



The
University
Of
Sheffield.

Management
School
Alumni Newsletter
Spring 2011.

Catalyst.

Tips From the Top –
Julia Gash Offers Advice from
her Expert Management Lecture

The Benefits of Alumni Engagement

Dates For Your Diary 2011



Dear Alumni,

Welcome to the second edition of Catalyst! As you will see from the magazine, 2010 was an eventful year and we have many plans for 2011.

We started the New Year 2011 with a visit to Taiwan in January. I accompanied the Vice Chancellor, Professor Keith Burnett, to Taichung where Professor Burnett joined Dr Jei-Fu Shaw, President of National Chung Hsing University, in signing a Memorandum of Understanding (MOU) between the University of Sheffield and National Chung Hsing University.

On my return trip, I also visited Hong Kong where I was delighted to celebrate the New Year and the year of the rabbit with the Hong Kong alumni group. You can find more details about these events later on in the magazine.

For UK alumni with an interest in human resources and organisational behaviour, the School was delighted to host an event at the Royal Society in early March. We gathered alumni from both the Management School and the Institute of Work Psychology for a social and business networking event. We were honoured that Antonia Dietmann, (MSc, Occupational Psychology, 2003) was able to attend and provide a brief address.

During 2011, we will continue with our programme of expert lectures for business people. Some former alumni will be coming back to Sheffield to share their business know-how. You can find more details on page 14.

The School is launching a range of new courses in 2011 at both undergraduate and postgraduate level. If you are looking to further develop your academic career, remember that as an alumnus/a, you may be eligible for a bursary for further study at the university. Alumni interested in studying for an Executive MBA are eligible for a bursary worth 10% of the cost of the programme. We also have a new initiative – a business workshop for alumni – which will be held at our ICOSS Building on April 8th. You can find more details on page 14. Alumni are offered a discounted day rate of £99 compared to the non-alumni fee which is £150.

Finally, I would like to thank you for keeping in touch with us via the Catalyst magazine. We are always looking for new opportunities to engage with our alumni and their organisations. If you have any ideas regarding how you would like to engage with the Management School and with fellow alumni, please let us know and we will be happy to help you develop those ideas. Also, remember to join our networks on Linked In and Facebook and keep up to date with the latest events on the alumni website.

Kind regards,

Lenny



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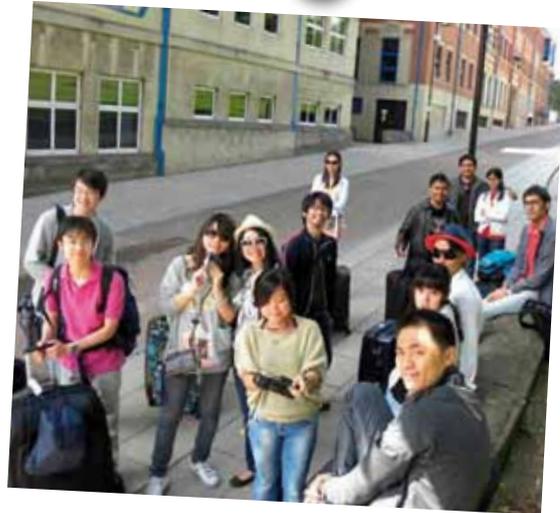
Expanding Our International Outlook

Chris Cox, General Manager

Over the last two years, in keeping with the evolving look of the business and management education sector, the Management School has further developed the international element of its degree structures. At undergraduate level, we now have a degree, our BSc in International Business Management, that guarantees students a full year of studying elsewhere in Europe, or indeed further afield, with a University partner as far away as Australia.

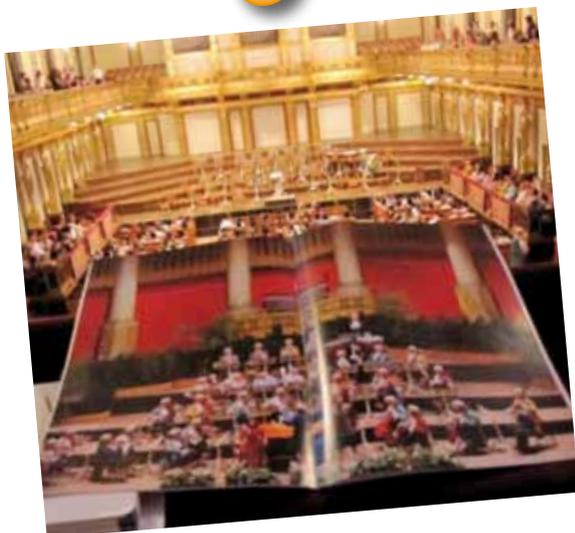
We also recognise the importance of ensuring that our Masters students gain insights from the perspective of academic institutions outside of the UK - part of our stated mission to ensure we are a truly International School. In pursuit of that aim, and to send students back into the world of employment with genuinely new, interesting and, in some instances, unique experiences to draw on, we have been expanding our partnership base. This means that in 2011, a total of about 70 MSc and MBA students will be carrying out extra-curricular study in Sweden at Linkoping University, in Finland at Aalto University School of Economics, Helsinki, and in Vienna, at the Wirtschafts University. Each course is intensive, combines nicely with a range of commercial or industrial fieldtrips, social and cultural activities and overall coverage of subjects of major importance at home and overseas, like Leadership, Sustainability and Globalisation.

The School has invested heavily in these schemes and will extend the number of these on offer in future. Credits for study overseas will be incorporated into postgraduate programmes. We are also implementing plans which will enable us to integrate overseas business placements into our PG programmes prior to the end of year dissertation.



The future for the internationalisation of our courses looks interesting. Our aim for the future is that a degree from the University of Sheffield Management School will provide a graduating student, with an international and cosmopolitan perspective.

If you want to know more about our future internationalisation plans, why not e-mail the School? You can contact the General Manager, Chris Cox, on c.j.cox@sheffield.ac.uk (Chris puts the study trips together for the School). For more on the ERASMUS programme and the Study Year Abroad, get in touch with Dermot Breslin, on d.breslin@sheffield.ac.uk (Dermot is the School's planner for both of these schemes).



Hong Kong Alumni Celebrate New Year

The University of Sheffield Alumni Office was delighted to celebrate the New Year and welcome the year of the Rabbit with our Hong Kong Alumni Group at an exclusive cocktail reception on Friday, 21 January 2011.

Over forty graduates met at Caffé HABITU in the G.O.D. store in Causeway Bay, Hong Kong to reconnect with fellow alumni and share experiences of Sheffield. The reception was attended by Mr Miles Stevenson, Director of Development at the University and Professor Lenny Koh, Dean of Alumni Relations from the Management School.

The reception was superbly organised by Ms Susanna Chiu (BA, 1982) convenor of the Hong Kong alumni group. We are also very grateful to Mr Douglas Young (BA, 1986) for providing us with such a fantastic venue in his G.O.D. store.



Royal Society Alumni Event

9th March 2011

Over recent months, Management School and Institute of Work Psychology staff have been working to update and improve the services offered to alumni and friends. We are keen to enhance the opportunities for alumni to engage with the university and have responded by offering social and business networking events, an online user group, lecture series and a newsletter. To mark the launch of the new alumni services, the IWP and the University of Sheffield Management School hosted an event for alumni on Wednesday, 9th March 2011 at the Royal Society, Carlton House Terrace, London.

The event provided a great opportunity for alumni and old friends of IWP, Management School alumni from the Human Resource Management discipline and current students and staff to meet and network. The event also showcased recent developments at IWP, which include the integration of the Institute into the Management School, the successful growth of ConsultIWP (commercial arm of Institute), and the new and exciting Alumni service.

A welcome address was given by Dr Carolyn Axtell, Senior Researcher and Alumni Officer at IWP. This was followed by a few words from distinguished alumna, Antonia Dietmann, Occupational Psychologist, Ministry of Defence and past Chair of DOP (Division of Occupational Psychology). Professor Keith Glaister, Dean of Sheffield Management School provided a closing address.

For more details on distinguished alumna Antonia Dietmann, please see the next page.

University of Sheffield Management School Alumni Reception at Ernst & Young

Tuesday 15 February 2011

Michael Lynch-Bell, a partner at Ernst & Young, and a University of Sheffield graduate (BA 1974) very kindly offered the Ernst & Young London headquarters as a venue for an alumni event. The event was attended by 50 alumni and included those currently working in the professional services, accounting and finance sectors and alumni who graduated in these or related subjects.

The aim of the event was to engage with alumni in this sector and to provide an opportunity for peer networking with other University of Sheffield alumni from similar organisations and sectors. The event was attended by Professor Lenny Koh, Dean of Alumni Affairs for the Management School and Vice-Chancellor Keith Burnett, who gave a speech on the variety of engagement possibilities available to alumni.



Strengthening Alumni Ties in Taiwan

As seen on page 13 The University of Sheffield has signed an agreement with a Taiwanese University, which will see both institutions engage in activities such as staff and student exchanges, collaborative research and summer schools.

To coincide with the signing of the Memorandum of Understanding (MOU) between the University of Sheffield and National Chung Hsing University in Taichung on 18th January 2011, the University held its first ever alumni drinks' reception in Taiwan, at the Hotel ONE in Taichung. With over 600 former students living in Taiwan, it was the ideal opportunity to host such an event. Professor Keith Burnett was joined by Professor Lenny Koh, Mr Miles Stevenson and representatives from NCHU, together with almost 60 alumni. It was a highly successful evening and has enabled the University to build and strengthen relationships with our alumni and to re-engage them in the life and work of the University.

The University of Sheffield has a long and established relationship with Taiwan, with the first students from the country graduating in 1969.

Alumni Engagement – Bringing mutual benefits to alumni and students

Our March 9th alumni event at The Royal Society provided Institute of Work Psychology (IWP) and Management School Alumni with an opportunity to get together and share their experiences. The School also used this opportunity to bring ten current students from our Masters programme in Human Resources Management down to London. This group were able to take advantage of a Human Resources workshop coordinated through Jonathan Bond, alumnus and current H R Director at London law firm Pinsent Masons before joining the evening reception at the Royal Society.



Distinguished alumna **Antonia Dietmann** knows the importance of getting that first professional position and takes an active interest in encouraging engagement between students and organisations.

A Senior Occupational Psychologist at the Ministry of Defence (MOD), Antonia completed her undergraduate degree in Psychology at Leeds University.

After a year's work, she then studied for a Masters in Occupational Psychology with the University of Sheffield which put her on the path to becoming a Chartered Occupational Psychologist in the summer of 2008. Last year, Antonia served as the Chair of the Division of Occupational Psychology, part of the British Psychological Society.

What initially sparked your interest in Occupational Psychology?

In the third year of my undergraduate degree, I took an optional module in Work Psychology. What really struck me about this subject area was its practical relevance and the breadth of impact it has. I felt that by getting more involved in this area I would be able to make a real difference to people's everyday quality of life. We all spend so much time at work, and part of the role of an Occupational Psychologist is to find what makes the workplace as engaging and productive as possible.

How did you start to develop your career after you had gained your MSc?

Quite soon after graduating, I was fortunate enough to be offered a year-long position as a Research Assistant at IWP. My first placement was in Bristol working with Rolls-Royce on a change project delivering both research and consultancy.

This role was a great starting point for me. As a consultant Occupational Psychologist, it is necessary to learn as much about the client company as possible and to really develop a deep understanding of the organisation. However, the level of immersion I had at Rolls Royce and the depth of understanding this provided me with was far greater than I had expected and far greater than is usual for a consultant Occupational Psychologist.

I was impressed by the strength of relationships that IWP develops with their clients. They are driven by a genuine desire to understand the organisations they work with, which really adds value to the work carried out by the department and to the student experience.

Has there been a defining moment in your career?

Whilst I was applying for my masters, I worked in a bar and had a terrible boss. He was what I now know is a workplace bully. At that stage, I wasn't familiar with the concept of workplace bullying but of course I now recognise this as a strong example of it. This memory has always stayed with me and I am conscious of the importance of strong line management. A supportive and motivating boss can dramatically change a person's work experience.

It was actually this incidence that provided the inspiration for my MSc thesis, which concerned workplace bullying in Higher Education. The research I did for my thesis led on to other research in the areas of equality and diversity, sexual harassment, and gender issues in the workplace. This has really enabled me to build up solid expertise in this area and I am now frequently contacted by colleagues seeking my views on related issues as they know I have this expertise to hand.

How have you kept in touch with the university and with fellow alumni?

After graduating, many people moved to London. For me it was returning home, but it did enable me to keep in touch with several people I was at university with. I have also made a point of keeping in touch with the university, have contributed careers talks for the MSc students and have kept in touch with members of staff at IWP. I am so grateful to have had such great opportunities in that first role at IWP that I am now very keen to return the favour and to provide other students and recent graduates with opportunities where I can.

How has keeping in touch with the university and with fellow alumni benefitted you?

Knowing there is a network of people out there, all working for greatly different organisations is reassuring. I know that I can tap into this network for support and advice. Due to the reputation of the IWP and the University of Sheffield, the world is quite small. Often I will meet someone professionally or at the BPS and we will have a connection in common.

I have also been very involved in enabling IWP students to come into the MOD to do their final year thesis projects. My year as Chair of the Division of Occupational Psychology was themed around encouraging engagement with recent graduates in Occupational Psychology as I recognise how important this is. Opportunities to apply the theory and knowledge learnt at university to real life situations are so valuable in the early stages of your career.

Also, as an employer, there are many benefits of having students come in to the organisation. Organisations that engage with students receive access to first-class research supported by top academics in the field which can then be used to evidence decision making. You know you can trust the source of this research because of the level of quality at the university. You also have access to the knowledge, opinions and experience of a great team of students and lecturers, which is always motivating and interesting. I would recommend all students to get involved in projects and volunteering in the field and would recommend engagement to all organisations.

More information about the Division of Occupational Psychology and the British Psychological Society can be found on their website www.bps.org.uk/dop

It is also possible to follow updates on Twitter: [@occpsychuk](https://twitter.com/occpsychuk)

Sales skills not the ultimate key to success in The Apprentice

Candidates employed in retail and sales roles are the most skilled in surviving the Apprentice boardroom, but when it comes to the ultimate prize, contestants who are already entrepreneurs are more likely to succeed, according to new research from the University of Sheffield.

Dr Chris Stride, a statistician at the University of Sheffield's Institute of Work Psychology, conducted the study, which examines the performances of teams and candidates over the past five series in terms of winning tasks, surviving the boardroom, and finally being hired as Sir Alan's apprentice.

The main findings of the research include:

- Candidates from professional occupations (lawyers, teachers, academics) consistently fail in the boardroom despite proving to be successful team leaders when given the chance
- Once in the boardroom, losing team leaders are more likely to pay the price for failure than their team members, with a survival rate of just 50%
- Being selected to go into the boardroom reduces a candidate's chances of ultimate success even if they subsequently survive to be one of the final five reaching the interview stage
- Teams containing candidates from a range of occupations are more likely to triumph in tasks

Contestants from sales and retail occupations, the most common background, who would naturally be expected to do well given the predominance of selling tasks, have a strong record of progression through the early rounds. 90% of these contestants survive their first boardroom appearance, and just under half survive twice or more. However, despite 40% reaching the final five contestants, they have yet to provide a series winner, possibly due to their skills being perceived as one-dimensional. They were also less effective as bosses, winning just 39% of tasks when chosen as team leaders.

Candidates who were entrepreneurs before entering The Apprentice have tended to perform very well or very badly, either exiting in the first couple of rounds or winning through until the last couple of tasks at worst; in fact two have ended up as series winners. This reflects both a tendency to take risks, having the confidence put themselves and their ideas forward in the early stages of the competition, and the ability to learn quickly from initial mistakes if they survive them.

Of the contestants from professional occupations (e.g. lawyers, academics and teachers), 78% have been fired on their first appearance in the boardroom, with the rest rejected on their next appearance. Yet, when given a chance as team leaders, professionals have a higher win percentage (80%) than any other occupational group.

When participants are unfortunate enough to be on the losing team, there is also evidence that being selected for the boardroom by the team leader has a negative effect on a candidate's long-term chances even if they survive the initial ordeal. For candidates who make it through to the final interview stages of the contest, the number of previous boardroom appearances is strongly negatively related to their final finishing position. This suggests that Sir Alan either takes into account or reflects the judgments of team leaders on who has performed well in losing teams or possibly, in the case of less objective team leaders, who is a more likeable team member.

The Apprentice is a mix of individual and team competition and unsurprisingly teams that are more diverse in their occupational make-up than the opposing team are significantly more likely to win tasks, therefore guaranteeing that their members dodge the dreaded boardroom. However no specific occupation appears critical to a team's success.

Dr Stride said: "Simply having a strong background in sales is unlikely to get you hired by Sir Alan. A range of skills and an entrepreneur's ability to build relationships and identify and exploit opportunities are more likely to win you the job of Apprentice."

Leading research from The Institute of Work Psychology reveals pitfalls of employees working remotely

Misunderstandings are more likely to occur when working remotely from colleagues, according to research by the University of Sheffield.

National press have picked up recent research from Dr Carolyn Axtell, a senior lecturer from the University's Institute of Work Psychology, who conducted a study into whether colleagues tended to misinterpret each other more in virtual settings, such as when working with one another over email.

The findings from Dr Axtell's research were gathered following a study in a dispersed IT systems development team, which was spread across the UK and India. The study, which was carried out over a few weeks, used interviews and questionnaires to ask people about the extent to which they had misunderstandings with remote partners and the factors that contributed to these. It was revealed that 79 per cent of respondents said they had misunderstandings with remote parts of the team.

Results showed that misunderstandings were lower when dispersed colleagues put effort into trying to understand

their remote colleague's point of view. However, this wasn't enough on its own. This greater effort to take in the point of view of a colleague was only effective if there was greater face to face contact between the remote parties, if both parties tried to understand each other and if there was greater information and clarity about what the remote party did (i.e. what their role was).

Dr Axtell's research follows on from previous studies which have suggested that individuals who are dispersed across different locations come from different contexts and are likely to have different knowledge, assumptions and expectations. To compound this, there are fewer social cues such as body language available via virtual communication to help people understand each other. Therefore, a colleague would be unable to see a puzzled look on someone's face for instance when they send an email and may not realise that they need to clarify a point, or explain it in a different way.

It is hoped Dr Axtell's research, which was featured at a recent Business Lunch in support of Sheffield Business Festival

2010, may encourage people working with colleagues remotely to try to understand each other's perspectives by learning more about what their remote colleagues do. Most importantly, where possible, particularly in situations where misunderstandings might occur, face to face interaction should be encouraged by employers.

Dr Carolyn Axtell, a senior lecturer from the University of Sheffield's Institute of Work Psychology and the Management School, said: "With more people having the opportunity to work remotely from colleagues, it is important that we learn to make this form of working as effective as possible. When working remotely we no longer have the informal social system, such as chats by the water cooler, to help us understand and learn about each other. Therefore, information about remote parties needs to be more explicit and clear and we need to put more effort into trying to understand each other."

http://consultiwp.iwp.dept.shef.ac.uk/training/business_sessions

A vote of confidence from our current students

Sheffield is second in the country for student experience

The University of Sheffield is number one in the country for its Students' Union, as well as joint first for its social life, library facilities and accommodation, according to the Times Higher Education Student Experience Survey.

Overall the University of Sheffield came second in the country in the annual national student experience survey, up from fourth place last year. Out of the 113 universities surveyed, Sheffield was also voted as the university most people would recommend to a friend.

More than 10,000 students were surveyed for the Times Higher Education Student Experience Survey, which aims to show which universities offer the best all-round student experience. Students across the country were asked to rate how their university performed against 21 different attributes which determine a positive and negative student experience.

Students taking part in the survey voted the University of Sheffield as having the best library facilities in the country, alongside the University of Oxford. The University's iconic Western Bank Library has just undergone a £3.4 million facelift. Along with the award-winning Information Commons, it forms part of the outstanding library facilities available to students at the University.

Sheffield's award-winning Students' Union remains at the top of the rankings. The Students' Union, which offers more than 200 sports clubs and societies, reopened in October last year following a £5 million refurbishment. Voted the Best Students' Union in Britain by the Virgin Alternative Guide, the Students' Union has constantly been reinventing itself and rebuilding since the construction of the Graves building in 1936. The refurbished building now features an activity and sport zone for students to exhibit and perform their work.

According to undergraduates, Sheffield offers the best social life (rated top with Leeds and Loughborough) and is at the top of the rankings for its extracurricular activities and societies. The University also came joint first for its student accommodation. The University's student accommodation is now considered to be one of the best in the UK with its Ranmoor and Endcliffe Villages providing accommodation and a vibrant student community for over 4,700 students.



Students' Union President, Joshua Forstenzer said: "We work very hard at improving the student experience year on year and I am thrilled that the creativity and dedication of staff and students is recognised and celebrated by our students. More fundamentally, I believe it is our shared faith in every day student leadership and community building which truly sets Sheffield apart from the rest."

Professor Keith Burnett, Vice-Chancellor of the University of Sheffield, said: "The choice to go to a particular University is so much more than an investment decision about a future career. It is a life-changing opportunity to broaden your horizons and develop socially as well as academically.

Our top class student facilities are home to a vibrant community and a student experience which is enriching to the whole person. We believe university life in Sheffield will inspire students for the rest of their lives. We are absolutely delighted that our students agree.

Exploiting Business Potential



The University of Sheffield Management School is committed to building wider business and organisational engagement on a regional, national and international scale.

The latest initiative in the business engagement area, Business Advantage, has brought together the University of Sheffield Management School and the Sheffield Business School at Sheffield Hallam University. Business Advantage comprises the development and delivery of a range of programmes designed to boost business growth and human resource development on a regional, national and, eventually, international scale.

The most valuable aspect of each programme is that it is tailor-made and delivered exclusively for the organisation in question. The ultimate goal of each programme is to enable organisations and individuals within organisations to identify key needs, from structure to knowledge and resources and to gain the necessary skills to implement change and drive development.

For more information about the Business Advantage programme and the programmes currently running, please visit www.business-advantage.org or email execed@sheffield.ac.uk

Tips from the Top



An Expert's View From Our Expert Management Lecture Series



Julia Gash is a serial entrepreneur with 21 years' experience as a business owner. Her latest venture, Bag It Don't Bin It, is an eco-friendly, ethical company which produces reusable cloth bags. Julia started the company a little over two years ago and now makes a turnover of £800,000 per year. Named Sheffield Entrepreneur of the year 2010, and a member of the Management School Advisory Board, Julia regularly shares her expertise with Management School students and has made the most of her connections with the Management School to explore several business ventures. Here Julia shares with us some of the keys to her success and tells us how working with students at the University of Sheffield has enabled her to develop and realise some great ideas and ventures.

Trust your instincts

I came up with the idea for Bag It Don't Bin It whilst I was running my lingerie business. I had been running the business for six years and things just weren't feeling right. The business was struggling financially, the market was changing and people were copying my products. I decided I needed to try something else and started thinking about what that could be. I was confident that when the right idea came to me, I would know.

I have always been very politically motivated and believe that the green agenda is the most important issue of our generation. To me, the green industry was not just an emerging trend, it also represented an emerging

financial opportunity. I had my own print machinery from my previous fashion business, Gash, and I noticed that more and more people were getting more excited about the bags that the lingerie came in. Once I combined these two factors, I knew I had found what I had been looking for.

Choose your team carefully

I almost stumbled straight away in setting up Bag It Don't Bin It. I shared the idea I had for the business with someone I trusted and we went into a fifty-fifty partnership. However, I soon noticed that I was giving 100%, and he was giving much less than 50%. I knew this situation had to change so I took the necessary action to reclaim the business. Later on, I had difficulty finding the right people for my sales team. In business, you can't afford to have weak links in the chain. If a person doesn't work out, you have to face up to that and take action.



Give 100%

I was brought up in a very hard-working family and often helped out in my father's printing business. I know from my background and also from my own experience that you have to give 100% and be determined to make something work. There will always be people who are better than you but you should strive to be the best you can be.

Don't give up!

I am a bit like a terrier with regards to my business. I am very protective of it and strongly believe in it. It is this that has got me through the most difficult times so far and has convinced other people to believe in and support my business too. When we got our first order, I was juggling running my other business alongside printing the bags and as the business took off I was working night and day to take the business through the critical stage.

Play to your strengths

Due to my previous business ventures and experience, I have a great amount of skill in, and knowledge of, printing and retail; playing to my strengths in these areas helps me to succeed in what I do. Also, when I established Bag It Don't Bin It, I had to play to the strengths of the business. I recognised that the strength of the business lay in the high end print methods and high quality production. Another obvious strength of the business is that is green and ethical. Green business is the way forward both financially and ethically. Companies and organisations are moving towards more ethical and eco agendas and the role that Bag It Don't Bin It plays in this serves to make the business more visible.

Seek support

Whenever I am faced with a problem, I share it with someone I trust. This has been vital in the development and survival of Bag It Don't Bin It. When the business was facing cash flow problems, I shared the problem with a trusted friend at a networking event and they suggested that I get in touch with Yorkshire Business Angels, a network of experienced local venture capitalists. Sharing my problem with the Yorkshire Business Angels network resulted in an "angel"



investing £30,000 in the business. Not only did the money save the business, the business also benefited from the experience and knowledge of the "angel".

Be flexible and open to new ideas



One of the many things I have learnt from being an entrepreneur is knowing when to move on. It is important to learn from your experience but to not hold on to the past. I knew when I stopped enjoying myself in my lingerie business that it was time to move on and start looking for a new opportunity.

Also, great ideas can come from unexpected sources. Being open to these ideas and acting on them has led to some fun and successful developments, such as the "I love...." bags (pictured). A Japanese student asked if we produced bags with "I love Sheffield" on them. At the time we didn't but I thought, "why not?", and produced 100 initially to be sold at a trade fair. The bags took off from there and we now stock the "I love...." bags in over 90 retailers country wide.

Working with the University of Sheffield

Most eco products are aimed at adults rather than children and I was always keen to create a product for children. However, due to the demands of running the business, I didn't have the time to develop this idea. It wasn't until an MBA student came to Bag It Don't Bin It to carry out a student project that I had the opportunity to get this idea off the ground. With the input from the MBA student, we designed and produced a bag for children which comes with fabric crayons so they can colour the design themselves.

Another idea that came out of working with students was to expand the business to Poland. When the students suggested this idea to me, I told them to go and research it and come back to me if they were serious. It turned out that they were very serious and did some great research. Setting up a branch of the business in Poland makes sense as it has good distribution links and low overhead costs compared to other European countries. The students who came up with the idea set this up as their own business in Poland about 18 months ago with my support and advice. Their business continues to grow!

To view the Bag It Don't Bin It website, please go to www.bagitdontbinit.com

Julia's Expert Management Lecture can be listened to online at www.shef.ac.uk/management/eml

Awards



Professor Keith Glaister is elected to ABS Executive

Professor Keith Glaister was elected to the Executive Committee at the annual conference of the Association of Business Schools which met in October 2010. The Executive Committee meets six times each year, is made up of senior staff, predominantly Deans and Directors and has responsibility for governance of the Association.

Professor Glaister commented on his appointment. 'I am delighted to have joined the Executive. The voting members are Deans of Business and Management Schools and it is gratifying to have their support and confidence. This role will help to build the profile of the Management School and more importantly, will allow the School to contribute to the advocacy and lobbying role that ABS views as increasingly important in the challenging times ahead'.

Awards:

Dr Kamal Birdi, Senior Lecturer in Occupational Psychology and Director of the MSc in Occupational Psychology at the Institute of Work Psychology, University of Sheffield has won the inaugural Academic Contribution to Practice Award, given by the Division of Occupational Psychology (DOP), part of the British Psychological Society. The prestigious new award has been established to recognise and reward significant influence by an academic researcher on the practice of occupational psychology.



Prof. Bradley Barnes, Professor of International Management and Marketing, was awarded Most Outstanding Paper award at the Emerald Literati Network 2010. The paper was entitled "Assessing relationship quality in B2B markets" and was published in the Journal of Marketing Intelligence and Planning vol, 27 no.1 2009

Guest lectures:

Dr Sylvie Laforet was invited to give a Guest Lecture on 'Branding in China' to Masters students specialising in China's business, culture and economy, at London School of Economics on 26th January 2011. This is part of a Public Lecture Series given by experts and distinguished speakers at LSE.

Books and journals

In connection with her recent work on China, **Dr Sylvie Laforet** has edited a special issue on Internationalisation of *Chinese Firms* in the Journal of World Business, which is now online on the journal website. She has also authored a book on 'Managing Brands: A Contemporary Perspective', published by McGraw-Hill. The link to this book can be found at www.mcgraw-hill.co.uk/textbooks/laforet

Research projects

Prof. Jane Binner, Chair in Corporate Finance



The EPSRC funded research, "VoiceYourView: Making Public Places Safer" has had very high impact. The work was chosen by David Willets, MP, as the demonstration model for the "Science in the New Parliament" event held at the House of Commons in October 2010. This Parliamentary Links Day event is the largest scientific event held annually in the Houses of Parliament and brings

together all of the UK's scientific societies to discuss ways in which science and engineering can contribute to society by helping to solve challenges on crucial issues.

EPSRC have also put forward funds for a networking event to contribute to the debate on the "Big Society" for which Jane is leading the financial implications consortia. The event is due to be held on 24th/25th October 2011.

Current research programmes are supported by Experian and the Northern Ireland Policing Board including research into the following areas:

- Allocating resources more cost effectively in crime reduction and safety. This is part of a multidisciplinary project spanning 5 universities (EPSRC, VoiceYourView £1m);
- The cost effectiveness of smart evacuations using game theory models. This is also a multidisciplinary project spanning 5 universities (ESRC Dfuse, £800,000);
- Measuring and managing liquidity in collaboration with Lund University in Sweden (Swedish VR, £90,000);
- The impact of liquidity in the business cycle, (Jan Wallander Foundation £125,000);
- Portfolio choice and intertemporal consumption, (Leverhulme Trust, £23,960).

COMPOSITE: A new European Union Project on Change in Police Forces starts at IWP

COMparative Police Studies In The EU (COMPOSITE)" is a major new European Union (EU) Framework 7 research programme (funded for 6.6 million euro from 2010 to 2014). Based on a study of police forces across Europe, COMPOSITE aims to improve the planning and execution of change initiatives in the police, show how these activities can be better aligned with the cultural and societal context per country and explain how negative process effects can be mitigated. A further aim is to improve both individual police organisation per country and joint European capabilities. The consortium consists of 15 research partners and 25 police forces in 10 European Union countries. The programme itself is made up of 11 separate Work Packages.

Dr Kamal Birdi (Institute of Work Psychology, Management School, University of Sheffield) is leading Work Package 3 "Knowledge sharing capabilities and best practices in police organisations" (funded for £333,000 over four years). The research objectives are to:

1. Develop a framework for understanding knowledge sharing practices between police organisations across Europe.
2. Assess individual and organisational barriers and enablers to knowledge sharing.
3. Develop a diagnostic tool to assess the Knowledge Sharing Capabilities of an organisation.

The IWP project is intended to enhance both the understanding and practice of organisational learning in police forces.

ESRC Seminar Series Grant Awarded on New Imperatives of Higher Education Institutions

Dr Tim Vorley, Lecture in Entrepreneurship in the Management School, and member of the Centre for Regional Economic and Enterprise Development (CREED) has recently received ESRC funding to host five seminars looking at the changing higher education landscape. The seminar series led by Dr Vorley will be hosted in collaboration with the colleagues at the University of Bristol and University of Leicester.

The seminar series is a timely engagement with debates concerned with the socio-economic role played by universities both in the UK and abroad. With leading academics, policymakers and practitioners speaking at the seminars, they aim to make a timely contribution to this highly topical debate and serve as a forum for sharing good practice.

The five seminars, to be hosted between February 2011 and August 2012, will serve as the basis for extending research on higher education. With a combined academic-practitioner focus it is also hoped that the seminars will inform academic and policy research associated with the new institutional imperatives of Higher Education Institutions.

A Winning Combination



University of Sheffield Management School MBA Alumnus and Sheffield Steelers Ice Hockey player Steve Munn tells us how important team work is to him.

Steve Munn was born and raised in a small town called Maymont in rural Saskatchewan, Canada. Steve's career has seen him play for the minor leagues in North America and the Chicago Blackhawks affiliate in Norfolk before being recruited for the Sheffield Steelers. Thanks to the relationship between the club and the University of Sheffield Management School, Steve became the first Steeler to commit to the MBA programme. He completed his MBA dissertation in September of 2009 whilst playing for a new team in Hachinohe, Japan of the Asian Ice Hockey League and graduated in January of 2010. He and his family loved Japan but decided to come back to round off Steve's hockey career in the place he says they've been the happiest, Sheffield.

What's a typical day for you during hockey season?

The Steelers usually train in the mornings so it's straight from dropping the kids off at school to the arena for practice. We're all there an hour prior to hitting the ice to give us all time to loosen up, tape our sticks, make sure our skates are sharp and our kit is as we need it. We'll get on the ice and practice for about an hour. After practice, it's the usual team banter mixed in with some stretching, ice packs for the bumps and the odd protein shake. Depending on the day, we might go to the gym and work out. Sometimes we'll visit a school to talk to young children about the importance of nutrition and education or sometimes just to sit down and help them to read. In the evenings we quite often will have supporters' club events to go to. Then it's off to bed to get some rest and do it all again the next day.

As a hockey player, what would you say the key factors are to a winning performance both as an individual and as a team?

The key factors for a winning performance for an individual and as a team are quite similar, I believe, whether you are talking about hockey, sport in general or business. Starting with the key factors for an individual...

Preparation: If you aren't prepared to compete at the professional level, at a physical or mental level, you will fail. The physical preparation includes looking after your body through diet, exercise and rest. Those times you might not have it physically due to injury or fatigue then it is even more imperative to be prepared mentally. That involves knowing your role within the team and doing your job. It involves knowing your opponent, what tendencies to expect from them and how best to deal with them.

Details: If you look after the small things, the big things look after themselves. I believe that if you constantly practice good habits and perfect execution that when it comes time to perform in a game, perfect execution comes not from effort but from habit. It is that focus and attention to detail that makes me a better player and by extension, those around me become better as well.

Enjoy it: At first, you might think that because I play a game for a living, how could I not enjoy it, right? Well when you play 4 games in 5 nights, you're covered in bruises, ice packs and have to try to sleep on a coach back from Dundee because you've got another game the next day, it doesn't always seem like fun. I've had 5 major orthopaedic surgeries, 3 concussions and more stitches and broken noses than I can keep track of. But as much as those times might be hard, I've learned to revel in the adversity. If you can't learn to love the struggle, then the struggle will rip you up. I learned that by not accepting excuses from myself during the hard times, I could take great satisfaction from competing my way out of them. So win or lose, hurting or healthy, I get the most of the day by getting the most out of myself.

The key factors for a successful team are:

The Combination: The team with the best players wins, right? Wrong. It is much more important to have the right people filling the right roles than it is to have the most talent. I've been fortunate enough to win 5 championships in the years since graduating from RPI in 2002 and not one of those teams were considered favourites by the 'experts' in the early going. The reason we won is because we had the right characters. We had guys who were willing to sacrifice ice time, points, and sometimes their own bodies by taking a big hit to make a play. All of these sacrifices were for team success and without the right mix, championships don't happen.

The Common Goal: The championship teams I've played on talked about winning the cup throughout the journey. It was a constant dialogue and not an intermittent reminder. When you can combine your long term common goal of winning the cup with the day to day preparation the individual players go through, it adds purpose beyond the moments of each practice, meeting and game. It gives a unifying purpose to all those individuals that make up the team.

Unless you've got the right guys and unify them behind that common goal, all you've got is a group of guys playing a game. Get the mix right and unite them and you're playing for championships.

Describe one of the most memorable matches you have played for the Steelers:

One of the most memorable games was the playoff final in 2008. I had grown really close to my teammates and I think we surprised a lot of people that night when we beat the league champs, Coventry 2-0. It is always great to win a championship but it means so much more when you win it with people you're close to. I've made some great friends playing here in Sheffield and that night will be one I'll recall with friends on the team for many years to come. All of the winning teams I've played on I've made friends I'll keep my whole life.

Tell us a bit more about the Sheffield Steelers and how they are doing this season....

Our club was recently bought by Paul Ragan, a very successful businessman with a history of acquiring and turning around the fortunes of underperforming companies. With over 30 acquisitions to date by Mr. Ragan, the future for the club has never looked brighter. In addition, the on-ice product has been the best this season than it has been in years. We've recently taken over first place in the league and with only 13 games to go have opened up a 3 point cushion at the top of the standings. We're hoping to continue to play well and bring another league title home to the City of Sheffield. We're also semi-finalists in the Challenge Cup and are also hoping to add some more silverware at the Playoff Finals in Nottingham the first weekend of April. We've got a great locker room and I believe we've got a great chance to once again do Sheffield proud.



Keep up to date with the latest news and fixture dates from the Sheffield Steelers at www.sheffieldsteelers.co.uk

Creating A Greener Environment



Profile

Academic experience:

B.Arch at Sarvajanik College of Engineering and Technology, Surat, India, 1998-2003

MBA in Ecobusiness, The University of Sheffield, UK, 2004-2005

Current location:

Ahmedabad, Gujarat, India

Occupation:

I am Principal Architect in my design firm, AW Design and have International projects on my portfolio. I also consult for high end developers constructing eco friendly buildings and seeking energy efficiency certification. Occasionally I also give lectures and seminars on renewable energy at various institutes.

Career highlight to date:

I would say that I have been very lucky to have finished a large project in Russia in my first year of independent operation.

Arpan Johari is an architect in Ahmedabad, India, committed to developing eco-friendly architecture. Whilst working and studying in the UK, Arpan called Sheffield his home for three and a half years.

Where are you from originally and where have you lived?

My career and studies have taken me between the UK and India. During this time I have done internships and worked at companies such as AMBS and EPR Architects, in London, Building Design Partnership in Sheffield and Burt Hill Architects, in Ahmedabad. In September 2009 I set up my own Architectural practice in Ahmedabad, called AW Design.

What did you study as your first degree and what encouraged you to come to Sheffield to do your MBA?

As an architect, I have always been interested in the idea of having a smaller carbon footprint and was looking for an academic programme along those lines. I discovered that the University of Sheffield had a unique MBA programme in sustainability which allowed me to study the MBA modules in the Management School and take electives in the school of Architecture.

How has your MBA helped you professionally?

The University of Sheffield is highly respected in both academic and professional circles. Aside from being associated with a prestigious name for life, the education I received added value to my profile. The exposure I gained to various elements of Eco Business helped shape the way I now handle projects. That one year of academic study, while exhausting, was worth every moment.

How you have applied what you learnt during your studies to your work since graduating?

I got an opportunity to do my dissertation with Rolls Royce, which was published in conference proceedings in SCMISS 2006, Taiwan.

My proposal was "The integration of renewable energy at Rolls Royce, Derby site". Based on my expertise in architecture and Eco Business, I was able to draw their attention to some simple and effective energy demand side issues in their buildings and presented them with a solution resulting in financial and environmental gains. I also suggested supply side alternatives and introduced innovative technologies like thermal mass for space conditioning.

I have always tried to apply my academic theories to my professional life and I believe learning is a constant process. I think if I could combine all my work and experience to bringing green concepts into absolute practice that would be a great achievement.



Senior alumnus, Dr S N Ebrahimi, returns to Management School to share his expertise

The Management School and Development and Alumni Relations Office were delighted to welcome distinguished alumnus, Dr S N Ebrahimi back to the University. Dr Ebrahimi, an expert in international law, shared his expertise on 'How to establish the balancing power between risks and rewards in industry contracts' with a fascinated audience of staff and students at the University's ICSS building.

Dr Ebrahimi, Associate Professor of International Law and Member of the Board of PEDEC/NIOC is an outstanding negotiator in international oil and gas contracts and is a member of many respected professional

institutions including the Chartered Institute of Arbitrators UK, Bureau of International and Legal Services, the Hague-Tehran; British Institution on International Law UK and the International Bar Association UK.

He specialises in private international law, general jurisprudence of law, international commercial arbitration and international trade law.

Dr Ebrahimi was also welcomed to the University by his son, a current PhD student here at the University of Sheffield and also an alumnus.



Sheffield strengthens ties with Taiwan



The University of Sheffield has signed an agreement with a Taiwanese University, which will see both institutions engage in activities such as staff and student exchanges, collaborative research and summer schools.

The Memorandum of Understanding (MOU) between

the University of Sheffield and National Chung Hsing University in Taichung was signed on 18 January 2010 by Professor Keith Burnett, Vice-Chancellor of the University of Sheffield and Dr Jei-Fu Shaw, President of National Chung Hsing University. The Vice-Chancellor was accompanied by Professor Lenny Koh, Director of the Logistics and Supply Chain Management (LSCM) Research Centre at the University, and Miles Stevenson, Director of Development at the University.

The agreement will strengthen the University's ties with Taiwan, and open up the potential for closer research collaboration in the areas of biotechnology, bioengineering, nanotechnology, medical devices, energy and low carbon. Professor Lenny Koh - an expert in green technologies - visited the country in 2009 to advise businesses in Taiwan about 'green exporting' to Europe.

Professor Keith Burnett said: "The University of Sheffield is very pleased to announce this five-year agreement with National Chung Hsing University. We are looking forward to developing closer academic relations in a range of areas and seeing our staff and students working and studying together."



Putting Business Engagement at the heart of the agenda

Engagement with the wider business community is a key part of the Management School's mandate. One of the ways in which we engage is by providing students who can make a significant contribution to businesses and organisations through consultancy and research projects generated as part of their academic courses.

Every year our students go out into the national business community to cooperate with companies on live projects. This year our students are engaged in projects for a variety of firms including larger international companies such as Sheffield ForgeMasters, Deloitte, and the Advanced Manufacturing Research Centre (part of the Boeing supply chain), local public sector organisations, Yorkshire Associations for Business Angels and Creative Sheffield and also smaller private sector businesses including CO2Sense Ltd, Quba, and Bag It Don't Bin it. Student projects are available to postgraduate students on MBA and MSc courses and are an important component of our programmes as they provide practical experience which significantly enriches the learning experience. The University and the School are committed to the development of long term partnerships with industry and believe that our expertise can deliver valuable benefits to the companies that engage.

Case study

Safety Attitudes and its relationship with Safety Performance at Solaglas Windowcare

Students from IWP recently got involved in a project with Solaglas Windowcare, part of the Saint-Gobain group. The project sought to provide valid data to assist the organisation in facilitating a change in employee behaviour so that front-line staff would take more personal ownership of their Health and Safety on site. The project provided the organisation with a valid insight not only into what front-line employees thought of their management values towards safety and how effective the safety communication and training was, but also an understanding of where improvements within health and safety could be targeted.

Patrick Kent, HR Director, Solaglas Windowcare

"The project has helped us to understand the critical factors that can influence a safe culture which in turn helped us to focus our efforts in the areas that really make difference to the safety of our people. A real benefit is having rigorous academic research that supports the reasons behind launching a cultural change programme."

To find out more about how your organisation could benefit from postgraduate student research or consultancy, please get in touch with **Uday Nair** on Uday.Nair@sheffield.ac.uk

ConsultIWP Free Business Series 2008-2010 and What's New For 2011

Over the past three years, ConsultIWP has regularly hosted free breakfast and evening business sessions, designed to help local businesses survive the economic downturn by providing them with valuable industry-leading insight and best practices.

The sessions, which were open to companies and organisations in all sectors and of all sizes, covered topical HR issues relevant in today's challenging market conditions. Each session featured top-class speakers and associates from the world-renowned Institute of Work Psychology, who were at the cutting edge of developments in organisational and work psychology.

The business sessions provided an excellent forum for stimulating discussion and sharing ideas and views as business leaders from across Yorkshire came together to share their own experiences.

Attendees walked away with a better understanding of 'hot' HR issues, and practical tools and ideas that they could use within their company. Excellent food and a chance to network and promote their

own business with other local companies in a relaxed and informal environment helped make these sessions some of the most talked-about networking events in Yorkshire.

Two business events are currently being planned for 2011. Visit www.consultiwip.com for updates.

What's New?

Following the success of the Business Series, ConsultIWP is now planning to launch a Work Strategy Exchange Club which will create a forum for interaction, debate and the sharing of best practice in the region. Over the next two years, ConsultIWP will engage and consult with senior strategists to gather their thoughts and recommendations for the design of the Club, and how we can effectively use this space to address the knowledge, skills and ability needed in the region in 15 years. More details to follow in the coming weeks.

Events

IWP Conference 2012 Dates Announced

The 3rd Biennial Institute of Work Psychology International Conference on Work, Well-being & Performance will take place on June 26th- June 28th 2012 at The Mercure St Paul's Hotel, Sheffield, UK

Leading Innovation and Change: A one-day specialist executive workshop – Friday 8 April 10.00 – 4.00

A great opportunity to update and refresh your business skills.

Designed for busy executives, this programme will help you identify new opportunities, innovate and successfully introduce change within your own or a client organisation.

Themes to be covered in the workshop:

- Dragon Rising and Emerging Market
- Economics of Sustainability and Greening of the Supply Chain
- Leadership

It is also designed to help to crystallise and reflect on the implications of the workshop for your organisation or one of your client organisations. The objective is that by following the workshop activities, you will identify areas of improvement and change in an organisation of your choice, and identify some of the intervention options that may help to realise the change. In all sessions, we will consider (i) what changes may be required by an organisation, (ii) the leadership challenges in undertaking the changes.

Practical approach and benefits to you and to your organisation

You will be working in small teams, analysing a given organisation. As a member of your team, you will be expected to:

- Apply the principles, ideas, concepts and methods from the workshop, in order to develop robust and justifiable intervention actions;
- Critique your own and other members' use of the principles; Identify practical changes that you can take back to your organisation or a given client

Priced at just £99 for alumni, you can sign up for the workshop at www.sheffield.ac.uk/alumni

Management School Expert lectures

17th March, 5-7pm

Gary Jennison, Chief Executive, Moneyway on Turnaround in the Banking Sector
Halifax Hall, Sharman Room

7th April, 5-7pm

Paula Widdowson, Director of Corporate Social Responsibility, Northern Foods on Ethics in Business
Halifax Hall, Middleton Room

5th May (to be confirmed)

Gareth Davis, Chairman of William Hill and Wolesley plc

The Sheffield Management Lecture

The Sheffield Management Lecture 2011 will be hosted by the Sheffield Business School, Sheffield Hallam University. The speaker this year will be John Browne, Baron Browne of Madingley. The lecture will take place on Monday 9th May from 18.30 to 20.00 at Sheffield Hallam University

Executive MBA open evenings will be held throughout the spring on the following dates:

Wednesday, 13th April 6:30-8pm

ICOSS, 219 Portobello, Sheffield, S1 4DP

Thursday, 19th May 6:30-8pm

ICOSS, 219 Portobello, Sheffield, S1 4DP

Further open evenings will take place in the autumn, please check the Management School website for details.

Alumni are entitled to a bursary worth 10% of the price of an Executive MBA. This currently equates to over £1700.

New additions to the Management School staff

The Management School is pleased to welcome the following new staff members:

Yvonne Beach - Director of Resources and Operations with effect from 3 May

Minh Nguyen - Lecturer in Finance, start date 1 March

Jeremy Cheah - Lecturer in Finance, start date 1 February

Abinhav Goyal - Lecturer in Finance, start date 1 March

Amr Abdelal - Lecturer in Accounting and Financial Management start date 1 April

Emmanuel Gomes - Lecturer in Strategic Management, start date 1 February

Niraj Kumar - Lecturer in Logistics and Supply Chain Management, start date 1 February

Ute Stephen - Lecturer in Leadership, start date 1 March

Ranis Change - Lecturer in Marketing, start date 1 March

The Management School is pleased to be introducing the following qualifications as from September 2011:

Undergraduate

- BSc International Business Management

Postgraduate

- MSc Logistics & Supply Chain Management
- MSc Accounting and Financial Management
- MSc Leadership & Management
- MSc Marketing Practice
- MPA Master of Public Administration

Benefits

As an alumnus of Sheffield, you can take advantage of a range of offers. These include library access, University sports facility offers, Students' Union lifetime membership and a range of hotel and cottage discounts.

For some of the benefits you may need to show your Alumni Membership Card. If you do not have a membership card, please contact the Alumni Relations team and we will be happy to send one to you. For further details and to keep up to date with the latest range of services and benefits available please visit www.sheffield.ac.uk/alumni/services

Remember – we can only keep you informed of what's on offer if you stay in touch! You can update your details online at www.sheffield.ac.uk/alumni/keepintouch or email: alumni@sheffield.ac.uk or you can give us a call on **0114 222 1043**.

If you are feeling nostalgic you might be tempted by some of the products available at our University of Sheffield, online store. Find the online store at: <https://onlineshop.shef.ac.uk>

Conference facilities:

Why not bring your colleagues and clients to where your career took off and take advantage of the flexibility of the conference locations available at the University of Sheffield? From modern, adaptable spaces such as those offered by University House and The Edge to the prestige of Firth Court, via the classic mix of 19th century elegance and contemporary luxury unique to Halifax Hall, the range of venues on offer at the University of Sheffield ensures that your requirements will be met, whatever the occasion.

The award winning catering team and dedicated event organisers at conferencewithUS will ensure that your every need is met and can arrange business events of any size ranging from smaller training and away days right through to large receptions and product launches. Everything is geared towards making things simpler for you; from all-inclusive day packages which ensure efficient conference planning, to accommodation for delegates, available during the summer months.

Our conference rooms all include free internet access and feature the added benefit of being in such a central UK location, easily accessible by road, rail, coach or plane. For more information about the facilities and services on offer, please contact the conferencewithUS team. They would be happy to hear from you and create a package to suit the needs of your conference or event.

For more information on the conference facilities available, visit the conferencewithUS website <http://withus.com/conferencewithus/>

Email: conferences@sheffield.ac.uk

Telephone : 0114 222 8822

conferencewithUS

The Edge

The Endcliffe Village

34 Endcliffe Crescent

Sheffield

S10 3ED





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Of
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Keep in touch

Please stay in touch. We love to hear about where you are and what you are doing now as well as stories about your time here in Sheffield.

For more information about alumni events and engagement opportunities, please contact:

Professor Lenny Koh, Dean of Alumni Affairs at s.c.l.koh@sheffield.ac.uk

If you have an idea for an article or would like to tell us about an alumni event you have arranged, please contact:

Sue Whittaker, Marketing Manager at the University of Sheffield Management School at sue.whittaker@sheffield.ac.uk

Find out more about the Management School Alumni Programme at:

www.sheffield.ac.uk/management/alumni

Also, why not join our networks on Facebook:

www.shef.ac.uk/management/facebook

or LinkedIn:

www.shef.ac.uk/management/linkedin

As one of our Alumni, you can apply to join our exclusive network at:

www.shef.ac.uk/management/alumni/get_invite.html

Sorry, verified Alumni only!