



Anglia Ruskin
University

Cambridge & Chelmsford

the BIZ

Lord Ashcroft International Business School Magazine | issue 9



LAIBS supports creative staff

| page 1

www.anglia.ac.uk/laibs

Deans Welcome

Welcome to the 9th edition of our e-magazine The Biz. A particularly warm welcome is extended to all new colleagues and also undergraduate students who joined us this last semester. I hope you enjoy being a part of what I consider to be a vibrant and exciting community.

There are lots of excellent good news stories of both staff and students in this edition of The Biz, our staff and student e-magazine distributed via issuu.com. I was particularly delighted to hear of our students success so far in two competitions (Page 9 and 10) and it demonstrates how well we perform when pitted against other Business Schools. Well done to all concerned!

The Big Pitch 2012, a student business start-up competition, was launched this Semester and we hope to build upon the success that the Business School had last year which saw three student enterprises share in a £30k prize to help start their business.

Professor Lester Lloyd-Reason's Centre (CEDAR) recently received a £4,500 grant from the UK Trade and Investment to help promote entrepreneurship to young black South Africans and you can read here of the two students who spent 5 weeks travelling there as part of an entrepreneurship road show.

Some of you will already have seen in the Business School in Cambridge the impressive display of art and crafts by our colleagues. We strongly believe that an aesthetic work environment is inspiring and enhances the well-being of our employees as well as our students and visitors to the 3rd floor.

I would like to encourage both colleagues and students to communicate your 'good news stories' to our Marketing Team; their contact details are in the Editorial.

Have a good Easter break. My sincere best wishes to you all.

Dr Trevor Bolton

Pro Vice Chancellor and Dean,
Lord Ashcroft International Business School

Editorial

Welcome to *The Biz*, Lord Ashcroft International Business School's staff and student magazine aimed at keeping you abreast of developments and opportunities in our Faculty. We hope you enjoy reading it.

The magazine is produced four times a year and distributed via issuu.com. Alternatively you can access copies of this and previous issues on the News and Events page of our website: www.anglia.ac.uk/laibs

Contact us:

Thank you to those of you who have submitted articles for this issue, please keep the good news stories coming. If you would like to offer us your news or ideas to us please contact christine.durrant@anglia.ac.uk. We look forward to hearing from you.

Topics of interest could include those related to:

- o Good news stories
- o Personal and academic achievements
- o Events
- o Research
- o International visits
- o Diary dates, etc.

..... or anything else you think may be of interest to your fellow students and/or colleagues.

We would also welcome your feedback on the magazine, particularly on ways of improving it.

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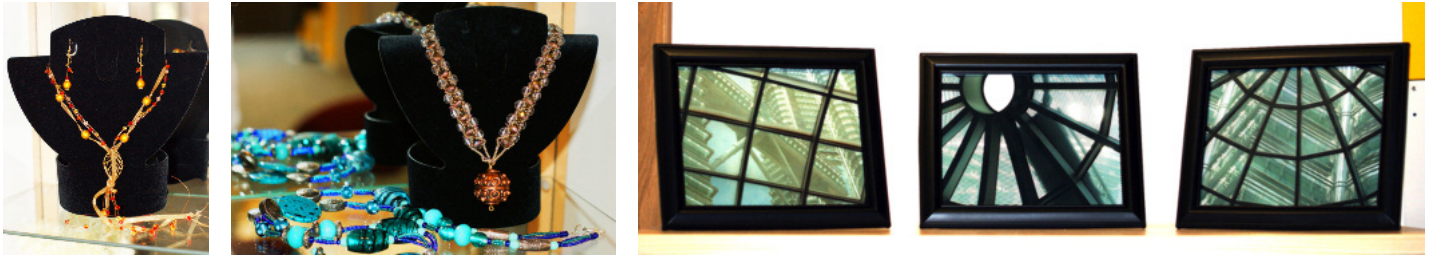
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Lord Ashcroft International Business School supports creative staff



“Life without industry is guilt.
Industry without art is brutality”

John Ruskin: Lecture III on Art (1870)

The Lord Ashcroft International Business School (LAIBS) exhibition, showcasing art and craft work produced by LAIBS staff was launched on 9 December 2011 in LAB 313 of the brand new Lord Ashcroft Building, Cambridge campus.

Following the £5million gift from Lord Ashcroft, which funded the new state of the art facility for the business school, staff moved into the building in July 2011.

Prior to this, both Academic and Support team members had been meeting informally and discovered that there were many creative staff within the faculty. With the move into the open plan office area and walls crying out to be filled, an idea was formed to create a shared space to enjoy mutual interests in art and craft and to use the work of LAIBS staff to enhance the new work environment.

Art within our institution has had a strong base, ever since John Ruskin, a Victorian art critic and artists' mentor, instigated the Cambridge School of Art in Sidney Street, Cambridge in 1858 and which laid the foundation for our modern Anglia Ruskin University.

“All great art is the work of the whole living creature, body and soul, and chiefly of the soul”

John Ruskin, The Stones of Venice 1 (1851)

An open invitation for LAIBS staff to submit art and craft work was circulated in September 2011, with any standard, media or technique welcome and we were delighted with the response.

LAIBS staff that submitted work in Semester 1 were:

Beatriz Acevedo – painter
Catherine Footitt – painter
Helen Brooks – jeweller
Jonathan Knowles – photographer
Kim Maya Sutton – photographer
Laura Kyffin – textile designer
Lin Yan – textile designer
Steve McDonald – painter
Vanessa Acton – jeweller

The artists were asked to provide background information and inspiration for their work. A common theme that emerged was that the process of producing art and craft provided a creative outlet and a great stress relief from the demands of modern living and the daily job.

Dr Trevor Bolton, Pro Vice Chancellor and Dean of the Lord Ashcroft International Business School said; “I didn't realise we had so many gifted artists and craftspeople in the Business School. It is an excellent idea to display it for the enjoyment of all.”

Dr Phillipa Towlson, Head of Operations and Administration said; “My original intention was to provide an opportunity for staff to take ownership of our new facilities and to generate character and individuality. The end result has far exceeded my early expectations and it is wonderful to see such variety and quality in artistic talent.”

The art and craft work is on permanent display and it is planned that this will be refreshed once per Semester. Everyone at Anglia Ruskin University is invited to come and have a look.

Catherine Footitt
Manager of the Deans Office

The Banking Crisis – Four Metaphors of Failure

The House of Commons Treasury Committee investigated the causes of the banking crisis of 2008. Dennis Tourish, Professor of Leadership and Organisation Studies, School of Management, Royal Holloway, University of London, analysed the 10th February 2009 testimony of four top bankers to identify common themes, which he grouped into four metaphors. The bankers were Sir Tom McKillop, former Chairman of RBS Group plc, Sir Fred Goodwin, former Chief Executive of RBS Group plc, Lord Stevenson of Coddanham, a Member of the House of Lords, former Chairman of HBOS plc, and Mr Andy Hornby, former Chief Executive of HBOS plc.

Professor Tourish's analysis fits very well with the MisLeadership research carried out by John Rayment and Jon Smith of the Lord Ashcroft International Business School (LAIBS). The four aspects of MisLeadership identified by them are Missing, Misguided, Misinformed and Machiavellian. Given the recent eviction of the 'Occupy' protesters from St Paul's, we felt it was pertinent to revisit the event and the Misleadership revealed.

'Occupy' protesters outside St Paul's Cathedral?

Wisdom of the Crowd

By claiming 'everyone was acting in the same way' the bankers attempted to save face by deflecting accountability, filtering responsibility and achieving consensual validation. If everyone was acting in the same way, the bankers could hardly be held out as uniquely liable. Phrases used included:

- "Everyone was taken by surprise;"
- "It was the accepted view;"
- "We had elaborate systems;"
- "Our shareholders approved;"
- "We did all that could be done."

Passive Observers

Here the bankers wanted to portray themselves as unfortunate bystanders reduced to watching unexpected and unpredictable events unfold. This would dilute their personal accountability and hopefully elicit sympathy. Typical terminology here was:

- "The spotlight fell on us;"
- "Markets were harder to satisfy;"
- "Nobody saw it coming;"
- "Remuneration packages were imported from the US."

Victims

Again looking to gain sympathy, the bankers sought to show how they too had suffered and it had been an extremely stressful period for them:

- "I lost a great deal of my own money;"
- "I have been penalised;"
- "It was an extremely stressful time"
- "We are just like other people."



Penitent Learners

Claiming that the events were hard to predict at the time and in the prevailing climate but that they would learn and ensure repetition was avoided, the bankers wanted to come across as humble and penitent, thereby mitigating their liability. They accepted that they had the same limitations as other people – but no worse.

- "We will improve;"
- "It is easy looking back;"
- "We will move up the learning curve."

Failures of Metaphors

We see use of such metaphors as a blatant attempt to misinform the committee (and hence the general public) as to the bankers' true role in and liability for the crisis. This was misguided since the actual result of using these metaphors was that most commentators did not believe nor accept them. Instead, the bankers looked ridiculous due to the implausibility of their claims, their contradictory nature, and their undermining of any semblance of general competence. This greatly weakened the legitimacy of the bankers other claim to be highly skilled and hence deserving of high rewards including bonuses.

The phrases used reflected a form of deliberate organisational forgetting, with the banks going into denial of their actions and responsibilities, but perhaps the worst aspect is that use of such metaphors inhibits genuine learning. It is only through accepting their failure to perform their expected role that the bankers are likely to take the drastic measures required for them to perform effectively.

Machiavellian leadership is where leaders deliberately attempt to achieve hidden agendas knowing that they will have adverse effects on others. It is difficult not to conclude the bankers were being Machiavellian in their use of these metaphors in these circumstances.

John Rayment's and Jon Smith's *MisLeadership* book contains a detailed analysis of the banking crisis, its causes and consequences.

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“A global society has to have global leadership to survive.” So what’s going wrong?

Mike Scialom of Cambridge Business Magazine reviews *MisLeadership*, by Anglia Ruskin University authors John Rayment and Jonathan Smith.

You’ve been drunk: it feels like weeks, months, years. Intoxicated by the flattery of courtiers, the whispering of lobbyists, the bravado of power, you’ve lost your ability to tell right from wrong, up from down. You are a political/business leader in 2012, caught in a Shakespearean tragedy as humankind drifts towards extinction (don’t take my word for it, this is Stephen Hawking’s view). You go for a long walk to clear your head, and on the way you find a spring. You splash cool, fresh water on your face and some of the fog starts to clear. You realise you’ve got to start a new chapter in your life to survive, to stay true to yourself and your beliefs. This is the effect reading *MisLeadership* (Gower, £60) will have on you.

Authors John Rayment and Jonathan Smith – Rayment is principal lecturer at Lord Ashcroft International Business School, Anglia Ruskin University and Jonathan Smith is senior lecturer at the same institution – analyse a curious phenomenon of our time: why is it that, just as the world needs leaders with vision and strength of character, we are being served up with only the dismal and the uninspiring? The Republican presidential candidates, the upper echelons of the EU, Nick Clegg... what have we done to deserve this motley collection of scallywags and rascals? The answer is we get the leaders we visualise: they are rank because we don’t have a clear idea of what successful leadership is all about. Rayment and Smith do us all a great favour by putting the whole topic on as scientific a basis as possible and move from what has gone wrong to what needs to go right. They firstly describe four categories of failed leadership: Missing, Misguided, Misinformed and Machiavellian. Each gets a chapter and each chapter involves a whole lot of fresh, ground-breaking thinking which invents, describes and then makes use of a new compass with which we can navigate our way to a better tomorrow.

But it’s not just about describing how leaders can mislead, misinform, lie and cheat their way through their – and our – lives. We need to appreciate the good qualities a successful leader requires, and these turn out to be “physical, mental and spiritual fitness”.

This could be the single most significant addition to the language of our survival since the term “box of matches” was coined. Physical and mental stamina most business schools are well informed about, but what’s this about “spiritual fitness”?

Spirituality, in this context, involves no dogma or ritual. In fact, “a focus on just the forms of spirituality that revolve around a

relationship with a higher power or being can be divisive and discourage those who do not have such belief from involvement in development or consideration of a spiritual aspect to their life, work and society”. Spirituality’s purpose is to “provide feelings of understanding, support, inner wholeness or connectedness. Connectedness can be to themselves, other people, nature, the universe, a god or some other supernatural power”.

The authors make two further points which underpin this radical restatement of leadership principles. The first is that “long-term emotions such as love, faith, determination and fear are part of the spiritual dimension” and the second is to both demand and anticipate a paradigm shift which involves moving from a “self-regarding” attitude to an “other-regarding” attitude, a shift which requires that future leaders renegotiate the compact made at business schools, where “the self-regarding position adopted by many leaders might have been taught to them as the correct way to lead and do business”.

Business schools pride themselves on thinking the unthinkable and congratulations to Rayment and Smith for so precisely framing the unthinkable. Business schools, they say, “need to consider whether they are also operating from the same outmoded paradigm as the business they are there to help”. Indeed, through promoting “the mental strength and stamina of individuals”, business schools have developed “a scientific model of teaching” that “by necessity has had to deny any moral or ethical considerations”. This is the start of a revolution every bit as radical as Galileo’s insistence that the earth went round the sun rather than the other way round, as the authors themselves realise when they state that the introduction of an ethical/moral/spiritual dimension into business practice “is nothing less than a 180-degree shift in the way we think about managing and leading”.

The analysis of what happens to leadership in situations like forced marriage and the Tour de France are just two examples of a number of case studies, examples, illustrations, tables, quotes and other data which inform and inspire. The re-evaluations of leadership situations faced by Galileo, Christopher Columbus, JFK, Henry V and Captain Smith of the Titanic are breath-taking in their scope and vision. The underpinning of central themes with clear-sighted cataloguing of radical new concepts, the most significant being Diabolical Leadership and its opposite, Globally Fit Leadership, (Actual Leadership Fitness being the point between the two most leaders are located on the Leadership Fitness Continuum).

MisLeadership makes for vital progress for those who want their leaders to add up to something other than self-serving opportunists.

http://www.cambridge-magazines.co.uk/cambridge_business_magazine/home.asp

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MBA Study Visits

Robert Jones, MBA Course Leader and Lecturer in Entrepreneurship and Innovation, hosted a series of overlapping visiting groups of MBA students in mid-February.

Friday evening 10th February

Dinner with part-time MBA students at Browns Restaurant in Cambridge, with visiting MBA students from our partner college KBU in Malaysia. They had flown in to our freezing temperatures from 35°C at home.

Saturday 11th February

Cambridge and Chelmsford part-time MBA students were joined by two students visiting from KBU Malaysia. The day-long Big Project was “Boris Island Airport” led by aviation industry specialist and Visiting Fellow of the Business School Grahame Nix OBE, former chief operating officer of Marshall Aerospace.

John Birchall, an economist with specialist knowledge of the EU and Africa, led a stimulating Q&A session on current issues in the EU and the Euro area.

Students then returned to the Big Project and presented the opposing stakeholder groups’ perspectives in the proposed Thames Estuary Airport project. See: <http://cambridgempa.wordpress.com/boris-island-airport/>

Sunday 12th February

We were joined by a visiting group from Schouten University in the Netherlands led by Rik van Duifhuizen. Robert welcomed our visitors to Anglia Ruskin and Prof. Dr. Doede Keuning, Dean of Schouten University, responded on behalf of this new partner college.

Collaborating with Ben Mumby-Croft of the CIBER team, the combined Cambridge, Chelmsford, KBU Malaysia and Schouten MBA students then formed into consultancy teams to advise founder entrepreneurs from real start-up firms Microgenius, Whey Forward, Animojo and StuStu. Three hours of intensive discussion and strategic analysis in break-out teams culminated in joint presentations by entrepreneurs and their consultants. All of the entrepreneurs agreed that the consultancy day had been very worthwhile.

Monday 13th Feb

Our visiting group from EMD École de Management Marseille arrived, led by Pascale Albier and Mike Shanks. Robert took them to ARM plc in Cambridge for a presentation by Kirsty Gibb Director of Global HR. Kirsty gave a fascinating overview of ARM’s business model and its performance. ARM’s microchips power many of our electronic gadgets, especially Apple products. Then the dialogue moved on to ARM’s people management philosophy and processes, a fascinating insight into this award-winning and world-beating enterprise. In January last year at CES, it was announced that ARM’s chip



EMD and KBU students with EMD profs at ARM plc with Kirsty Gibb, Director of Global HR at ARM

would support Microsoft's new Windows 8 as an alternative to Intel. Last year, Warren East, Chief Executive of ARM came to the Cambridge campus as guest lecturer.

On Monday afternoon it was back to Anglia Ruskin for a seminar by Robert, 'An Englishman's perspective on the Euro'. Monday evening we travelled to Madingley Hall at the invitation of Rik van Duifhuizen to join the Schouten students in a Westminster-style parliamentary debate on a series of hot topics in management science. This was a highly entertaining evening, with French and Dutch students emulating the procedures and the behaviour of the House of Commons front benches.

Tuesday 14th February

In the morning, the EMD visitors travelled to the Trinity Centre at Cambridge Science Park by Park&Ride bus (running the gauntlet of major road works in East Road). Robert introduced the group to Anglia Ruskin MA International Business graduate Aline Faivre-Pierret who works at Abcam plc. Aline gave a very interesting presentation on her experience of the Cambridge business scene and working for one of its star hi-tech enterprises – en français and in English. In 2010, Dr Jonathan Milner, founder of Abcam, was guest lecturer at Anglia Ruskin.

The afternoon session was taken up with Robert's seminar on the "Context of Cambridge Business" which covered the recent history of the hi-tech's emergence and evolution into a series of specialist clusters around the city.

Then it was a brisk walk across town for choral evensong at Kings College Chapel, a sublime experience, followed by another brisk walk to the Enterprise Tuesday meeting at University of Cambridge on the theme of "Visions, plans and making it happen: Enterprise Tuesday talk offers key tips for entrepreneurs". The entrepreneur was Mitesh Soma who founded chemistdirect.co.uk and was interviewed in a double-act in front of an audience of 200 by John Bradford, MD of Springboard and Founder & CEO of the Difference Engine. The EMD visitors were intrigued by this typically Cambridge experience. Robert met a number of current Anglia Ruskin students and some graduates at the social gathering afterwards – for years he has encouraged students to take part in these Cambridge business meetings.

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Welcome our new academic colleagues!

The Business School have recruited an outstanding group of new full-time faculty colleagues who joined us at the beginning of Semester 2. Please take the opportunity to introduce yourselves to them when you can.

Marina Boz, Lecturer, Human Resource Management and Organisational Behaviour
Dr Lenka Krupova, Lecturer, Finance and Accounting
Dr Maria Karafyllia, Senior Lecturer, Strategic Management
Dr Christine Menges, Senior Lecturer, Organisational Behaviour

STUDENT NEWS



The Big Pitch is back!

After the success of last year's competition – which saw three student enterprises take a share of a £30k prize fund to help start their business – we are pleased to announce the return of The Big Pitch in 2012.

With strong support from Gerald Carew, President of Anglia Ruskin Students Union, as well as Dr Trevor Bolton, Dean of the Lord Ashcroft International Business School, and Professor Lester Lloyd-Reason, Director of the Centre for Enterprise Development and Research (CEDAR), The Big Pitch kicked off with a multi-campus launch event on Thursday 9th February. Over 100 budding student entrepreneurs attended in Cambridge and Chelmsford to see how they could win up to £15k to start their own business.

For those of you not yet in the know, The Big Pitch is a business start-up competition exclusively for all undergraduate and postgraduate students at Anglia Ruskin University with an

innovative business idea. The competition is split into three rounds: the video pitch, the mini-business plan and the live pitch. The ultimate winners will receive £15k, £10k and £5k (for 1st, 2nd and 3rd prize) along with FREE business mentoring, professional advice and access to the 'Start-up Lab', Anglia Ruskin's new incubator for student start-ups. Round One (which has just closed) has involved students recording a 1–2 minute video pitch and uploading it to www.thebigpitch.co.uk where visitors to the website could vote for their favourite.

For more information, and to find out who has made it into Round Two, please visit www.thebigpitch.co.uk.

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Developing Enterprise in South Africa

In December 2011, two LAIBS students on the BA (Hons) Enterprise and Entrepreneurial Management, Lily Robins and Derrell Dixon, spent five weeks travelling across South Africa as part of an “entrepreneurship roadshow” promoting entrepreneurship to young black South Africans. The project, funded by UK Trade and Investment, formed part of an ongoing collaboration between the Micro Enterprise Development Organisation (MEDO) based in Johannesburg and the Centre for Enterprise Development and Research (CEDAR), part of the Lord Ashcroft International Business School (LAIBS).

Starting their journey in Johannesburg in the east of South Africa, the “entrepreneurship roadshow” travelled all along the southern coast to Cape Town in the south west of the country stopping for five or six days at a time in selected cities along the way. Using a converted truck equipped with computers and workstations, the aim of the project was to enthuse and encourage young people interested in starting their own business but with little idea of where or how to start. Lily and Derrell were not there just to make up the numbers, but along with four young South African entrepreneurs, they formed part of a core team holding seminars and running workshops.



(l-r) Judi Sandrook, one of the founders of MEDO, with LAIBS students Derrell Dixon and Lily Robins and Professor Lester Lloyd-Reason, Director of CEDAR at LAIBS.

“It was the most overwhelming experience of my life. I was amazed to find myself running a workshop on ‘opportunity recognition’ for 30 young entrepreneurs and it was such a great chance to put all the things I have been taught on the course into practice”.

Derrell Dixon



A workshop led by Derrell Dixon for people interested in entrepreneurship.

“I found the whole experience totally inspiring. I had always been nervous of finance but managed to put together a financial plan for one of the entrepreneurs that she subsequently used to secure seed funding”.

Lily Robins

Professor Lester Lloyd-Reason, course leader for the BA (Hons) Enterprise and Entrepreneurial Management commented that ‘This is exactly the kind of opportunity the course was set up to create. Lily and Derrell had the chance to see and feel the entrepreneurial drive in this amazing country in a way that no tourist ever would. I am sure this experience will change their lives forever’.

In the next stage of the project, 15 of the young entrepreneurs signed up by the ‘entrepreneurship roadshow’ will visit Anglia Ruskin University in May for a week of workshops, seminars, company visits and networking opportunities with Cambridge entrepreneurs organised by CEDAR.

For more information please contact:

Professor Lester Lloyd-Reason, Director of CEDAR
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EnterprisingU

The best business ideas can win up to £40,000 in prizes

What is it?



EnterprisingU is a nationwide student business plan competition hosted by Find Invest Grow (FIG), sponsored by the RBS Group and LinkedIn.

EnterprisingU is created and supported by FIG who, in the past 18 months, have raised over £1.8 million in investment for students and recent graduates with business ideas. FIG has helped launch over 14 different start-ups and continues to support some of the country's most exciting up-and-coming companies.

EnterprisingU is your opportunity to run your business ideas or existing business through viability tests, understand how to crystallise these ideas and, if you make it through to our workshops, learn how to pitch these ideas to a room full of investors at our 2012 EnterprisingU final at the end of the summer term.

With £40,000 in prizes available to finalists, the overall winner will receive £25,000 on top of any investment to help launch their business.

Who is it for?

EnterprisingU is for any student who has an idea and needs investment to help kick-start their business.

78% of students have a business idea. 41% actually plan to take it forward and start a business. Any student, from any discipline, can enter the EnterprisingU competition.

Enter the EnterprisingU competition by registering at www.findinvestgrow.com.

Using the FIG business plan platform, your idea will be tested through a series of questions, and a business plan will be created. The FIG process will introduce you to a wealth of tools and resources specifically designed to help your business grow.

**Submissions will be accepted from 1st March 2012.
The deadline for business plans is 1 June 2012.**



SUCCESS STORIES

LAIBS – supporting Sports Relief 2012

This year's Sport Relief weekend took place on 23-25 March and LAIBS got involved in the fundraising by organising a sport-related raffle.

Many local businesses and organisations in the Chelmsford area kindly donated prizes for us to use in our raffle. They included:

- Signed cricket bat from Essex County Cricket club
- Zumba classes from the Mildmay sports Centre
- Two Ipswich Town FC match tickets
- A month's membership from Fitness First (x2)
- Fitness First goody bags (x2)
- Family swimming pass at Riverside Ice and Leisure Centre
- Water bottles

We are very grateful to those organisations for supporting us in our cause.

Raffle tickets were sold at £1 per strip and we made a total of £122 for Sport Relief. The prize winners are listed here:

- Cricket Bat – Sophia Stussak
- Fitness First Membership – Helen Ogborn
- Fitness First Membership – Carole Martindill
- Fitness First Goody bag – Cassie Jones
- Fitness First Goody bag – John Summers
- Water bottle – Rebecca Ball, Simon Evans, Evis Bakiri-Read, Conor Glackin, Vasileios Oustapasidis
- Ipswich Town Football Tickets – Sam Thompson
- Free Zumba session at Mildmay – Jade Sugars, Ruzive Mhiribidi, Judith Bull, Stephanie Lane

A big thank you to Rajit Ramasamy, Crystal Sule and Carmen Neagu for giving up their time to help sell tickets for this great cause. You were amazing!

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Benefits of starting a business whilst studying

Make Something Happen!



I'm Dean Legg, a 3rd Year Student Business Management at the Cambridge Campus. For my 4th semester, I went abroad to Sweden to study on the Erasmus scheme. This really helped to develop my personality and allowed me to gain some valuable thinking time. It was a great experience and I would recommend the Erasmus scheme to all students.

The Erasmus experience gave me more guidance in my life and helped me realise what I would like to do in the future. I have always felt that I was destined to own my own company. During the summer of 2011, I decided to make the move. With all the free time we have as students, it was feasible. I strongly recommend making a move at a time like this when you have no other significant commitments. This enables you to dedicate plenty of time to your new venture and should help you save on costs.

I incorporated Purely Natural Skin at Companies House. I am now trading as a Limited company, selling 100% natural products online. Please check out my website to see what you can do with no website building experience www.purelynaturalskin.co.uk.

The great thing about setting a company up whilst at University is you can give it time to mature, alongside your studies. Many new companies fail within the first two years. If you can keep

your expenses down and let your company mature slowly without any reliance on it for your income then you may be on to a winner. Also, with time the website will climb up the Google search rankings because Google trusts websites that have been around longer than others. Customers will also trust companies that have been around longer. The first two years will also be a learning curve, where you pick up lots of tips and information to improve your company.

Things you can easily do whilst keeping expenses low:

- Build a website using Word Press
- Start selling goods at your local market to test the market
- Read a book on search engine optimisation (SEO) – very important to appear in search engines which will drive lots of traffic to your website
- Start selling your products on eBay (be aware eBay is highly price competitive, so don't take it personally if you make little sales)
- Read plenty of other books on setting up an online company for tips and continual improvements
- Find a good supplier or make your own products
- Read all the legal issues (readily available online)
- Come up with an innovative idea or find a gap in the market or niche market
- Don't give up and work hard.

"The great thing about setting a company up whilst at University is you can give it time to mature, alongside your studies."

Dean Legg

Legg, Dean (Student)
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Three Cambridge businesses share £40k prize

Light Blue, Microgenius and Whey Forward Health Industries secure Anglia Ruskin funding

Three fledgling Cambridge companies have successfully bid for £40,000 from Anglia Ruskin University to help make their business dreams a reality.

Earlier this year, our Business School's Centre for Enterprise Development and Research (CEDAR) received a £50,000 donation to provide support for business people within Cambridgeshire, leading to the Enterprise Fellowship Scheme being launched in June.

A novel advertising concept called Streetsight, featured in an earlier edition of *The Biz*, was the first to benefit from the Enterprise Fellowship Scheme, receiving £10,000 in September, and a further three finalists have now been given support after successfully pitching to the judging panel.



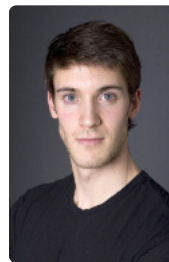
Hamish Symington and Tom Catchesides have been awarded £12,000 to develop their innovative business management software for photographers, called Light Blue. Hamish explained: "Tom was working as a wedding photographer and had developed a system to run his business; enough people were impressed by it that we formed Light Blue Software to bring it to market.

"Three years on our software has reached v3, with a sizeable market both in the UK and around the world, and we've built a reputation for both top-notch software and excellent customer support. We're constantly developing our software to add new features and bring it to a wider audience, and the CEDAR funding and mentoring will be invaluable for the plans we have in 2012, helping us to speed our product development and bring other people on board."



Emily Mackay of Microgenius was awarded £10,000 to progress her social enterprise idea of linking investors with people keen to install a green energy microgenerator on their property or in their community.

Microgenius aims to become the online marketplace for domestic and community microgeneration projects. It will be a place where investors can pool funds to offer capital to those installing renewable energy technologies, such as wind or hydro turbines, in turn realising environmental, social and financial benefits. Emily said: "To have a team of established entrepreneurs supporting me at such an early stage, not only financially but with their time and expertise, is a golden opportunity."



Joe Faulkner-Edwards has been given £18,000 to help Whey Forward Health Industries launch their first product. Taking advantage of new whey processing techniques, Whey Forward Health Industries has developed an advanced nutritional supplement which can aid the production of the antioxidant Glutathione. This has been shown to enhance immune function, promote bone-mineral density and reduce tiredness and fatigue.

Joe said: "Entering the CEDAR Enterprise Fellowship Scheme was one of my best decisions! Obviously, this financial input will give our product launch the healthy boost it needs, but perhaps more importantly, the unrivalled level of advice and expertise offered as a result will help me grow the business to where we would like it to be. We intend to grow Whey Forward Health Industries Ltd into a successful and thriving enterprise and exciting developments are already underway for future products."

Professor Lester Lloyd-Reason, Director of CEDAR, said: "The quality of the applications was very high and it is tremendous that we have been able to help four completely different business ideas. The funding and the other support given to each winner will give them a great opportunity to successfully progress their ideas."

Walter Herriot OBE, who was a member of the judging panel, said: "This was the first Enterprise Fellowship Scheme run by CEDAR and to be able to help four new enterprises with funding and mentoring support is fantastic. I am already looking forward to the 2012 Enterprise Fellowship Scheme."

In addition to Professor Lester Lloyd-Reason and Walter Herriot OBE, other members of the Enterprise Fellowship Scheme judging panel included Dr Geoffrey Butlin of TrancenData Europe Ltd and Peter Taylor of TTP.

IBM UBC 2011–2012 – Competition update

We are pleased to report that after six intense trading periods, five of our eleven teams have secured a place in the IBM UBC semi finals (round 2). The semi-finals will run live over one day at regional locations across the country. The top teams from each regional competition will then go forward to the grand final (round 3) which is scheduled for the 23rd March 2012 at IBM UK, Bedfont Lakes, London.

Our teams competed in Round 2 as follows:

27th February 2012 Proctor & Gamble, Weybridge (Two of our teams competed here)

Oleg Smolanko, Jost Braeckelmann, Marcel Goerlich,
Christoph Grunewald, Valentin Raspe

Assen Halatchev, Jekaterina Begmatova, Boris Botev,
Vassil Richter, Kristina Skillandat

1st March 2012 RBS, London

David Gruenbaum, Matthias Pust, Stefan Ewald, Anna Mowka,
Pia Dewenter



2nd March 2012 RSA London

Marcus Fornell, Annika Eving, Rob Hilborn, Sarah Sprigg,
Yulia Tomashevskaya

5th March 2012 Land Rover, Warwick

Samuel Tunbridge, Moghees Darr, Samia Ismail,
Becky Leung Man Ki, Khalid Al Buenain

We wish all our teams' success.

Team	University	TP1	TP2	TP3
①	Plymouth	227,166	*5,598,418	46,761,131
②	Imperial (Robbie)	(492,541)	7,480,989	31,859,386
③	Anglia Ruskin	(12,552,358)	(11,057,367)	44,020,542
④	Exeter (Sham)	2,119,115	1,943,861	29,683,349
⑤	Manchester	(3,938,978)	12,423,969	43,076,550
⑥	City	(1,257,535)	6,602,849	28,378,245
⑦	Bournemouth	(1,965,571)	5,042,426	49,893,957
⑧	Regents College	*3,539,741	12,784,377	17,634,631
⑨	Exeter (Hannah)	(5,434,021)	8,666,315	36,355,814
⑩	Imperial (Hugh)	(1,311,452)	14,343,455	38,150,740

STOP PRESS!

We have just received the fantastic news that our Anglia Ruskin / Berlin School of Economics and Law team have won the 2102 IBM UBC Universities Business Challenge 2012 at the Grand Final which took place at IBM plc Southbank, London on Friday, 23 March. Congratulations to the winning team and to Allison Beaumont, our Student Experience Coordinator in Cambridge, who organised the students' entry into the competition. A full write up will be in the next edition of *The Biz* in June.

Allison Beaumont
Student Experience Coordinator Cambridge

Hannah Myatt
Student Experience Coordinator Chelmsford

STARTUPLAB



Launch of the StartupLab in Cambridge

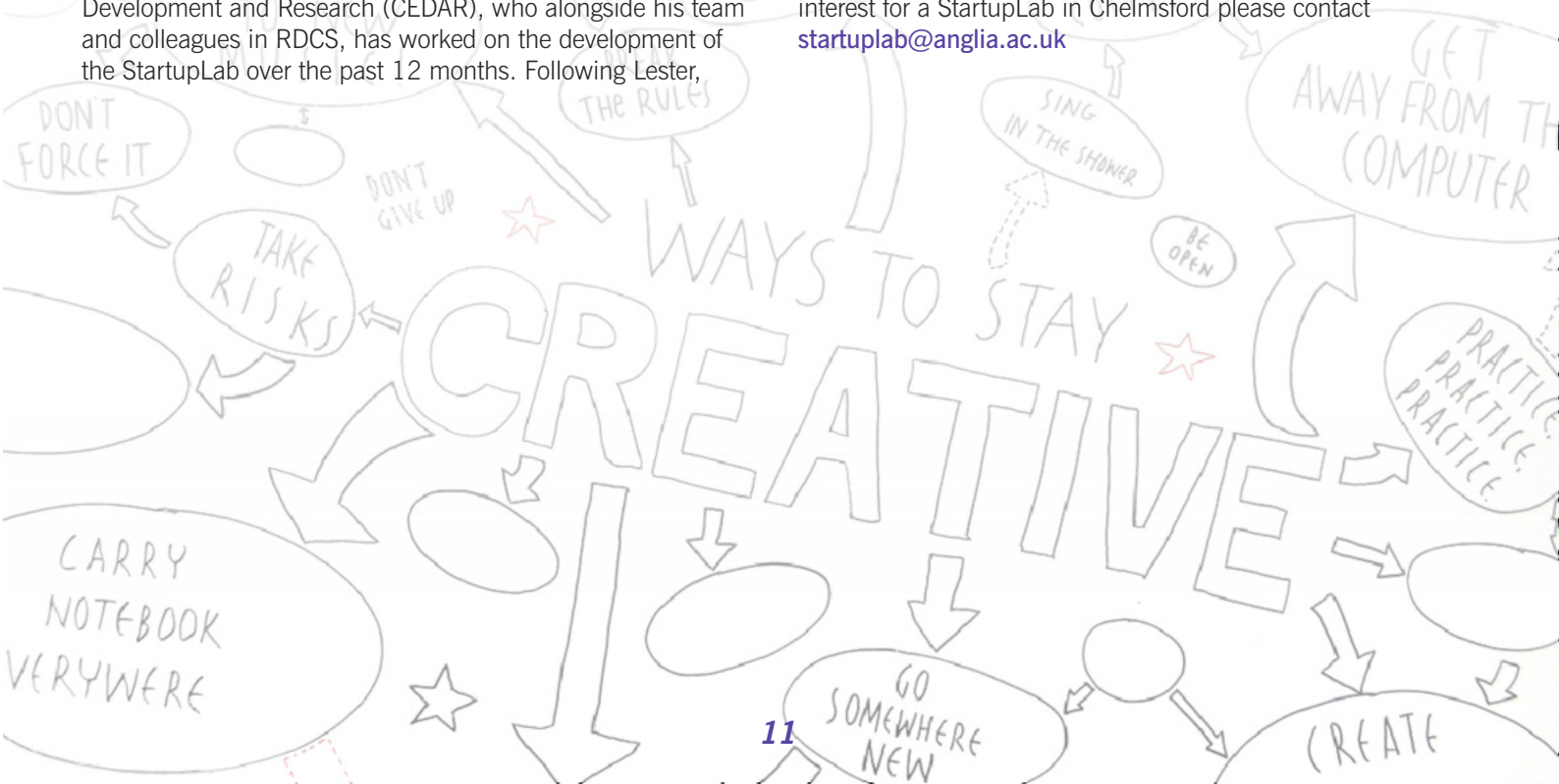
The StartupLab is a new facility for students with early stage business ideas where they can test and develop their ideas in a creative and supportive environment among like-minded peers. In addition to professional work spaces, whiteboard walls and meeting room facilities, users will also be able to benefit from mentoring, structured support, and guidance from an expert network of business professionals and in-house advisers.

The StartupLab | Cambridge was officially opened by Professor Mike Thorne at a launch event on Friday 2nd March 2012. The launch of the StartupLab was attended by a mixture of Anglia Ruskin's most enterprising students, local entrepreneurs and members of staff. The event was kicked off by Professor Lester Lloyd-Reason, Director of the Centre for Enterprise Development and Research (CEDAR), who alongside his team and colleagues in RDCS, has worked on the development of the StartupLab over the past 12 months. Following Lester,

Walter Herriot, OBE, and Professor Mike Thorne both spoke about the importance of a facility of this kind in promoting enterprise development and student startups within Anglia Ruskin and across the wider region.

The StartupLab is open to all current Anglia Ruskin students from any faculty; all they need is a business idea and the passion and dedication required to develop it. Students can register their interest by emailing startuplab@anglia.ac.uk with a short summary of their business idea, and a little bit about themselves.

To find out more please visit www.anglia.ac.uk/startup. If you have any enquiries, booking requests, or to register your interest for a StartupLab in Chelmsford please contact startuplab@anglia.ac.uk



The Houses of Parliament – Students take a behind the scenes tour

On 29th February, Robin Gowers and Hannah Myatt took 17 LAIBS students to the Houses of Parliament for a behind the scenes tour.

We had a fascinating insight into the history of the parliamentary buildings through the ages and felt very privileged to have the chance to view it for ourselves. Not only did we find out about the structure and architecture of the building from our tour guide, but we were also told about certain parliamentary traditions that still continue to this very day. For example, as a result of the actions of Charles I, who, during his reign, stormed into the Houses of Commons and tried to overthrow Parliament, no monarch since has been allowed into the House of Commons.

By the time our tour had started, Prime Minister's Questions was in progress so we were unable to go into the House of Commons, but we were able to see the House of Lords which was an enlightening experience. We were told before we went in that under no circumstances was



anyone to sit down on the benches as only members of the Houses of Lords were entitled to that privilege. When the tour guide was questioned about what would happen if one of us did sit down, she told us that person would be promptly thrown out by security and would be banned from visiting Parliament again! Needless to say, everyone in our party remained standing!

After the tour, the students had a couple of hours to explore London before we took the coach back to Chelmsford.

The students all enjoyed the tour and were grateful to be given the opportunity to have such a unique experience.

Hannah Myatt
Student Experience Co-ordinator, Chelmsford



AB Inbev Best Beer Competition 2012



(L-R) Nevena, Anneka, Aline, Remigija

On Wednesday 29th February, two student teams from LAIBS went head to head with Business School teams from Queens Belfast, Exeter, Bath, Sheffield, Manchester and Oxford Brookes in the UK final of the AB Inbev Best Beer Competition. Belgian based AB Inbev is the world's largest brewer with 25% global market share, a consumer brand portfolio rated as the fourth most valuable in the world, employing more than 116,000 people and most famous for its Stella Artois brand. The "Best Beer" challenge open to university students in Belgium and the UK was to design a concept for a new beer and brand it with characteristics of the students' university campus. In the design of the beer students also had to consider AB Inbev's Better World ethos of community, environment and responsible consumption.

Nevena Zorova, Anneka Haak, Remigija Gabietaite and Aline Gehring all from MA Marketing and Innovation designed a lightly ginger flavoured lager and lemonade mix branded as "C'trast" to reflect the contrast and diversity of Cambridge and the Anglia Ruskin campus. Aline explained: "C'trast is positioned as a light refreshing beer to share at home to exploit the growth in the off-trade segment. Ready to drink beer and lemonade mix is popular across Germany but not yet in England."

Paula Albinana (BA Business Management) and Alena Linhartova (BA International Business Strategy) developed "CB", a low ABV ale with hints of peach and passion fruit, designed specifically to attract young female drinkers to the ale category. As Paula explained: "Traditional ale has a masculine image but by combining exotic hop varieties from New Zealand and the USA light, sweet and fruity flavours can be created that are very appealing to girls."



(L-R) Alena, Paula

Teams initially submitted a written report to Inbev from which the eight UK finalists were selected. The final took place at Inbev's UK HQ in Luton and teams were instructed to travel there making the smallest carbon footprint possible. In accordance with this instruction, and because the bicycle is central to the "CB" brand logo, Paula and Alena duly left Cambridge by bike at 6am on Tuesday morning.

During the final the teams were assessed by representatives of Inbev based on an eight minute presentation featuring the research rationale for the product, its commercial viability and sustainability and responsible drinking credentials. Finally, the teams showed a four minute DVD in which they showcased their beer and proposed promotional activities.

Following excellent presentations and rigorous questioning from the judges (who were especially impressed by Paula and Alena's zero carbon footprint journey), it was announced that Paula and Alena would progress to the Grand Final to be held at AB Inbev's corporate HQ in Leuven, Belgium.

Congratulations to both teams on their impressive performance in the competition and good luck to Paula and Alena in the Grand Final.

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Student Success stories

Where there's a will, there's a way



Hello everyone, I am Yuliya from Kazakhstan! For someone like me, with a passion for learning and experiencing new things, it was a wonderful opportunity to study in the UK at Anglia Ruskin University. I chose to study at Anglia Ruskin, because I found the course exactly suitable for my interests. It was quite exciting to study together with not only nice but clever people. Studying here never let me relax and kept my mind busy. The discipline of studying made me become more independent and self-reliant. I learned how to cope with obstacles on my own and considerably improved my self-management skills as regards handling problems.

Concerning the teaching methods and module content, it has stimulated my academic skills development and critical

thinking. I would like to emphasize that the academic staff is highly qualified and knowledgeable, with special thanks to the English support teams who were always ready to help international students in overcoming all language-related difficulties.

It was an interesting challenge at all stages. At various points, it did get harder but it was never boring. I have acquired a valuable experience which genuinely contributed to my personal and professional development and opened up new horizons. I would recommend anyone to study at Anglia Ruskin. It is worth a mention here that there is a great difference between studying abroad and in your home country, because apart from the studying itself, this is a wonderful life experience. A different cultural milieu let me discover and experience so many things.

The additional advantage of LAIBS is the location of course. Cambridge is a fantastic place to study and evolve mentally to a different level. The atmosphere is just right and enriches the environment for learning. Having completed my Masters, I feel so inspired to continue with a PhD in the field of the CSR for the next couple of years.

Overall, though in the beginning, it seemed to be too difficult for a single person to tackle, a firm commitment on my part yielded a great sense of satisfaction. I would like to finish by referring to the saying "Where there is a will, there is a way". All my life I have followed this maxim which finally led me to doing my Masters at Anglia Ruskin.

I really enjoyed my time there and I have truly fallen in love with Anglia Ruskin, Cambridge and the UK!!!

Julia Darnenova

Amity Global Business School, Singapore

As a professional working in the international food processing industry, I decided to pursue an MBA to further enhance my business skills. I was attracted to the MBA programme offered by Anglia Ruskin University through Amity Business School in Singapore and enrolled at the end of 2010. This was a decision I won't regret. The curriculum proved to be just right for me, with a good mix of hard and soft skills. The Amity Business school staff under the leadership of Dr Easwaramoorthy and his fellow tutors provided an excellent learning environment and good support throughout the program.

I have to admit that from time to time it was quite challenging; balancing full-time studies and assignment deadlines with my job which involves extensive travelling throughout the Asia-Pacific region. But with careful planning and constant engagement by the tutors I finished the programme as planned and was awarded my MBA degree, and I can tell you it was a really good feeling.

Today, I feel better equipped to tackle various business and management issues I am regularly faced with; be it financial, HR related, marketing or customer relations dilemmas. It is not that I wasn't able to handle some of those problems before, but today I feel better 'grounded' and have a wider understanding of underlying concepts.

In short; today I am a more efficient decision maker and problem solver. And for this I thank Anglia Ruskin University and Amity Business School in Singapore for their well put together MBA programme.

Patrich Parmatow, MBA



'Dreams and Nightmares'

This year's theme for the Cambridge Festival of Ideas

Festival
of Ideas

The Cambridge Festival of Ideas will take place from Wednesday 24 October to Sunday 4 November and engage members of the public in events and activities related to arts, humanities and social science.

The themes for this year are 'dreams and nightmares'. I feel you can take such a wide interpretation of these terms that most events can be tied into them. Here are just a few related topics: The American Dream, the US Election, the rise of Brazil, Russia, India and China (the BRICs rise) and the Queen's Diamond Jubilee. Halloween also falls within this the festival.

As the Festival presents such a great opportunity to engage with the public about your research interest, it would be fantastic if you have ideas for the event.

We are looking for suggestions for some high profile events, current affairs, debates, practical activities and drop in sessions. Ideally events should be based on campus and be attractive to a cross section of the community. We would particularly like events aimed at children and teenagers. Please do try and tie your events in with the themes if possible but do not feel obliged to if you have other strong event ideas.

The Face of the Festival competition is back. University of Cambridge are looking for a design for the front cover of the programme.

Apart from 25,000 copies of the main programme, a festival leaflet for young people will be produced containing information about events specifically targeted at this audience. University of Cambridge are keen to make the programme more visual and child friendly and would love to work with illustrators to design illustrations to go in the programme.

We would like help with the Grafton Centre Promotion Day on Saturday 20 October and are looking for something eye-catching and interactive to help grab people's attention so that we can give them a programme and let them know more about the Festival. Please do let me know if you have any creative ideas or if you are interested in running an activity that might draw people in.



Some dates to remember:

Friday 25 May – deadline for submitting event proposals

Monday 7 May to Friday 6 July – The Face of the Festival competition will be open for entries.

Wednesday 12 Sept – bookings open

Saturday 20 Oct, 12–3pm – Grafton Centre Promotion Day

Wednesday 24 Oct to Sunday 4 Nov – Festival dates

Friday 26 Oct – Festival of Ideas reception

If you would like to propose an event for the festival, get practical information about running an event, find out what support we are able to offer, would like to be involved in the promotion day, submit entries for the competition or have ideas for illustrations please contact me.

Miriam Berg
Community Engagement Officer
Corporate Communications
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Getting that Job

Succeed in Marketing and Business Management

On 21st February, Natalia McDonagh, Marketing Manager of Cornelius Group, delivered a talk at the Chelmsford Campus to our LAIBS students entitled 'Getting that Job – Succeed in Marketing and Business Management. Practical No-Nonsense Advice from Industry Pros'.

Around 20 students attended with some of those coming from our Business Management pathway at SEEVIC College. The other students who attended were studying a variety of courses at different levels ranging from Tourism Management to the MBA.

Natalia firstly explained to the students a little bit about her background and how she got to where she is today. She told them that she graduated from the Business School in 2007 with a degree in Business Management and from there took up a Knowledge Transfer Partnership via the University working at the Cornelius Group. The role was initially only 18 months, but as time went on the role of Marketing Manager was developed and she has been there ever since. Since graduating, Natalia has obtained the Chartered Manager and Chartered Marketer qualifications and is currently undertaking her PhD with the Lord Ashcroft International Business School.

Natalia began her talk by telling the students how her job at the Cornelius Group works and her typical day-to-day responsibilities she has in her role. She also showed the students the Cornelius Group staffing structure so students could get an idea of how a businesses are organised and who is responsible for the different areas.

The students were then given some practical advice regarding how to boost their CVs and to make themselves more employable. Natalia gave a few examples of situations that have happened from her time recruiting staff at the Cornelius

Group, such as candidates who apply for a job and have not targeted their CV to the position they are applying for and those who turn up to interview and have done no research on the company. She emphasised to students the importance of preparing your CV properly and making sure you know about the company you are applying to.

Natalia also told students about the benefits and importance of doing volunteer work to get experience – and to start thinking about this as soon as you start your degree. She explained that many companies will want candidates with work experience in the area of the job you are applying to and if you can get this through volunteering it will put you in a much stronger position than other candidates who do not have relevant experience.

Students were also given advice about the benefits of networking. She told students to get their names out there with employers as early as possible! Go to careers fairs, visit the Faculty Employability Adviser, get a profile on LinkedIn, attend employer events held at the University, and call employers asking if any opportunities are available. She explained that you just never know where an opportunity might arise or where a chance meeting might lead to.

Natalia's talk gave the students an insight into working life and gave them a behind the scenes look at what employers are looking for when recruiting their staff. Her practical advice was really interesting and will hopefully put students on the right track when considering their future careers after graduation.

I would like to thank Natalia for taking the time to speak to the students and I hope she will be able to come back to deliver something similar in the future.

RESEARCH

Journal Publications – Dr Ioana Negru

An article by Dr Ioana Negru, Senior Lecturer in Economics, 'An Austrian perspective to the financial crisis, Economic issues' (with co-author Jamie Morgan, University of Helsinki) will be published in September 2012 in the Journal Economic Issues, REF 2*.

A second article by Ioana will be published in the American Journal of Economics and Sociology entitled 'The methodology and pluralism of the Austrian School'.

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ACCA Write up

In February 2012, EBAC welcomed ACCA (Association of Certified Chartered Accountants) to speak to our students on the potential career benefits of qualifying under the express ACCA route. Members also learnt about the potential job opportunities, the pathway to qualification and the relevance of accounting to the business world as a whole. The event was very popular and was attended by nearly 100 people. ACCA thanked the committee for all the work they put into the event;

"...it is evident that the EBAC committee work productively to ensure high levels of support from their members and a smooth running of the event"

ACCA

Further to this, the EBAC members also expressed their appreciation of the event;

"...the presentation was really useful at outlining future career opportunities in a subject that I am passionate about" and... "ACCA was helpful in answering queries I had about the studying requirements".

As ever, EBAC held a networking session after the presentation, enabling members to network socially. One of EBAC's primary goals is to practise good customer service and the committee benefitted highly from engaging with members on aspects of the event they enjoyed and areas for improvement. One such popular element was the gourmet pizzas, clarifying that gastric promotions are still effective amongst the student community!

Overall the event was very successful and the committee would like to thank EBAC members for their continued support. We feel that this was a great start for the semester, one of which can be built on to create a very enjoyable and engaging year.

On the social side...

EBAC kick started 2012 with an informal social to go bowling at TENPIN on Hills Road. Despite being very early in the semester, the event raised a good amount of support and attracted numerous new members to the society. It was great fun and with half price drinks at the bar; an event which kept members very jovial throughout!

Samuel Tunbridge, IT Officer

RESEARCH

Writing to the unknown: bloggers and the presence of backpackers

Dr Lin Yan, Senior Lecturer in International Business and Entrepreneurship, Cambridge Campus, has recently had an article published in the Journal, Information Technology & People.

In this paper, the aim is to study virtual presence in travel blogs. The paper seeks to argue that though some conceptualization of virtual presence has been made in the literature, this only took account of one's presence among a community of "known" others. Increasingly, however, in blogging and other online communities, users do not necessarily know the "others", but they nevertheless interact with them and develop friendships and lasting relationships. This stresses the multidimensional character of the study; one which sees presence as the core topic by considering different perspectives to it.

To view the full article, go to:

<http://www.emeraldinsight.com/fwd.htm?id=aob&ini=aob&doi=10.1108/09593841111182241>



Courses to the future: Enterprise, education and science

Reports and reflections on the latest *Interconnections* discussions and workshops organised by Dr Bronwen Rees, editor of *Interconnections*, and Director of Centre for Transformational Management Practice.

The Hive is a multi-million educational and enterprise park situated in Cambridge, founded by David Arkell, Head of Growth and Economy and Cambridgeshire County Council.

Interconnections Panel discussion, November 19th 2011
Interconnections and Hive workshop, December 9th 2011

Panellists at November 19 discussion at Lord Ashcroft International Business School

Dr Bronwen Rees, Editor, *Interconnections*
Dr David Arkell, Founder of the Hive, enterprise and education park
Dr Ioanna Negru, Senior Lecturer in Economics
Ed Bentham, Founder Trustee, Atlantic Whale Foundation
Professor Jack Reardon, Hamline University, US and Editor of *International Journal of Pluralism in Education and Economics*

Present for December 9th workshop held at Hive:

Andy Brady: Leader Third Sector Futures, Anglia Ruskin University
Chris Carr: CEO Celarbon Ventures, Expert in finance for social enterprise
David Arkell: Founder of the Hive
Dr Bronwen Rees: Editor *Interconnections*
Dr Michael Clark: Chief Executive, Future Business
Howard Sasportas :PR and marketing
Joanna Warner: Research in EES
Professor John Wright: Representative for Atlantic Whale Foundation
Professor Michael Lewis, co-convenor, but absent due to family reasons
Professor Tony Bryant: Professor, Leeds Met University
Tim Jones: Chief Executive, Allia

Just before the opening of 2012, two meetings and discussions were held bringing together key people from many different contexts and disciplines to discuss new models of business and their relationship to education. One focus of

these discussions was how to develop a foundation/network that could evolve courses for the integration of business, education and science that would address the on-going economic and developing social and political crises. It felt appropriate that this foundation could emerge from one of the oldest university towns in the world, but also situated in 'silicon fen' – the UK equivalent of silicon valley.

The workshop was an inaugural workshop at the newly created Hive, an education and enterprise park situated in the north of Cambridge, and co-led by Dr Bronwen Rees and David Arkell, founder of the The Hive.

We were all aware of the critical need for change, and our focus in each instance thus represented the different ways in which people are approaching this, the obstacles that we are experiencing, and our collective attempts to envision courses for the future that can embrace this change. A particular focus was on the implications for business education in the future, but most importantly, how we could all work together to create new courses to ensure sustainable and ethical business that supported both business, social and educational ends.

Many of these ideas will be incorporated in the May edition of *Interconnections*, and will be taken up into the development of new courses on entrepreneurship, ethics and sustainability, based on emergent scientific ideas.

The Hive itself is a manifestation of the new thinking that is emerging as businesses are changing, and an inspiring model of future pathways that can tackle the issues of economic crisis, global climate change, and social and political issues in a collaborative manner, creating and delivering new concepts and practices.

Interconnections is a vehicle for making this collectively conscious, and the Hive will provide a practical vehicle for this transition in collaboration with the university sector including LAIBS, the secondary education sector and government bodies.

For those of you interested in joining this community, and in the proliferation of new ideas and practices, please contact **Bronwen Rees**.

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E: bronwen.rees@anglia.ac.uk

Related websites

<http://www.smartlife.org.uk/>

<http://talktothehive.org/>

<http://www.allia.org.uk/>

<http://www.futurebusiness.co.uk/about-us/>



Anglia Ruskin
University

Cambridge & Chelmsford

TALK

**LORD ASHCROFT
INTERNATIONAL BUSINESS SCHOOL**

**Shadows and Darkness, Silence and Secrets
THE POETICS OF
ORGANISATIONAL SPACE**

A talk by Dr Andrew Armitage

**26 April 2012
15:00 - 16:00
LAB 214**



Gaston Bachelard's poetics and reveries is a rejection of rationalist thinking and enquiry, and the genesis of pedagogical practices that centre the individual as a free, moral, and authentic agent in coming to know the world. This was also central to the Critical Pedagogy of Paulo Freire, one of the greatest adult educators of the 20th century.

This talk will synthesize for the first time, Gaston Bachelard's and Paulo Freire's approaches to understand the world through alternative realities, where nothing is stable and everything is in flux, and authentic reality and truth can only be grasped through dialogue.

This talk is open to all staff and students from all disciplines. There is no need to book, but places are allocated on a first come, first served basis.



To find out about all upcoming events and the latest news, please visit our LAIBS website www.anglia.ac.uk/laibs or follow us on Twitter [www.twitter.com/LAIBSMarcoms](https://twitter.com/LAIBSMarcoms)

SCAN ME

www.anglia.ac.uk/laibs

Early Career Researcher Awards

Dr Beatriz Acevedo was presented with an Early Career Researcher Award at the University's Annual Research Conference held in Cambridge on the 19 January 2012.



Below is an extract from Beatriz's documentation for the nomination including her own view of being an early career researcher:

I was honoured to apply for this Award. I started working with Anglia Ruskin University in September 2008 and during this time, I have developed some important aspects of my career as a lecturer and researcher; most importantly, I feel I am blossoming as a human being and as a member of this University community.

I start by highlighting three key aspects on the Early Career Researcher progression path:

Firstly, I've been able to find a topic that I am passionate about: sustainability. I have been applying some ideas regarding action learning, art and systems thinking in education for sustainable development with my students. I've innovated in promoting the engagement of students with processes of greening the campus as eco-auditors and developing skills for jobs in the green economy. Because of this work, I was granted the Vice Chancellor Inspire Award (2011) and the National Union of Students has praised it as "best practice". The expansion of this project is the basis for applying to several research grants and it will be presented at international conferences including the prestigious World Summit on Sustainable Development, 2012.

Secondly, I have established a network of colleagues, students and fellow academics to share ideas and exchange knowledge. Research is not a matter of a single person; it requires partners, friends and colleagues for thriving. I love working in interdisciplinary teams and I have collaborated with Anglia Ruskin environmental office, the Art Department, the Committee on Education for Sustainable Development, the Global Institute of Sustainability, Low Carbon KEEP, and with colleagues at LAIBS. In addition, I've worked with academics from British

and international universities in applying for research grants, and I currently work in a partnership with the National Union of Students.

Thirdly, I believe in developing a culture of research in the sense of creating a solid basis for students to develop their talents. For instance, 17 students have trained as eco-auditors and currently four students are working with me as co-researchers in the application of the Green Impact in three SMEs in the South-East of England. This experience is leading toward the creation of a research cluster on sustainability and I am supervising a PhD student doing research about how to include sustainability in LAIBS.

Other specific aspects of the award were:

- annual plans for career progression
- research plan & publications
- research applications and income generation

Publications:

Acevedo, B., Bonner, C., Johnson, S. and Malevicius, R. (Forthcoming, 2012). Students' [passionate] engagement with processes of greening the campus. In Leal, W. (Ed.) "Sustainable Development at Universities: New Horizons". Frankfurt, Peter Lang Scientific Publishers.

Acevedo, B. (2011) Memories of La Violencia in Colombia in the work of Doris Salcedo: an organizational approach. In the Special Issue on Arts and Human Rights. Journal of Arts and Communities. Vol. 2. Issue 2. Pp. 105-122

Acevedo, B. (2011) The Screaming Pope: Imagery and Leadership in Two Paintings of Pope Innocent X. In Leadership. Vol. 7 Issue 1. Pp. 27-50

Acevedo, B. and Common, R. (2010) Policy Networks in Practice, the Case of Drugs in the United Kingdom. Chapter 21, in Osborne, S. P. (Ed.) The New Public Governance? Emerging Perspectives on the Theory and Practice. London: Routledge. Pp. 394-412

Acevedo, B. and Carreira, A. M. (2010) Hybrid Cities: Resistance practices in the city of Medellin-Colombia. In Sonda, G. Coletta, C. and Gabbi, F. Urban Plots, Organizing Cities. Farnham: Ashgate. Pp. 49-66

Congratulations Beatriz on your success.



Anglia Ruskin alumni members walked down memory lane during the first ever ARU alumni gathering

KBU International College, Kuala Lumpur

Walking down memory lane with Anglia Ruskin University

KBU International College together with its esteemed partner, Anglia Ruskin University (ARU), UK organized a gathering to celebrate its former students at Crowne Plaza Mutiara, Kuala Lumpur on 8th October 2011.

The alumni gathering being the first of its kind arranged by Anglia Ruskin was aimed at bringing its former students together while spreading the corporate identity of the university. "We are proud that our first ever alumni gathering has received such a good response," said Raymond Lee, Anglia Ruskin Country Relations Manager.

Being optimistic about the gathering, he said: "We are planning to make this an annual event where the alumni members can network and share ideas".

The event was further graced by the presence of Alumni Ambassador of Malaysia, Eddie Law and British Council Alumni relations manager, Lim Ching Mei.

The alumni ambassador, Eddie Law, who was nostalgic about his university days, described his memories of Anglia Ruskin as

the "greatest memory of his life". He said Anglia Ruskin should organise more such events as it would allow interaction amongst the former students. "Anglia Ruskin has grown so big and we feel so proud to be associated with them," he added.

Head of KBU School of Business, Hospitality & Tourism Management, Low Hong Keng who was also present during the memorable event acknowledged the long standing relationship between KBU and the UK University. Addressing the former students, he said: "Being Anglia Ruskin seniors, all of you should be more active in alumni-related matters and be a role model and inspiration to the undergraduates who are furthering their studies in KBU"

Throughout the years, KBU has enjoyed a far-reaching collaboration with Anglia Ruskin University which is renowned for its commitment to academic excellence. The partnership of 18 years between the two institutions has allowed many students to use their qualifications as a springboard for exciting and rewarding careers. KBU has also significantly contributed towards strengthening the country's skills base and enhancing its economic prosperity through this strategic alliance.



CURA-B project

Research Findings Presentation

LAIBS staff are invited to a presentation of the findings from a 4-country study of SMEs and care providers conducted as part of the CURA-B project in the second half of 2011. The purpose of the session is to share our experiences in gathering and analysing the data and to open up some conversations about what this kind of project work can add to the LAIBS portfolio.

What does the data tell us about SME business challenges in the healthcare sector?

How does the business environment vary across France, Belgium the Netherlands and the UK?

How should LAIBS seek to draw on this data and project to improve the student learning experience?

All these questions and more will hopefully be addressed and discussed in a relaxed but stimulating setting.

Time: Friday 20 April 2012 2:00-4:00

Place: LAB 307

For more information, please contact:

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