosen subject, supported by interview skills training from an FT journalist. This is a great chance for our students to boost their CV, be noticed in the labour market, develop key skills, and impress decision makers in industry.

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Martin joined Deloitte in 1973 after graduating from the University of Leeds and was a member of the Board of Directors of Deloitte Touche Tohmatsu.

Wisdom speakers have used their lectures to tackle problems of leadership, governance and corporate strategy.

Corporate Wisdom brings together and inspires Chairs and Chief Executives of leading private and public sector organisations to hear exceptional speakers, gain an informal setting.

School’s FT Speaker Series, the next lecture will feature Andrew Bail, Managing Director of North, Lloyds TSB Development Capital.

As part of the popular FT Speaker Series, Alastair da Costa, Head of Financial Services at DLA, delivered the third lecture entitled ‘Future Success Factors for Global Financial Services’, on 5 December 2007.

If you are interested in attending this event, please email Jack Nicholson j.g.nicholson@leeds.ac.uk to book your place.

French firm which has invested £1.9 billion of equity in the UK-based private equity firm which is Managing Partner of Alchemy, a UK-based private equity firm which invested £1.9 billion of equity with an emphasis on dealing with troubled companies.

As part of the popular Corporate Wisdom Series, Jon Moulton will be delivering a lecture on ‘Profiteering from Other People’s Blunders.’ Jon is Managing Partner of Alchemy, a UK-based private equity firm which has invested £1.9 billion of equity with an emphasis on dealing with troubled companies.

Our Open Afternoons are designed to demonstrate how a Masters course can help shape your future career. See what LUBS has to offer, meet up with staff and students, and have a look around our superb facilities in the Maurice Keyworth Building. More Details: log on to www.leeds.ac.uk/lubs/mba or Tel: +44(0)113 343 2610 or email mba@lubs.leeds.ac.uk

The Leeds MBA Open Days

The Leeds MBA Open Days

Winners and Winning: What are the secrets of success in sport, business and life?

The Leeds MBA Open Evenings

As part of the popular Corporate Wisdom Series, Jon Moulton will be delivering a lecture on ‘Profiteering from Other People’s Blunders.’ Jon is Managing Partner of Alchemy, a UK-based private equity firm which has invested £1.9 billion of equity with an emphasis on dealing with troubled companies.

Winners and Winning: What are the secrets of success in sport, business and life?

Time to Question Leadership – What does leadership mean in today’s society?

Date: Thursday 7th February 2008

Time: 18:00 to 20:00

Location: Leeds University Business School

Chaired by Linda Poland OBE, Chair of Yorkshire Forward and Pro-Vice-Chancellor of Leeds University. A panel of invited speakers will address issues of leadership in a contemporary context and share their own experiences and perspectives of leadership in practice. This event is for all LUBS Alumni and is free of charge but places must be reserved in advance. It is open to all business and management professionals with an interest in developing leadership potential.

More Details: To book your place email busjgn@lubs.leeds.ac.uk
View from Pension Bruges, one of our partner hotels.

You may recall from an article in the first issue of Network, I was in the process of helping two friends who live in Japan establish WeLoveSnow.com, a new ski-holiday and property rental business based in the Japanese Alps. I am now one of the Directors and as well as my day job in management consulting, I represent the European arm of the business. This is actually a fancy way of saying that I do the legwork when it comes to Europe.

An article in The Guardian, Friday March 30, 2007 reported on the progress of WeLoveSnow.com, commenting: “Setting up a business in the UK is difficult enough. Move abroad, adding the extra challenges of language, culture and bureaucracy to the mix, and it’s enough to make most people go running to the nearest employer”.

Now a little over two years on, we have a company on track to break even as planned this season, with one English and three Japanese employees, several seasonal workers and our own bar to boot.

However, it has not all been easy. From setting up a bank account, to securing a category 2 travel agent’s licence (the first foreign owned travel agency to do so in Japan), the bureaucracy and red tape has been a mine-field. However, with careful selection of partners to help in the process we incorporated a Kabushiki Kaisha (Joint Shareholder Company) and Japan Wide as the parent company.

Our business model is simple. For independent travellers who either live in, or can make their own way to Japan, we provide an end-to-end online booking service for all of your ski-holiday needs from lift pass to lessons, rental to Ryokan (traditional Japanese hotels)!

I would be delighted to hear from anyone who has an interest in tourism in Asia, particularly adventure sport related. Drop me a line: paulslater@welovesnow.com

James Gray (MBA Management 2006)

Since graduating from LUBS in June 2006, I feel I have taken full advantage of everything I learnt on my course. Soon after receiving my degree, I was offered a Sales and Marketing position at Virgin Active.

This role honed the skills I had learnt during my studies and whilst working in this environment, I am now more interested in health and fitness developed. It was during this time I noticed a niche within the local market for an entrepreneurial venture.

After winning a local ‘Dragon’s Don’ style business competition, my business partner, former professional footballer and personal trainer, Andrew Watson and I, developed Wellness Broker (www.wellnessbroker.co.uk), a health and fitness website with a difference. Rather than just selling the products that claim to make you fit and healthy, we aim to inform you how these products can be used properly, in conjunction with exercise and lifestyle changes for all-round well-being.

My role was primarily in co-ordinating the business start-up, marketing the business and in the production and development of our branded image including website, printed materials and videos.

Now up-and-running, I have actually taken a step back from the business and I am really looking forward to a new challenge: helping market and promote the Business School that helped me achieve what I have in my short time since graduating.

Congratulations to Anna and Steve, who are now the very proud parents of Fynza Otesa Hunter (as in the Viking Goddess of Beauty). She was born on 22 September 2007 weighing 3lbs 13oz and has brown hair and brown eyes.

Christina King (MBA 2005)

I had a baby girl, Evangelia. Life is pretty hectic at the moment but great!

Larissa Tikhanova and Ben Scott (MBA 2003)

Congratulations to Larissa and Ben who got married in September 2007.

Ali Cherif Abdellah (MSc International Marketing Management 2002)

Hello everybody.

At the moment I’m an Export Manager at Arcelor Mittal Steel, if you would like to contact me please don’t hesitate to do so on msr_29@yahoo.com

Raghav Kanoria (MBA 2002)

I am part of a venture capital team in Kolkata, India, that is raising 150 Million GBP on the London stock exchange. It is a very exciting opportunity for me personally as well as India as a nation.

Nii Thompson (MSc International Marketing Management 2001)

For those Facebook fans out there... check out the Leeds University Business School Alumni Group Nii!

Vikas Singhania (MBA 2001)

Vikas Singhania would like to set up a Google group to enable the MBA class of 2001 to keep in touch with each other.

If you are a full time MBA alumnus from 2001 and would like to contact him to join the group or find out more information you can e-mail him on: vikas@bflantone.com.sg

Preeth Muthappa (MBA 2002)

Just wanted to let everyone know that Krishan and I had a baby girl, Anya, 7lbs 4oz on 19 May.

Miacalis Karagiorgis (MSc International Marketing Management 2005)

I got married to Mercia Kakkuli, a University of Leeds student in MA English Language Teaching and Linguistics. I am now working for Philip Morris International (Marlboro) as a Market Developer.

Arvind Mahendru (MBA International Business 2000)

Hello to all my fellow alumni, I have been living in the USA since 2002.

Ann Duong (MBA 2007)

I would like to send a big hello to everyone and hope you are enjoying a bit of time relaxing after the course.

Elsa Cheng (MBA 2006)

After graduating from LUBS I joined one of the biggest firms in Taiwan and had the opportunity to work as an account manager in Stockholm, responsible for sales in Norway. In July last year, I moved back to Taiwan HQ as business development manager, responsible for strategy execution in different European countries.

Theo Potouroglou (MA Advertising and Marketing 2002)

Myself and Joanna Karyiannaki got married and I now work as an Internet Manager at MAD TV, the biggest music station in Greece.

Send us your news!

If you would like to have your news in the next edition of Network please send it to: alumni@lubs.leeds.ac.uk

Don’t forget to include your name, course and year of graduation.
From a World-Class Business School...

Programmes to shape your career...

University of Leeds