

PROFILE

Southampton Business School
explores the popularity of
mobile apps in business

SPOTLIGHT ON:
The Apprenticeship Levy

OPINION:
Informing the future
of business

ALUMNUS PROFILE:
Catching up with
Jason Marceau

WELCOME TO PROFILE



I am honoured to present the second edition of Profile magazine, highlighting many of the ways we at Southampton Business School are working with our partners and stakeholders and looking ahead to the future.

Our staff have been recognised nationally and internationally for their achievements, in just one example, Professor Ven Tauringana has been appointed President of the African Accounting and Finance Association. Others have been nominated for outstanding teaching by the University of Southampton Students' Union and others are on the shortlist for Vice Chancellor's Awards.

Southampton Business School's Executive Learning Partnership (ELP) goes from strength to strength and has attracted many of the region's leading companies and organisations. A recent talk on outstanding team leadership by polar explorer, round the world yacht skipper and former Royal Navy officer Manley Hopkinson attracted more than 100 delegates, enthralled by examples drawn from his own life and career. We will soon launch a new season of inspirational business talks, currently being drawn up by our Director of Enterprise, Paul Bennett. He would be delighted to hear from anyone interested in joining us as a Partner.

In this edition, we look at how employers can use the Apprenticeship Levy to fund advanced executive education for their staff through the University of Southampton MBA. In the last few weeks, it has gained re-accreditation by the Association of MBAs (AMBA).

Autumn always brings fresh faces to the University of Southampton. We welcome new academic staff and hundreds of new undergraduate, postgraduate and PhD research students to Southampton Business School. In late November we will also be hosting the Association to Advance Collegiate Schools of Business (AACSB) as part of our drive to secure further worldwide recognition for the work we do.

Professor Martin Broad
Head of Southampton Business School


TALK TO US

Have you worked with Southampton Business School?

Share your experience with us and you could feature in a future edition of Profile.

 **Contact:**
enterprise@southampton.ac.uk

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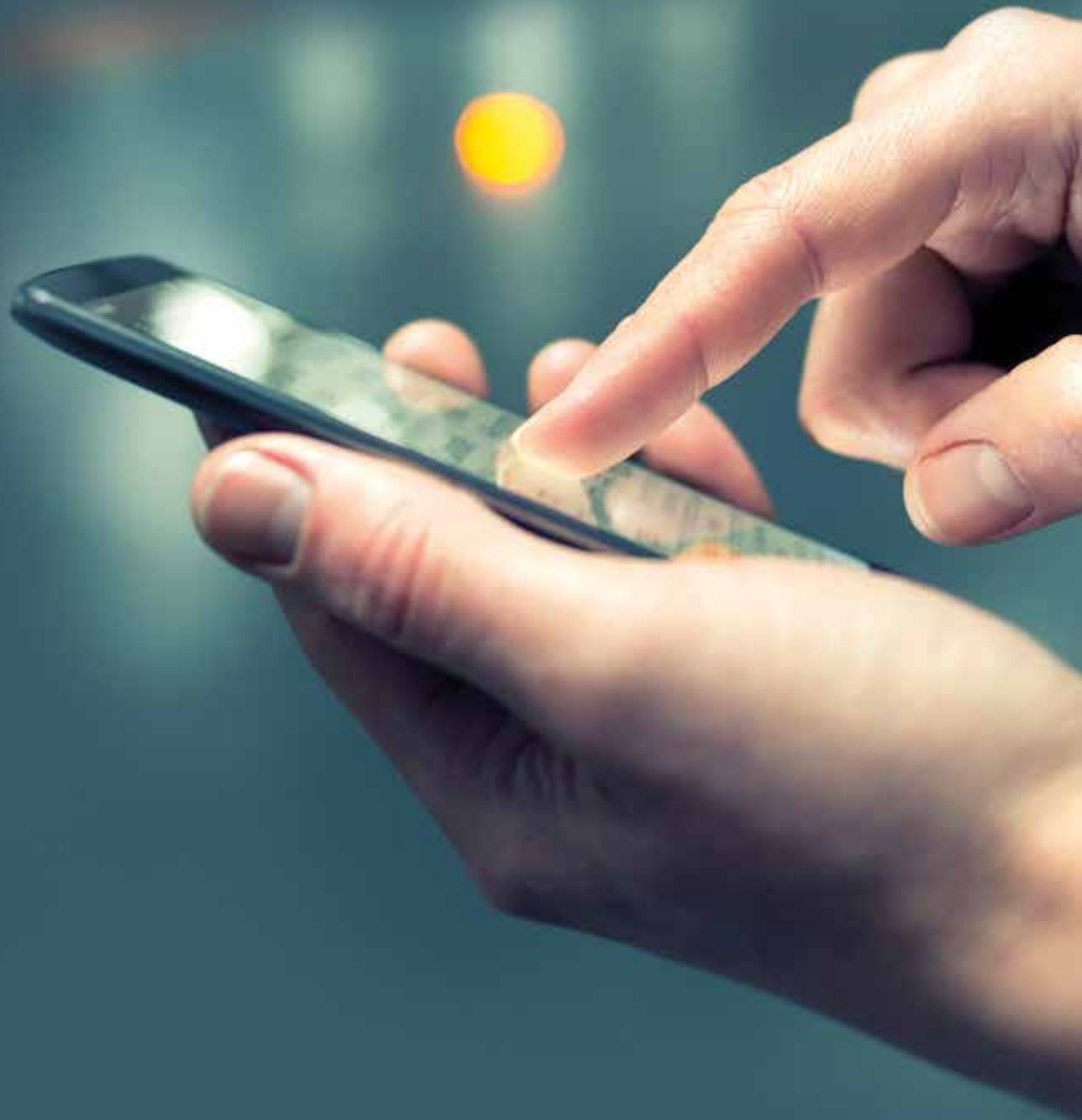
USA-based Jason explains why he chose to study at Southampton.



INCREASING PERFORMANCE IN A MOBILE WORLD

In recent years, mobile apps have revolutionised our personal lives, from online shopping to booking hotels and tracking our fitness regimes. Since 2007, more than 1.5 million apps have been released through Apple's iTunes store, with over 75 billion downloads.

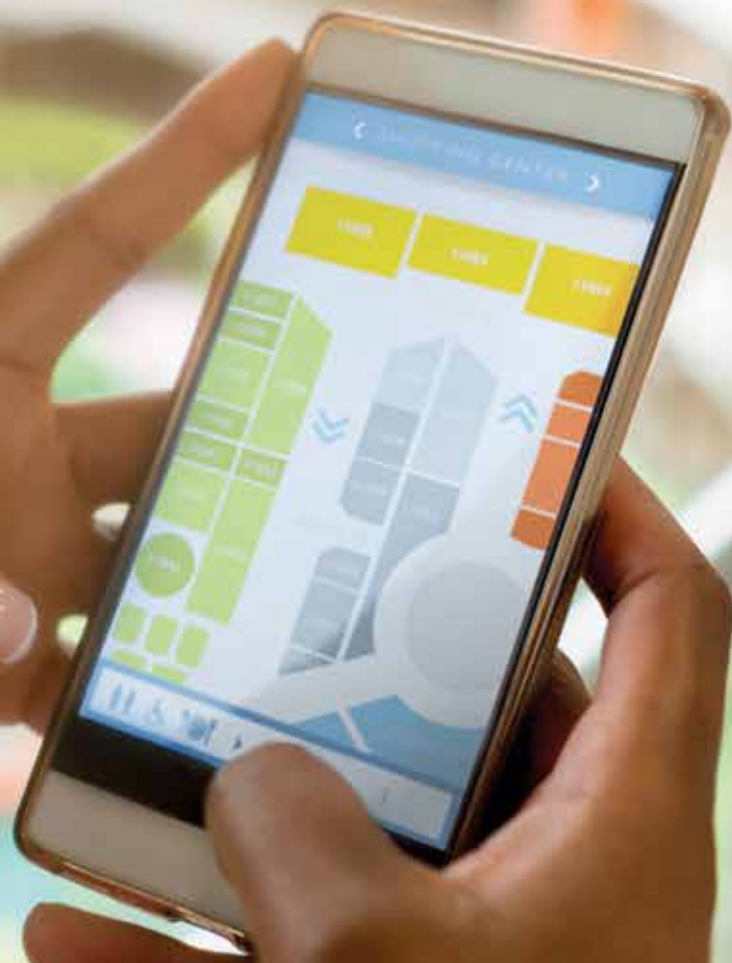
Now, Southampton Business School uncovers an emerging popularity of apps in business.



“Team members in different time zones around the world can communicate, share confidential documents, and finalise reports. This aids problem solving and speeds up decision making.”

Dr Tahir Nisar

Reader in Organisational Behaviour and Marketing



Research by Southampton Business School has shown that apps are now being utilised in an increasing number of businesses worldwide, with some interesting implications.

Dr Tahir Nisar, Reader in Organisational Behaviour and Marketing at the University of Southampton, investigated the impact of apps on business productivity and work-life balance for employees. Tahir looked specifically at off-the-shelf apps using cloud technology for financial accounting, customer ordering and team project management, in three London-based financial firms. He found that by using these apps the firms improved the efficiency of their systems, and overall were able to increase their profits. The staff also enjoyed using them, especially as the new technology enabled them to work from home.

“People can now work anywhere, not just in the office,” Tahir explains. “Taking the example of project management apps, team members in different time zones around the world can communicate, share confidential documents, and finalise reports. This aids problem solving and speeds up decision making.”

But there are some drawbacks to utilising apps in a workplace environment, particularly around the work-life balance for the employees. Despite enjoying the flexibility that apps offer, including the potential to work from home, there is a concern that a healthy work-life balance could be threatened if staff feel obliged to answer emails at all hours. It is also estimated that 90 percent of servers could be vulnerable to attacks, putting customers’ data at risk.

With consistent developments in technology, Tahir predicts that in the near future an increasing number of organisations will invest in developing their own bespoke mobile apps. Bespoke apps enable organisations to customise the technology in-line with their individual requirements, which enables them to fully harness the capabilities of the software.

Companies such as Microsoft have taken the lead on tailor-made apps; MSApproval is an app-based purchase order system for Microsoft staff working globally. Likewise, IBM has devised an app for its salesforce to manage transactions and product information. On a smaller scale, a law firm in Brighton is working on an app to streamline work processes, featuring e-signatures from a smartphone or tablet.

It is estimated that by 2020, there will be 6.1 billion smartphones in use across the world, providing even more potential for mobile business use.

Tahir is eager to extend his research by investigating the presence of apps in organisations across the globe, particularly those in South Africa, Turkey and India. This has been funded by a grant from the Centre for Economic Policy Research (CEPR) and the Department for International Development (DFID).

To learn more about Tahir’s research and how to work with him, contact

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INFORMING THE FUTURE OF BUSINESS

Dr Roy Edwards explains how archival evidence can be analysed to unearth business decisions of the past, and provide valuable guidance on similar events in the future.





Dr Roy Edwards

Roy is a Lecturer within Southampton Business School at the University of Southampton. While his teaching focuses on financial accounting and decision making, his research focuses on the history of decision making practices in government departments and firms. Roy is co-founder of A2SN (Archive and Artefact Study Network), and has sat on the Executive of the Business Archives Council (BAC).

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A University education in business, management and accounting requires a mix of technique, interpretation and analysis. It is important that our students go into employment equipped with an understanding of the basic techniques such as double entry book-keeping (a beautiful, elegant way of monitoring transactions and relationships, but I digress), marketing and strategy. Many of our students will be employed within professional or financial services, some will become entrepreneurs, but others will work for central and local government.

The use of history as a means of understanding and framing business decisions is relatively unusual in the UK, although the case study based approach of Harvard Business School has long used historical examples to inform teaching on their MBA. In Southampton Business School, we use archival (document) based teaching material to illustrate examples of decision-making processes across both business strategy and government industrial policy from the last hundred years. This is delivered through a third year undergraduate module using archival documents from the Bank of England and the National Archives. In the past, students have used this methodology to explore a range of topics including the development of petroleum revenue tax, the nationalisation of Rolls-Royce and the project management of Concorde, in their final year dissertations.

A timely example where an understanding of the past is useful in contextualising current events, is the interest in industrial strategy. British Leyland vehicles and British Shipbuilding are examples of how the policy failed to identify and support technological and economic changes in product design and

manufacture. However, government policy in recent years has evolved to a more general approach, encouraging skills creation and entrepreneurship alongside venture capital and broad institutional support for business.

Another example is Labour party leader Jeremy Corbyn's view to re-nationalise sectors of the economy, and expand the activity of government in business. It is almost 40 years since the UK had such an interventionist policy, so it is important to explore how intervention was conceptualised and implemented years ago. Using evidence from previous policy-making and administrative processes, we can see how accounting, financial and economic information was used to frame (or not) the decisions made by government.

The merger of GEC and English Electric by the government's Industrial Reorganisation Corporation in 1966, was set against a policy of economics of scale and rationalisation in the hope that employment and exports would increase in the long run. The detail in the historical files includes systematic financial analysis, financial statements, legal notices and the private observations of officials on both the companies and their senior managers.

Archival evidence offers a glimpse into the heart of decision-making for both students and potential policy makers who want to understand the content within which business and government operate. History is most often used to inform how corporates change and integrate, especially in mergers. For example, companies such as Aloc and HSBC have used corporate history to shape and understand changing company culture and strategy. History may also inform government policy, with the Cabinet Office sponsoring the publication of official histories of the Channel Tunnel, British entry into the European Common Market, and Privatisation.

For students, archive-based history provides them with real world examples of how accounting, law, and strategy are implemented in making business decisions. It reminds us of past failures and successes, and encourages a more nuanced approach to how we face the future.

SOUTHAMPTON BUSINESS SCHOOL HIGHLIGHTS



ALUMNI ENTREPRENEURS SHARE THEIR SECRETS TO SUCCESS

A series of talks have fascinated students and staff keen to know the secrets behind some of our most successful alumni.

Southampton Business School (SBS) and the University of Southampton's Web Science Institute (WSI) teamed up to host three events led by Lohan Presencer, Chairman of Ministry of Sound and Advisory Board member for both SBS and WSI.

Judith Clegg, a tech innovator who learned to code on a Tandy computer at the age of five, was the first speaker. Judith is named one of the top 100 Digital Powerbrokers in the UK by Wired, as well as one of the top 50 Most Influential Britons in Technology by the Daily Telegraph. Among her career highlights so far are establishing the website company Moonfruit, and consultancy The Glasshouse.

Gerard Grech, CEO of Tech City UK and a member of the UK Government's Digital Economy Council, spoke of how start-ups are bringing new ideas into big corporations through knowledge transfer. A graduate in Acoustical Engineering from the University of Southampton, he called on universities to support their students to develop digital skills for life during their studies.

Kevin Craig, a former Students' Union president at the University of Southampton, has since started working in politics and spoke about his involvement in the legislation that imposed plain wrappers on cigarette packing.

His advice to young people embarking on their careers included:

- Be curious
- Take risks
- Build your network
- Be creative
- Maintain multiple areas of interest
- Don't lose your empathy

Dr Lisa Harris, who organised the events, said: "It was great to see Lohan and the guests putting in so much effort – inspiring others by sharing their own experiences and the lessons they learned along the way."



LEADING BROADCASTER AWARDS DEGREES AT GRADUATION

Southampton Business School graduates received their degrees this summer from respected BBC journalist and broadcaster Jon Sopel, an alumnus of the University of Southampton.

The North America Editor, based in Washington DC, was appointed Pro-Chancellor in 2016. Jon graduated from the University of Southampton in 1981 with a BSc in Politics and Sociology, before joining the BBC. Since then he has worked in radio and television in a variety of roles before moving to the USA.

Professor Sir Christopher Snowden, Vice-Chancellor and President at the University of Southampton, says: "Having a recognised Pro-Chancellor of Jon Sopel's calibre makes a bold statement about the strength of Southampton's alumni community, and sends a clear signal of the University's intentions to build on those strengths as we progress our plans for the future. We look forward to working closely with Jon as his role develops in the years to come."

INTERNATIONAL HONOUR FOR SOUTHAMPTON BUSINESS SCHOOL PROFESSOR

Professor Ven Tauringana has been appointed President of the African Accounting and Finance Association (AAFA) for two years.

The Association brings together academics and students with practising accountants and finance specialists across the continent. There are currently 200 members from 54 countries, including Ghana, Nigeria, Zimbabwe, Mauritius, South Africa and Uganda.

“This is an exciting time for me to lead AAFA, as we seek to build accounting research capacity to inform accounting practice and set accounting standards relevant to Africa,” says Ven.

“We are delighted the World Bank has now joined us to foster links with practitioners from the Pan Africa Federation of Accountants.”

Ven joined the Business School in 2016 from Bournemouth University. His research interests include corporate governance and its links to company performance, and greenhouse gas measurement and reporting.

To find out more about Ven, please visit www.southampton.ac.uk/ven

MANAGING PROJECTS TO THE HIGHEST STANDARD

Five MSc Project Management students from the University of Southampton recently celebrated their success in the Association for Project Management (APM) Challenge, where they defeated four other teams to take home the title.

Southampton students Dalia Bukhari, Marija Sindic, Mengqi Du, Qin Xia and Yan Pan impressed experienced managers with their organisation of a successful charity art exhibition.

The team worked with students from Winchester School of Art (WSA) for five months to stage the ChARTism art exhibition in support of the HIV charity, ‘HIVE’. APM mentor Joe McNeil met the team every week to give advice and feedback on their planning, leading to a successful event where 12 artists displayed their artworks and raised £280 for the cause.

MSc student and competitor, Dalia Bukhari, was pleased to have achieved so much through the competition: “Winning the APM Project Management Challenge will definitely give us a head start in our future careers. It was extremely valuable to put all the theory we learned in the course into practice by organising this exhibition.”

Dr Ramesh Vahidi, MSc Project Management Programme Leader at the University of Southampton and a committee member of APM Wessex Branch, adds “Our students worked hard to engage and collaborate with WSA and other partners to stage this very successful event, combining the challenge with their academic work. This is the second year that our postgraduates have won the contest against increasingly tough opposition. We are very proud of them and wish them every success in their future challenges.”

SURPRISINGLY POSITIVE OUTCOMES OF PROFANITY

New research led by Southampton Business School suggests that, contrary to popular belief, swearing at work can lead to certain positive consequences.

Research conducted by Professor Yehuda Baruch and colleagues analysed the attitudes to swearing among professionals and senior managers based in the US and France. Their findings suggest that swearing at work can in fact help to relieve stress, aid team-building and improve communication in the workplace.

“Swearing is usually seen as negative and many people believe it has no place in the working environment, but our research suggests it can be beneficial if staff have similar attitudes and lifestyles,” explains Yehuda.

Yehuda and his team interviewed lawyers, medical doctors and business executives to determine the general behaviours associated with swearing in their professions. Almost all the individuals questioned, both male and female, admitted to swearing at work.

The most common reasons for swearing include to de-stress after making a mistake, when nearing a deadline and during frustrating meetings.

Other reasons included to emphasise a point, convey urgency and to bond with co-workers.

Few interviewees believed that their organisations had formal policies about swearing at work. However, doctors and lawyers did stress that swearing was viewed as socially unacceptable in their professions, as it displays a lack of respect. Yehuda also notes that swearing in front of customers would have negative implications for any business.

“Businesses seeking to manage swearing in their organisations may find it challenging to establish a balance between being permissive and tolerant versus strict and ‘righteous’. Some stakeholders, such as younger staff members, are accustomed to the use of swear words where others might detest it.”

The paper “Swearing at Work: The Surprising Positive Outcomes of Profanity”, co-authored by Professor Baruch with Dr Ariane Ollier-Malaterre (Université du Québec à Montréal), Dr Rea Prouska (London South Bank University) and Dr Jennifer Bunk (University of Pennsylvania), has been published in the *Journal of Managerial Psychology*.







FUNDING ADVANCED BUSINESS QUALIFICATIONS

Southampton Business School announces its new Master of Business Administration (MBA) programme for 2018, with tuition fees now eligible to be funded via the Apprenticeship Levy

Southampton Business School is pleased to announce the launch of its new Master of Business Administration (MBA). The MBA has been re-validated and mapped to meet the Levy Standard in Strategic Leadership (Level 7) as agreed by the UK government's Education and Skills Funding Agency. This is great news for businesses paying into the Levy, as they will now be able to use their tax to pay the MBA tuition fees.

Recent industry research has shown that leadership and management roles in many organisations are lacking in performance. It has even been estimated that poor management costs the economy £19.3 billion a year.

Southampton Business School worked with strategic partners including Cisco, J.P. Morgan and Carnival to ascertain the impact this has on individual businesses. They found that management performance is the biggest factor in attracting and retaining talent, but that it also boosts productivity and growth, and helps to create sustainable business models. This

shows the vital importance of investing in effective training.

Employers are increasingly realising the benefit of apprenticeships in equipping their employees with relevant skills, as being able to apply theory to real world context is something that classroom-based qualifications will struggle to achieve. The MBA at Southampton Business School provides the essential depth and breadth of management and leadership education, in a learning environment that allows skilled managers to obtain an advanced understanding of the business in which they operate.

Taught by experienced, business-focused academics at the University of Southampton, the MBA is a comprehensive and challenging programme of management education that creates effective managers, able to deal with business-critical issues both now and into the future.

Accredited by the Association of MBAs (AMBA), the degree at Southampton

offers a broad spectrum of learning while providing unique opportunities to specialise. Southampton Business School's expertise in maritime, entrepreneurship and logistics enables students to focus on any of these areas while studying the MBA.

To find out more about the MBA at Southampton Business School, or to discuss enrolment for September 2018 entry, please contact Dr Nuno Da Camara, Director of MBA: nuno.dacamara@southampton.ac.uk

From April 2017, all UK companies and organisations with an annual wage bill of more than £3 million must contribute 0.5% of their payroll costs to the UK government as an 'Apprenticeship Levy' tax. The money can be claimed back to fund relevant staff training from registered providers.

CATCHING UP WITH JASON MARCEAU

MSc Business Analytics and Management Sciences 2015–2016

Director of Agile Transformation at Karsun Solutions



Jason Marceau is the Director of Agile Transformation at Karsun Solutions, where he focuses on the growth of Karsun's IT modernisation practice. He identifies business opportunities, many in excess of \$100million, by analysing market data, opportunities and strategy.

Why did you decide to cross the Atlantic to study for a postgraduate qualification at Southampton Business School?

Despite achieving professional success as an executive, I realised that I was not learning anything new or having fun in my career and industry thus I knew it was time for a change. I chose the University of Southampton based on its ranking, the degree programme, summer project, and its location. I definitely wanted to broaden my international experience, gain exposure to new ideas and cultures, and have the opportunity to embark on a summer project where I could put my academic knowledge into practice inside a UK firm. These were all deciding factors.

What was it like to return to study after 18 years in the workplace?

It was challenging. I had to orient myself to a new environment and become comfortable again in education after being out of an academic environment for nearly 18 years. I overcame this through exploration, making friends, and simply committing to my goal. I encourage others to embrace the adventure and rush of the unknown. That is what being alive is about. My advice is, ask questions, make friends, and explore. Most importantly, enjoy every moment of the experience.

What did you enjoy most about studying at the University of Southampton?

Studying at Southampton enabled me to gain the knowledge and skills to take a new direction in the age of data. In addition, I gained global perspectives and friendships that helped me to broaden innovative thought, ideas, experience, and cultural understanding. My summer project provided a way to turn my academic exposure into real experience.

Tell us more about your summer project

My three month summer project was with the international travel firm, TUI. They wanted to know more about why customers rebook, as a change of only one percent in the rebooking rate made a big difference to revenue and gross margins. Throughout the project, I enjoyed looking at things from a new perspective, putting theory into practice and driving innovation. In addition, being able to work inside a UK firm broadened my global corporate experience and relationships. I was delighted to be the recipient of the Centre for Operational Research, Management Science and Information Systems (CORMSIS) Southampton Business School Boeing Award for Academic Excellence 2016 for my MSc dissertation with TUI.

How has the MSc benefited your career?

I have now expanded my reach from beyond the software development world to work in broader IT modernisation which includes modern software development, cloud solutions, and advanced analytics. Specifically, the experience I gained on the MSc allows me to speak to prospective and existing customers in a language they understand and help derive solutions from a practitioner standpoint.

Would you recommend Southampton to other international students?

For postgraduate students, I would recommend Southampton as a place that makes it comfortable to focus on the challenging tasks ahead. This is important in my opinion as the right environment is key to a feeling of wellbeing, which strongly influences outcome and success.

MSc Business Analytics and Management Sciences is one of six postgraduate programmes offered by the Centre for Operational Research, Management Science and Information Systems (CORMSIS). CORMSIS offers students the opportunity to complete an external summer project for their dissertation. See www.southampton.ac.uk/CORMSIS for more details.



AWARDS, HONOURS AND PAPERS

A summary of some of Southampton Business School's most recent high-profile achievements.

Achievements

Professor Yehuda Baruch and Professor Tolga Bekta have been named Top 100 European Scholars for their 4* Association of Business Schools (ABS) publications since 2012.

Professor Yehuda Baruch was appointed Vice President for Research of The European Academy of Management (EURAM).

Dr Tri-Dung Nguyen has been awarded a five year Engineering and Physical Sciences Research Council (EPSRC) Fellowship for his project 'Cooperative Game Theory: New Mathematical and Algorithmic Approaches'. £523,037

PhD graduate Dr Çağrı Koç, now at HEC Montreal has received a prestigious Operational Research Society Doctoral Award. He was co-supervised by Professor Tolga Bektaş and Professor Julia Bennell with Professor Gilbert Laporte from HEC Montreal.

Professor Julia Bennell has been appointed Chair and Co-ordinator of the European Working Group in Cutting and Packaging, one of 28 working groups within the European Federation of Operational Research Societies.

Dr Bart Baesens has won the best paper award in the theory and methodology category published in the European Journal of Operational Research (ABS 4*) 'Benchmarking state-of-the-art classification algorithms for credit scoring: an update of research' is co-written with Dr Stefan Lessmann, Dr Hsin-Vonn Seow and Professor Lyn Thomas.

Dr Pelin Demirel has been appointed to the Editorial Board of the Small Business Economics Journal (ABS 3*).

Professor Laura Costanzo has won the SIMA/EURAM Special Award for best Paper in International Management SMEs for 'SMEs Entrepreneurial Dynamics within the Chinese Institutional Framework'.

Professor Johnnie Johnson, Dr Mike Molesworth, Dr Cristián Bravo, Dr Weisha Wang, Dr Kristina Schmidt were all nominated in the Students' Union Academic Awards 2017

Top academic papers

Professor Yehuda Baruch has co-authored the paper 'Feedback loops as dynamic processes of organisational knowledge creation in the context of the innovations' front-end' accepted by the British Journal of Management (ABS 4*).

Professor Frank McGroarty and Dr Andrew Urquhart have co-authored the paper 'Does intraday technical trading have predictive power in precious metal markets?' accepted in the Journal of International Financial Markets, Institutions and Money (ABS 3*).

Dr Cristián Bravo has co-authored the paper 'Cost-based feature selection for Support Vector Machines – an application in credit scoring' accepted by the European Journal of Operational Research (ABS 4*).

Dr Fabian Homberg has co-authored the paper 'Public Service Motivation and Continuous Organisational Change: Taking Charge Behaviour at Police Services accepted by Public Administration (ABS 4*).

Professor Richard Werner has co-authored the paper 'Do FDI Inflows Generate Economic Growth in Large Developed Economies? A New Empirical Approach, Applied to Spain accepted in Economic Geography (ABS 4*).

Grants

Dr Maxwell Chipulu, Dr Steffen Bayer and Professor Sally Brailsford

Algorithms and System Dynamics & Decision & Policy Support for the Integrated Employment Service
London Borough of Tower Hamlets £25,000

Dr Vadim Grinevich

Electricity Satnav – Electricity Smart Availability Topology of Network for Abundant Electric Vehicles
Engineering and Physical Sciences Research Council (EPSRC) grant to Aston University (Southampton share is £26,708).

Professor Michelle Lowe

Corporate food retailers, meat supply chains and the responsibilities of tackling antimicrobial resistance (AMR)
Economic and Social Research Council (ESRC) grant awarded to Newcastle University (Southampton share is £24,000)



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Sign up to our enterprise mailing list:

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