Managing the Crowds
Welcome to the latest issue of the Business School alumni magazine. In this edition, we share highlights at the Business School over the past year and our academics discuss a range of topical issues, some of which I have mentioned below.

Last year will be remembered for its celebrations, with the London 2012 Olympics and the Queen’s Diamond Jubilee here in the UK. On page 12, Rose Challenger from our Socio-Technical Centre explains how her research on crowd behaviour fed into the planning of London 2012, as well as the dangers of overlooking crowd management.

On page 6, read about the work carried out so far on the Financialisation, Economy, Society and Sustainable Development (FESSUD) project led by the School. This ambitious €10m international research project addresses the financial crisis and recession, by investigating how financialisation has affected the performances of individual economies and the global economy in the last 30 years.

The opening of The Business Confucius Institute at the University of Leeds (BCIU) was a flagship event for the Business School in November 2012; read more on page 10. The opening of this educational institute is a great honour for the School and will promote the understanding of Chinese culture and help multinational and regional companies trade and invest in China.

As a School we continue to expand and enhance our research profile and we have recently recruited a number of new professors. Meet two of them, Professor Wändi Bruine de Bruin and Professor Steven Toms on page 8.

Find out more about student life today on page 17. Undergraduate student Steven Marcelino gives an insider’s guide to life as a student, including his time as a One Young World ambassador. We also caught up with Achumile “Ace” Majija (MBA 2010) who has just been nominated as one of the top 13 young Africans to watch in 2013 (page 20).

We are also extremely proud to have been included in both the Financial Times rankings for the global top Masters in Management programmes and the European Business School rankings. These reaffirm our position as a top business school.

Wishing you a prosperous year.

Professor Peter Moizer
Dean
THE FOUR SEASONS – 2012 AT THE BUSINESS SCHOOL

Spring

Steve Cram Inspires Student Mentors

Leeds University Business School welcomed Steve Cram MBE to give a talk to student ambassadors and mentors on the travails of succeeding in business and, more broadly, life. With an impressive set of middle-distance running world records and prestigious medals to his name, Steve now concentrates on less physical pursuits including his broadcast work for the BBC and his post as Chancellor at the University of Sunderland. The students said his visit enabled them to understand the importance of their role as ambassadors and mentors for the Business School.

Building Links with India

During a tour of India in March, Marc Smeekes, Head of Corporate and International Relations, signed an agreement with Debashis Chatterjee, the Director of The Indian Institute of Management-Kozhikode (IIM-K), which will enable both institutions to engage in academic collaboration. This partnership will be very beneficial for both parties, enabling both exchange programmes for student and faculty members and collaborative research on contemporary management issues.

CNN’s Richard Quest Addresses Leeds Alumni

The third Leeds University Business School Annual Lecture was delivered by Leeds alumnus Richard Quest (LLB Law, 1983), presenter of CNN’s Quest Means Business and former BBC Wall Street correspondent. Richard spoke to an audience of over 120 alumni at the London Film Museum on his view on the challenges of financial journalism and how reporting has changed out online – “The Goldman Sachs 10,000 Small Businesses Programme was selected as a most outstanding entry”

“The BSc Management with Marketing programme is 1st in the Russell Group”

Summer

Cranfield Regatta Victory

The Leeds University Business School regatta team 2012 took 1st place at the Cranfield Regatta. Participant Murad Dallalh recalls: “On day one, the weather was atrocious. Many boats did not even make the finish due to sea sickness and weather conditions. The third race was abandoned as the weather was so bad. On day two we came 1st in both the races and won the trophy due to our exceptional performance.”

“50 Years On” A reunion of 1965 BA Economics Graduates

50 years after coming to Leeds as undergraduate Economics students, John Mitchell, Gern Pickford, Stuart Hall, John Lloyd and David Hall met up once more at the Business School and reminisced about the times they spent in Leeds as students in the 1960s and took a look at the difference in student life today.

EFMD Excellence in Practice Award

The Business School, in association with Goldman Sachs (Foundation), has won the European Foundation for Management Development (EFMD) Excellence in Practice Award. The Goldman Sachs 10,000 Small Businesses Programme was selected as a most outstanding entry. The award of Excellence in Practice was made on those judged to have submitted case studies demonstrating effective, impactful learning and development interventions in the areas of leadership, professional, talent or organisation development.

Gold Award in Net Impact Guide to MBAs and Business Schools

Net Impact’s ‘Business as UnUsual’ 2012 guide gave Leeds University Business School a “gold chapter” and the School will feature again if it continues to hold gold status as an International University from Net Impact. ‘Business as UnUsual’ is a guide based on student reviews of over 100 international business schools that support Sustainability, Ethics and Best Practices.

Marketing Programme is 1st in Russell Group

The 2012 National Student Survey results revealed the BSc Management with Marketing programme is 1st in the Russell Group and has 100% overall student satisfaction, with our other undergraduate programmes also scoring highly. Pro-Dean for Student Education Julia Clarke commented, “These are excellent results and a tribute to the hard work of both students and staff. This an excellent platform from which to continue to develop and enhance the student experience at the Business School.”

International Business Ranked Amongst World’s Elite

Leeds University Business School’s MSc International Business Programme has been included in the Financial Times Global Masters in Management 2012 rankings for the first time, with teaching of International Business coming out top in the UK and 4th in the world. Dean Professor Peter Moezer said, “This is a fantastic achievement and it confirms that we offer one of the best International Business programmes in the world and are dedicated to building on this success in the future.”

Autumn

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Professor Peter Buckley OBE

Professor Peter J Buckley OBE, Professor of International Business and Founding Director of the Centre for International Business at the University of Leeds (CIBUL), has been named a Fellow of the Academy of Social Sciences in the UK. Professor Buckley, who has been at the University of Leeds since 2000, was appointed as a Fellow in recognition of his contributions to International Business and Corporate Social Responsibility (CSR) research. Professor Buckley has published over 150 refereed journal articles and has written over ten books on CSR and he has also been awarded several major research grants. He has been a member of the editorial boards of several international journals, including the Journal of World Business and the Journal of Business Ethics. Professor Buckley has been a visiting professor at a number of universities in Europe and Asia, including the University of St Gallen, Switzerland, the Asian Institute of Management, Philippines, and the University of Aalborg, Denmark.
Six years since it erupted, the global financial crisis still casts a long shadow over Europe. The need to understand how to make finance serve our economic, social and environmental needs has never been so important.

The Financialisation, Economy Society and Sustainable Development (FESSUD) project, a €10m international research scheme led by Leeds, aims to do this. Funded by the European Commission, we are led by Leeds, and one non-government organisation to from across Europe and South Africa.

Six years since it erupted, the global financial crisis still casts a long shadow over Europe. The need to understand how to make finance serve our economic, social and environmental needs has never been so important.

Work began in December 2011, and the preliminary findings are exciting. The first stage of the project involved generating a vast historical and comparative database and carrying out a preliminary analysis of finance across the globe. Leading academics carried out detailed studies of finance in 20 countries to try to produce evidence of unprecedented depth and breadth on the changing nature and role of financial systems in the past 30 years.

It is still early days but the raw evidence we now have confirms that the power of finance has been a remarkable force driving and feeding upon deregulation. At every scale – global, national, regional, individual – financial deregulation has had a major if complex impact which has often benefitted financial interests – but sometimes caused problems for real economic growth.

The evidence points towards a truly global financial system, glued together by global financial markets and not merely by a set of national financial systems. This global system increasingly serves interests of multinational banks and firms. For transition economies who may need long term finance in order to build up their own capacity to grow, this may not be ideal. The unprecedented ability of multinationals to move capital swiftly across the globe in international financial and currency markets in search of speculative gain can stave national industry of the finance it needs.

However, while there is a common process of financialisation occurring, we also find striking differences between the nations we have looked at. The banking systems in different countries vary considerably and this can mean the countries are affected by and affect the general processes of financialisation in very different ways. Culture too can differ markedly by and affect the general processes of financialisation in very different ways. Culture too can differ markedly by and affect the general processes of financialisation in very different ways. Culture too can differ markedly by and affect the general processes of financialisation in very different ways. Culture too can differ markedly by and affect the general processes of financialisation in very different ways.

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There remains a great deal of work to be done on the raw data. We need to know what can be done to make the financial system work for society, the economy and the environment and not, as has sometimes been the case, the other way round.

We will continue to put recordings of our lectures online. We will keep the personal touch in our e-newsletters and feature alumni profiles so you can keep up to date with old classmates from your time in Leeds.

We love to hear your feedback, so please get in touch at alumni@lubs.leeds.ac.uk.
To solve real-world problems we need the perspectives of multiple academic disciplines. The Centre for Decision Research involves researchers from the Business School, the School of Earth and Environment and the Leeds Health Institute who are interested in understanding how people make decisions about their finances, health and environmental impacts, as well as in developing strategies for helping people to make more informed decisions. It has a very strong Accounting and Finance group, with a good reputation for teaching and research. The Business School is large and Faculty based, with a good mix of exciting research. The Centre for Decision Research involves researchers from the Business School, the School of Earth and Environment and the Leeds Health Institute who are interested in understanding how people make decisions about their finances, health and environmental impacts, as well as in developing strategies for helping people to make more informed decisions.

What attracted you to Leeds?

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ST It has a very strong Accounting and Finance group, with a good reputation for teaching and research. The Business School is large and Faculty based, with a good mix of exciting research.

Tell us about your research

WB I study how people make decisions about their finances, health, and environmental impacts, as well as how to facilitate more informed decisions if needed.

ST I have been developing new theories and practical methods for valuing business and measuring their performance.

What drew you to this area of work?

WB I wanted to study psychology but providing therapy was not for me.

ST My PhD was a financial history of the Lancashire cotton industry and the role of financial speculators in its rise and fall.

What’s a recent book you’ve read?

WB “Communicating risks and benefits: An evidence-based user guide” edited by my colleagues Baruch Fischhoff, Julie Downs and Noel Brewer.

ST I’m just finishing Thomas Johnston’s ‘Financial Risk: Stress testing and scenario planning’. It used to be, “How can we make accountancy more interesting and not boring?” But then the financial crisis got everyone interested.

What did you want to do/be when you were a child?

WB A teacher with long red hair.

ST A fireman, like my dad.

If I wasn’t an academic I would be….

WB A teacher with long red hair.

ST I would perhaps have managed to learn a musical instrument by now. Violin or accordion would be my choices, so I could play in either an orchestra or more likely a folk band.

First job, worst job, best job?

WB First: Working on my dad’s flower farm, as a child in the Netherlands. Worst: Cleaning toilets, while studying at university. Best: Professor of Behavioural Decision Making at Leeds.

ST My first job was stacking shelves at the local supermarket. My worst job was working in a hierarchical accounts department of a large clothing retailer, with nasty politics and snooty bosses. Best job so far – Leeds of course!

Tell us about your research

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Guilty pleasure?

WB Dancing? (Actually I don’t feel guilty about it.)

ST I enjoy a relaxing pint of beer, especially if brewed in Yorkshire.

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What’s the first website you look at in the morning?

WB Google.

ST My journey to work involves cycling, so I always check the Met Office site for the latest conditions to plan my journey. Wind speed and direction is crucial to journey times!

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Best thing you learned at University?

WB How to be a student forever.

ST Yesterday’s research findings – the most recent results are always the most exciting.

Best advice to our students?

WB Enjoy what you do, and do it well.

ST If you didn’t get 100%, find out why.

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Guilty pleasure?

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Where’s your favourite place in the world?

WB I have many favourite places in the world, but I will pick Maui. My husband and I got married in Maui last year.

ST A friendly pub with good beer and home cooked food, although I also love Paris.

Top dinner guests, living or dead?

WB If it would be possible to invite people to return from the dead to come over for dinner, I would invite the two friends I lost in 2007.

ST Stephen Fry for the repartee, Rumer for musical interludes; Aneurin Bevan for the after dinner speech.

Who is your personal hero/heroine, and why?

WB Baruch Fischhoff, my mentor at Carnegie Mellon University, who aims to make the world a better place through his research. He has taught me how to conduct scientifically sound research to answer real-world questions, and to share findings with policy makers and community leaders to achieve actual impact.

ST I don’t really subscribe to the celebrity culture or admire the rich and famous. Too many of them get too much money for doing things that don’t matter. I always admire a professional doing a good job in whatever walk of life.

Professor Wändi Bruine de Bruin

Professor Wändi Bruine de Bruin joined the Business School in 2012 as Chair of Behavioural Decision Making. She also holds positions as Associate Professor at the Department of Engineering and Public Policy at Carnegie Mellon University and as Adjunct Senior Researcher at the RAND Corporation, a non-profit policy research organisation. She has previously been a faculty member at the Department of Social and Decision Sciences at Carnegie Mellon University (2002-2012), a visiting research scholar at the Federal Reserve Bank of New York and the Dutch Central Bank, and a post-doctoral researcher at the Department of Human-Technology Interaction at Eindhoven University.

Professor Steven Toms

Steven Toms is Professor of Accounting at the Business School. As an undergraduate he read modern history at Oxford and then qualified as a Chartered Accountant with Price Waterhouse. He trained to be a teacher at Leicester University whilst also engaged in a range of temporary accounting posts. He obtained his PhD from Nottingham and has held academic posts at the Universities of Nottingham and York. He is the editor of the journal Business History. He is married to Liz and has a daughter, Katie.
CONFUCIUS INSTITUTE
BOOST FOR LEEDS

Despite the harsh financial climate and the economic gloom in Europe, the Chinese economic miracle continues. UK Trade and Investment (UKTI), the UK Government body responsible for encouraging British companies to do business overseas, recently forecast that China’s economy would grow by around 8% in 2013, confirming it as the country that no business can afford to ignore.

Yet, as any business person who has spent time in China will tell you, there are many pitfalls to be avoided and problems to be circumnavigated. In a nation so vast, complex, and fast-changing, how can non-indigenous businesses be sure that they are best-placed to succeed?

In November 2012, Leeds University Business School launched a specialist business institute to boost trade and build links between China and the UK. The Business Confucius Institute at the University of Leeds (BCIUL) will promote the understanding of Chinese culture and the teaching of Mandarin (BCIUL), will promote the understanding of Chinese culture and the teaching of Mandarin, and will be led by Peter Buckley OBE, Professor of International Business and Economics, (UIBE), one of China’s leading universities.

The opening of the institute is testament to the esteem in which the Business School is held in China. The Centre for International Business (CIBUL), one of the world’s leading institutes for international business research and teaching, has particular expertise in China and the Far East. The new Leeds institute will be based in CIBUL and will be led by Peter Buckley OBE, Professor of International Business at the Business School, and supported by Deputy Directors Dr Hinrich Voss, Robert’s Academic Research Fellow, and Dr Bo Wang, who joined from UIBE.

The institute’s opening was the culmination of years of work led by Professor Buckley, whose profile in the field of international business has never been higher. In January 2012, he was appointed OBIE (Officer of the Most Excellent Order of the British Empire). He also holds an Honorary Doctorate from Sweden’s Uppsala University and the prestigious Cheung Kong Scholar Chair Professorship at UIBE. This close bond with UIBE has proven invaluable in securing the Confucius Institute in the face of stiff competition from rival institutions.

Professor Buckley said: “There are just 11 Confucius Institutes in the UK and those specialising in business and commerce are extremely rare. Leeds has been chosen because of its strong academic reputation around the world, and in particular, the ground-breaking work carried out here at the Centre for International Business.”

CIBUL is expected to serve as a platform for greater cooperation between Leeds and academic institutions in China, and Leeds has signed a Memorandum of Understanding with UIBE, Dr Wang Bo, an academic from UIBE, has recently joined the Business School to work in the institute and more staff are expected to come from UIBE to Leeds in the future, and vice-versa.

The opening of the institute is testament to the esteem in which the Business School is held in China.

The global network of Confucius Institutes has been set up with backing from part of the Chinese Ministry of Education, or Hanban, with the aim of promoting and disseminating Chinese language and culture. BCIUL was officially opened at a glittering ceremony in the University’s Great Hall which was attended by Professor Peter Moizer, Dean of the Business School, University of Leeds Vice-Chancellor Professor Michael Arthur and visiting dignitaries from UIBE and the Chinese embassy.

Professor Arthur said: “Businesses and entrepreneurs will be welcomed alongside students and scholars when the institute opens and this is great news for Leeds, Yorkshire and the North of England. We are delighted and honoured to host the institute and to be partnering with the University for International Business and Economics.”

The institute opened in partnership with the University of International Business and Economics, Beijing, (UIBE), one of China’s leading institutes in Europe – at the University of Copenhagen and at the London School of Economics and Political Science. BCIUL opened in partnership with the University for International Business and Economics, Beijing, (UIBE), one of China’s leading institutes in Europe – at the University of Copenhagen and at the London School of Economics and Political Science. BCIUL opened in partnership with the University for International Business and Economics, Beijing, (UIBE), one of China’s leading institutes in Europe – at the University of Copenhagen and at the London School of Economics and Political Science. BCIUL opened in partnership with the University for International Business and Economics, Beijing, (UIBE), one of China’s leading institutes in Europe – at the University of Copenhagen and at the London School of Economics and Political Science. 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The London 2012 Olympics and Paralympic Games were triumphs of sporting achievement, dedication and excellence. They were also exemplars of how large-scale events should be organised and run. Consider that more than two million visitors came to the first three days of the Olympic Games; 2.7 million tickets were sold for the Paralympic Games and that a total of more than 14,000 athletes attended the events. And despite the British Army being drafted in to provide security, gloomy predictions about a disaster-in-waiting were proved wrong.

As part of research for the Business School’s Socio-Technical Centre (STC), we looked at how large crowds might behave with a view to ensuring everyone stayed safe, presenting our conclusions to the London Organising Committee of the Olympic and Paralympic Games (LOCOG) in the build-up to London 2012. This is part of an innovative stream of research grounded in analysing how large crowds of people behaved when something went wrong and a tragedy occurred – and learning lessons from it.

STC researchers studied what happened at some of the UK’s most infamous large-scale public crowd disasters, such as the Hillsborough football stadium disaster in 1989 and the Bradford City football disaster in 1985. These disasters, as well as catastrophes at events abroad such as the Roskilde festival stampede in 2000 and the repeated tragedies at the annual Haj pilgrimage, are what the STC’s research is trying to prevent.

In the case of the Bradford City disaster, steps taken to prevent football hooliganism in the 1980s took precedence over safety. Entry turnstiles had been locked, fire extinguishers had been removed, and high-specification police radios were not being used for fear of confrontation with hooligans. There was also an underestimation of the incident by staff on the ground and a lack of appreciation of how quickly the fire would spread. The combination of these factors made the disaster worse.

Our research is built on the premise that disasters such as these result from complex systems failures, with a series of interdependent factors combining in a particular way to cause problems. We refer to this approach as socio-technical, as it brings together social, organisational and technical processes and analyses how they interact. Disasters like these happen when several failures occur and interact to create more serious problems which then result in system failure. At first glance, a disaster may appear random, but we believe it is possible to move beyond this rather fatalistic suggestion that unanticipated events come together to cause disasters. We have attempted to identify and specify the types of failures and factors which combine to cause a tragedy.

The principle which underpins our work is that technical and social factors must be considered holistically when designing and operating any new system. People, processes and procedures, culture, goals, technology, buildings and the infrastructure need to be considered together. We believe it is unlikely that a single person will be able to understand all the constituent parts, and therefore multiple stakeholders need to be consulted when systems for a major sporting event are being designed.

Is a disaster more likely to occur if there is a combination of inadequate infrastructure, poor processes and ambiguous goals in place? Is there a tipping point at which it becomes inevitable that a disaster will occur? We would hypothesise that there are certain factors which will be in place for a tragedy to occur: singular dominant mindsets (which prove inappropriate for emerging circumstances); partial goals and priorities, as reflected in a lack of attention to safety; poor design of facilities or infrastructure; failure to learn lessons; poor or fragmented leadership; poor coordination; inadequate communication; failure to invest in proper safety training; technology failures; lack of design; lack of frontline permission to respond to problems.

Ultimately, we want our research to directly influence the way large-scale events attended by large numbers of people are organised and run. Our aim is that, like the London Olympics, more major events be remembered for all the right reasons – the spectacle, the entertainment and the achievement.

Rose Challenger

Rose has worked at the University of Leeds since 2007 as a researcher in organisational psychology. Her primary area of research is understanding how large crowds might behave with a view to ensuring everyone stayed safe, presenting our conclusions to London Organising Committee of the Olympic and Paralympic Games (LOCOG) in the build-up to London 2012. This is part of an innovative stream of research grounded in analysing how large crowds of people behaved when something went wrong and a tragedy occurred – and learning lessons from it.

Her findings, including a set of good practice guidelines for crowd management, have been published in a series of books. Rose has also presented her conclusions to both the London Organising Committee of the Olympic and Paralympic Games (LOCOG) and the Olympic Delivery Authority (ODA). Rose is currently completing a part-time PhD in further her work in the field of crowds, and is working towards Chartership status with the British Psychological Society (BPS).
Can restructuring be managed in a ‘socially responsible’ way?

Since the global financial crisis in 2008, organisational restructuring and layoffs have become more and more common. The Centre for Employment Relations Innovation and Change (CERIC) at the Business School has conducted a range of research for policy makers, practitioners and other end users over the last decade to develop understanding of the social and economic consequences of restructuring, and to consider how organisations might manage restructuring in a fair and equitable way.

One of the starkest indicators of the depth of the global recession in the last three years has been the scale of mass redundancies around the world. Between 2008 and 2012, estimates suggest that there have been around 50 million job losses worldwide. Large-scale layoffs and redundancy programmes involve, in many cases, tens of thousands of workers, and large multinational companies that are household names, General Motors, Citibank, US Postal, Lufthansa, Hewlett Packard, Pritz – it seems that few economic sectors have escaped the effects of the global financial crisis.

There is increasing interest in how companies can anticipate change, and take strategic, responsible actions to manage restructuring in a more effective way. The notion of ‘socially responsible restructuring’, promoted by the European Commission over recent years, has been developed by try and encourage businesses to take a longer-term perspective on restructuring. Organisational change and restructuring, the Commission argues, might be inevitable and indeed desirable, but it has consequences for a range of stakeholders, both within and outside the company. The closure of the Fiat Termini plant in Sicily for example, in 2011, resulted in the loss of 1800 jobs. As the largest private sector employer in Sicily, the closure had profound effects on the individuals, businesses supplying the plant and the local economy. The idea of socially responsible restructuring centres on the idea that the interests of all these stakeholders, and not just those of shareholders, are fully taken into consideration, through measures which happen before, during and after any restructuring programme.

Of course, this ‘ideal’ view sounds good in theory, but how would it work in practice? At CERIC, Mark Stuart, Ian MacKenzie, Ian Cameron, Jean Gardiner, Rob Perret and myself have been looking at what specific actions you might expect to see within companies seeking to restructure in a socially responsible way. We identified three critical phases of the pre-layoff period where socially responsible restructuring interventions might be developed: the period before announcement; the period covering the announcement of job losses and the consultation process; and the period following the announcement of layoffs through to their implementation. Figure 1 summarises some of the actions you might expect in each of these phases for a firm restructuring in a ‘socially responsible way’.

There are a few key insights from our research which assess the ‘rhetoric’ of socially responsible restructuring against the stark realities of organisational change in businesses during the last few years. Firstly, it is clear that the attention of many companies is focused on the end result of restructuring programmes – the management of layoffs. Sometimes this focus is forced by a rapid downturn in company fortunes, resulting in bankruptcy and closure, and crisis management of the consequences. Fewer companies adopt a longer-term perspective which focuses on the anticipation of change. These anticipatory measures might, for example, identify changing skill requirements in the sector, and the need to invest in lasting skill formation to compete effectively in the longer-term.

Secondly, genuine involvement of stakeholders in the process of restructuring is likely to result in more positive outcomes for both those affected by layoffs, and those that remain within the company. Our research into a steel plant found that some workers discovered they had lost their jobs via television reports. Rumours and speculation about job losses abounded, creating low morale for those affected and those that remained in the business. This involvement of stakeholders can take a number of forms, including dialogue with workers and representatives about proposed changes, through to co-ordinated communication with community and government stakeholders to manage the effects of restructuring in a fair and equitable way.

Finally, socially responsible actions may be supplemented by historically-existing strategies to deal with the economic and legislative environment. Governments in most countries adopt a ‘business’ case approach to corporate social responsibility (CSR), where actions are left to the voluntary efforts of employers. Restructuring activities do not, at present, play a prominent role in company CSR codes with much emphasis being placed on financial and environmental issues. In some countries, however, companies are compelled through legislative requirements to consider the impact of restructuring actions on individuals and communities. In France and Germany businesses must come up with an integral plan for each worker affected by layoffs, and this automatically triggers longer-term, on-going dialogue with public and private sector employment agencies, and re-employment advice. The adoption of more socially responsible restructuring activities seems more likely under such circumstances.

Many of the interventions which we have put forward in the form of ‘socially responsible restructuring’ activities are activities which you might expect to happen as a matter of course in well-managed organisations. Few could argue against the merits of ongoing communication with employees during restructuring, for example. It is perhaps surprising, then, that to date, the EU has only been able to identify a handful of firms who restructure in a socially responsible way. With large-scale layoffs continuing to dominate the business news in the first part of 2013, the effects of these lay-offs are felt by a growing number of workers; what seems clear is that the socially responsible restructuring agenda will become more important in the coming years.

Chris Forde

Chris Forde (BA Economics and Management 1993, MA Economics, 1994, PhD, 1998) is Professor of Employment Studies at Leeds University Business School. His research is focussed around the changing nature of employment and the consequences of these changes for workers. He has been a member of European Union Experts Group on Restructuring since 2009 and is currently an Editor of the Journal Work, Employment and Society.

Prior to the announcement of layoffs

- Effective anticipation of change – fair, long-term investment in human capital – development of employability of workers
- Advance notification of layoffs – beyond the provisions set out in legislation – ‘early warning systems’ of change and subsequent consultation with stakeholders
- Responsible management of information – honest and open communication to minimise rumour and speculation – no deliberate manipulation or distortion of information

The implementation of layoffs

- Equitable criteria for layoffs clearly communicated
- Equitable criteria for internal redeployment
- Offering of pre-layoff support services – outplacement – job and psychological counselling, entrepreneurial advice – on-site job fairs
- Liaison with external labour market institutions
- Provisions of severance pay, extended holidays and timely payment of pension rights
In today’s era of financial austerity, organisations are seeking to cut costs wherever possible. As part of this drive, the focus has turned to tea breaks, with research by Epiphany suggesting that tea breaks cost organisations an average of almost £300 per employee per year. So, is there a case for stopping this famous British workplace tradition? Commenting on these figures, organisational psychologists Mark Robinson and Helen Hughes, from Leeds University Business School, staunchly defended tea breaks, suggesting that their wider benefits may substantially outweigh their costs, for three key reasons.

Firstly, tea breaks provide an opportunity to chat with colleagues, strengthening the social ties that bind people to their organisations. Making friends with colleagues in this way not only makes the workplace more pleasant, but also brings real business benefits. Research has shown that increasing the social ties between colleagues helps to reduce people’s likelihood of leaving the organisation, thereby retaining their knowledge and capabilities, and reducing the costs of recruiting and training their replacements.

Secondly, tea breaks can provide respite from mentally and physically demanding work, giving people welcome relaxation. This can make working more enjoyable and research has shown that it also brings real business benefits. Breaks are essential for people’s high performance and good health. In the short term, people are only able to concentrate fully for short periods, and working beyond these limits without breaks can lead to longer term mental and physical health problems, affecting employees and the business.

Finally, tea breaks can enable staff to share workplace knowledge and news with people they might not typically get to speak to including senior colleagues or people from other departments or disciplines, therefore helping to extend social networks within the workplace. Having access to a wider pool of people can speed up decision making and problem solving. There is strong evidence that ideas are more widely spread across an organisation through someone’s weak connections (e.g. tea break colleagues) than through their strongest connections, as ideas reach multiple networks. So, not only do tea breaks benefit individuals, they might also provide a way for organisations to cash in on the social networks that people have, increasing the efficiency and effectiveness of the business.

So, put the calculator away and put the kettle on!

Average time taken to make a Brew: 2 MIN 1 SEC

Conversations in the TEA ROOM

Cost making a Brew

UK AVERAGE

DONT TALK 28%

TALK SOCIAL 48%

HAVE A CHAT 72%

Work 52%

Average costs per Brew £276.53

From the start of my time in Leeds I decided that I would contribute to our very democratic, open and fast-growing community. I began by representing my International Business course at the Student Staff Forum where I saw very positive changes and significant improvements to the student experience in academic and social ways. Based on this good experience I became an Equality and Diversity representative, ensuring our students today and how he is making the most of his time in Leeds to help with his future career.

Undergraduate student Steven Marcelino came to Leeds University from Indonesia in 2011 to study for a BSc in International Business and Finance. We caught up with him to find out what life is like for students today and how he is making the most of his time in Leeds to help with his future career.

“From the start of my time in Leeds I decided that I would contribute to our very democratic, open and fast-growing community. I began by representing my International Business course at the Student Staff Forum where I saw very positive changes and significant improvements to the student experience in academic and social ways. Based on this good experience I became an Equality and Diversity representative, ensuring our students today and how he is making the most of his time in Leeds to help with his future career.

My commitments to the School led to a wonderful investment in my personal development. I was chosen to go to the US as the LUBS ambassador for the 2012 One Young World summit. Various spectacular counsellors, including Bill Clinton, Kofi Annan and numerous Global CEO MNEs, encouraged all ambassadors to influence the world through real projects, backed up the summit. My project was the Indonesian Scholars International Convention 2012 held in London in November. The resulting charter will hopefully be implemented by the Indonesian Government. Being around CEOs of global businesses and future leaders, I really had an amazing, once-in-a-lifetime experience.

I did a summer internship in the trade and commercial division of the Embassy of the Republic of Indonesia for the UK in London where I made great connections. As my future career aspiration, I would like to set up my own Mutual Fund based on Social Responsible Investment screening. I also joined seven different student societies where I gained tremendous leadership experience and expanded my network both from inside the Business School and across universities in the UK.

Business School was equally friendly to both home and international students. I also joined seven different student societies where I gained tremendous leadership experience and expanded my network both from inside the Business School and across universities in the UK.

I love Leeds due to the great balance of my study experience and social life. I have been living in a shared flat in a student area for some time and I really like it. It’s near the campus, city centre, and everything I need is just around the corner.

I usually have around eight hours of lectures each week and three seminars each fortnight. As I am a final year student I have been allocating time for independent dissertation research with my supervisor’s guidance. Corporate Finance was my best ever module - I could clearly see the application and put theories into practice. I used my Business Finance knowledge to help win an annual LUBS team business simulation challenge!

I adapted myself to the rapid change in technological environment to boost my productivity and learning. I mainly use University’s Virtual Learning Environment (VLE) and access it portably using an iPad. This provides an iCloud transfer system, leading to an accessible database in my smartphone, laptop, and my other gadgets. Therefore, I rarely print papers and slides or go to the library.

“A DAY IN THE LIFE...”

Steven Marcelino

Mark Robinson & Helen Hughes

Mark Robinson is a Senior Research Fellow in Organisational Psychology and Helen Hughes is MSc Programme Director and Lecturer in Organisational Psychology. They are both based in the Socio-Technical Centre (STC). The Centre aims to make Leeds a leader in the field of socio-technical systems design, to create processes and environments that are a result of marrying an understanding of human behaviour with technical expertise.

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I did a summer internship in the trade and commercial division of the Embassy of the Republic of Indonesia for the UK in London where I made great connections. As my future career aspiration, I would like to set up my own Mutual Fund based on Social Responsible Investment screening. I can see a rapid growth within the Financial Service sector in Asia. I hope I can lead the crowds and stand out even more, just like LUBS has inspired me to.”
International Alumni Groups

Over the past few years, Leeds University Business School has been actively supporting its graduates to set up overseas alumni groups to encourage continued engagement with the School and facilitate networking opportunities within home countries. International groups can offer a number of benefits – including networking opportunities, professional development and opportunities for continued learning, as well as having fun reconnecting with old friends and sharing memories with other LUBS alumni. As a School, we want to work in partnership with our alumni for mutual benefit, and the groups often help with recruitment, work placements and knowledge sharing. We really appreciate the goodwill and enthusiasm of people who have volunteered to set up groups and will continue to support them and promote their activities.

How do I get involved?

All our groups work in different ways, depending on their location, volunteers and members, but they’re all free to join and if you’re travelling on business, to one of the international group countries or cities, please feel free to contact them to see how they can help you network.

If we do not have a group in your country or area and you would like to volunteer, please contact us at alumni@lubs.leeds.ac.uk for further details.

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Number of LUBS Alumni

- **1 - 10**
- **11 - 50**
- **51 - 100**
- **101 - 500**
- **501 - 1500**
- **1501 +**

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“The Greek Alumni Group reflects our common experiences at LUBS and seeks to encourage the continuation of this spirit of fellowship in our everyday lives back home. Consequently, our meetings act as a platform for networking and sharing ideas with other alumni professionals in a fun and relaxing way.”

Achumile Majija believes he is destined for big things and judging by his career to date, it would be wrong to bet against him. The ambitious South African was the Founding Chairperson of the Black Management Forum Young Professionals (BMFYP) in the Western Cape, and has taken an active role in trying to promote youth empowerment, leadership development and socio-economic growth.

Achumile Majija took part in the National Dialogue for Key Thinkers, a forum designed to help shape the future of South Africa, and has shared a platform with the former South African President, Thabo Mbeki, to discuss the role young people should play in shaping Africa. Unsurprisingly, his activities have attracted media interest; Achumile has appeared in the print and broadcast media discussing subjects ranging from youth development and the role of young professionals, to career planning and business.

He has received official recognition too - he was named a ‘Young Global Shaper’ by the World Economic Forum (WEF) and ‘Rising Star of the Year’ by the South African Business/Economic Leaders Forum Young Professionals (BMFYP) in the Western Cape, and ‘Young Influential South Africans’ by the Mail and Guardian and received the ‘Young Achiever Award’ from the Nelson Mandela Foundation.

Most recently he’s been voted as one of 13 Young African Business/Economic Leaders to Watch in 2013 by Ventures Africa. He says: “I always knew that I had a greater calling, to live for a purpose greater than myself. I believe in giving back to the less fortunate, making a difference to change society and making it a better place for all. I am passionate about youth development, empowerment and social entrepreneurship; helping young people to unleash their potential and will one day play an active role in reducing unemployment and poverty in Africa. A lot of people believed in me and saw the potential and they continuously encouraged me to strive for excellence.

“Being a volunteer for a number of initiatives helped shape my leadership skills whilst providing solutions to some of the country’s problems. I am of the opinion that we should not rely on government to address all ill’s of society. We ought to take ownership as citizens and drive the country forward.

“My involvement with international youth conferences showed me the possibilities out there. It also made me understand that young people are facing similar challenges across the globe. I made great contacts, learnt from others, collaborated in some projects with other delegates, and also used the opportunity to showcase my country. It’s always a proud moment to act as an ambassador for your country and fly the flag high.

“Although I would love to have a full time role in the socio-economic arena, I have decided to build my professional career first and get all the necessary skills and knowledge that will later be vital in addressing some of the issues that the world is facing. I enjoy what I do; I enjoy the challenge, level of professionalism, the exposure, and seeing the results of my hard work. No day is ever the same, and there are always different aspects of business that one can venture into. I started off in insurance, within no time I was on hedge funds, then investments, and now in Risk and Capital Management, all within Financial Services.

“Without a doubt I will one day be at the forefront of a top multinational and help drive the strategy. I hope and pray that one day I will also play an active role in international politics, be it the UN or the World Bank and tackle the issues of poverty, unemployment and youth empowerment on a global scale. But before doing that, it is important for me to build a good track record. I had an open mind as to what I would do after my MBA and set no boundaries. I still believe that I can do anything that I set myself to do.”

“Being a volunteer for a number of initiatives helped shape my leadership skills”
We wanted to know about our alumni’s more light-hearted pastimes and hobbies. There are just a few of the hidden talents people sent in:

1. SPORT
   - “I tried out for the Olympics but unfortunately didn’t make it.”
   - “I was an all-rounder in school.”
   - “I am still able to work out 5 days a week.”

2. MUSIC
   - “I make my own music.”
   - “I have been playing the piano for 10 years.”
   - “I recently started playing the violin.”

3. PHOTOGRAPHY
   - “I am a professional photographer.”
   - “I have been taking pictures since I was a child.”
   - “I received an award for my photography.”

4. DANCING
   - “I have been dancing for 5 years.”
   - “I am a former ballroom dancer.”
   - “I have been teaching dance for 10 years.”

5. BOOKS
   - “I have published a book.”
   - “I am an avid reader.”
   - “I am a book author.”

6. TRAVEL
   - “I have traveled to many countries.”
   - “I have visited all seven continents.”
   - “I have been to every country in Europe.”

7. ART
   - “I am a painter.”
   - “I am a sculptor.”
   - “I am a ceramicist.”

8. SCIENCE
   - “I am a scientist.”
   - “I have a PhD in science.”
   - “I am a professor of science.”

9. TECHNOLOGY
   - “I am a software developer.”
   - “I am an IT consultant.”
   - “I am a computer engineer.”

10. LITERATURE
    - “I am a poet.”
    - “I am a writer.”
    - “I am a novelist.”

11. PHILOSOPHY
    - “I am a philosopher.”
    - “I am a philosopher.”
    - “I am a philosopher.”

12. ARTS
    - “I am an artist.”
    - “I am a musician.”
    - “I am a painter.”

13. HISTORY
    - “I am a historian.”
    - “I am a historian.”
    - “I am a historian.”

14. LANGUAGE
    - “I am a linguist.”
    - “I am a translator.”
    - “I am a language expert.”

15. BUSINESS
    - “I am a business expert.”
    - “I am a business consultant.”
    - “I am a business owner.”

ALUMNI HAVE TA ENT!

Class Notes

My first baby son was born last July. His name is Ryoma and he is growing fast and going well.

Hijetomo Taniguchi, MSc International Marketing Management (2011)

After an excellent reunion in Leeds last July, myself and fellow Leeds Economics graduates Dave Hall and Clem Pickford have since all met together. We also met our erstwhile Economics tutor Ken Woolmer (now Barty Widover of Leeds) in the House of Lords, and we took forward to meeting again in 2013 at the 3 Choirs Festival in Gloucester Cathedral.

John Mitchell, BA Economics (1965)

After graduating I worked in India before getting married and settling down in London. At OGLP I managed online loyalty programmes and email campaigns for an enjoyable three years and then I moved to OgilvyOne in 2011 and currently look after campaigns for American Express. I have recently bought my new first home and am looking forward to adding a dash of creativity to the place.

Sayedata Syam, MA Advertising and Marketing (2005)

Apart from providing consultancy to a few retail start-ups, I have been fortunate enough to train close to 1,000 working professionals in various aspects of retail and also teach retail management to more than 500 management students. My second book, “Out Of Syllabus”, was very well received and hopefully I will soon get started on my next book!

Rajesh Venkatram, Managers for Leadership (2000)

I received the Excellence in Teaching and Research award from Mediterranean College in Greece where I am also a visiting lecturer.

Antonis Panagiotakopoulos, PhD Business & Economy Studies (2009)

My boy was born on 16th July, 2012. My picture shows my son and I.


I enjoyed my time in Leeds and I miss the UK. Since arriving in Brazil in 2001 I have been involved with teaching at degree level. I am just one of ten authors of a book concerned with research methods called ‘Mejorar de Pesquisa: de Sócrates a Marx e Popper’.

Flavio EN Hegenberg, PhD Business & Economic Studies (2001)

After graduation, I was hired by one of the top banks in India and have been recognized for my performance on a Pan-India level. I enjoyed every season at Leeds, the summers when everyone would strip off on the grass to sit and enjoy the sun with friends; the winters – a beautiful sight with the city covered with snow; and a small Christmas tree in the Business School foyer. An amazing year in Leeds – memories to cherish!

Prijanka Nimaar, MSc in Banking and Finance (2008)

I have just been awarded a PhD in Business Administration from Manchester Business School. I would like to thank the faculty members at LUBS who have inspired me to pursue a career as an academic and research an important topic in Human Resource Management.

Mansoor Ahmad, MA Human Resource Management (2006)

It is now over 50 years since my Economics degree at Leeds. My career was in planning, although my economics background was of tremendous assistance in my work. I retired from Lancashire County Planning Department seven years ago, aged 65. I must pay a visit to the University sometime, although I don’t suppose I will recognise anything. My picture shows the 2nd XI cricket team from 1960 at Westwood. I am on the far left at the back.

Tony Ingham, BA Economics (1961)

During the first semester of 2013 I will return to LUBS to share my internet marketing knowledge in seminars with current students.

Maria Teska, MA Advertising and Marketing (2011)

I was appointed as Chairman RSA (Royal and Sun Alliance) in January 2013, and I stepped down from Non-Executive Director at Lloyds Banking Group and as Chairman of its Audit Committee in March 2013. I will be continuing as Chairman of Great Portland Estates plc and as Governor, Berkhamsted School.

Martin Scicluna, BCOM Accounting (1973)

I am currently working as Deputy Director of Bank Indonesia. I live in Jakarta with my husband and son. In 2009, I visited Leeds again with my husband, and we met with Professor Kevin Keasy. It is a grand and beautiful campus – I would certainly love to visit Leeds again someday.

Wini Purwanto Aggillani, MBA (1998)