Welcome to the second edition of Shine&Rise, Norwich Business School’s annual magazine showcasing our achievements over the last twelve months and outlining our plans for the coming year.

Without question, we’ve enjoyed a sensational 2018. We take great pride in our record results, multi-talented staff, ever-expanding alumni network, growing global reputation, and the extraordinary calibre of applicants attracted to study with us.

Moving forward, we’ll continue keeping track of industry trends and tailor our courses accordingly. With a focus on entrepreneurship in the digital sphere, we anticipate introducing a series of new degree programmes for 2020, with more planned for in 2021.

We are part of a brilliant university located in one of the most liveable cities in the UK, with amazing staff and students. Thank you to everyone who has played their part in our continuing success and we look forward to the following year with confidence.

Yours sincerely

PAUL DOBSON
HEAD OF NORWICH BUSINESS SCHOOL
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NEW FOCUS FOR UNDERGRADUATE PROGRAMMES

We plan to double the number of our undergraduate programmes. By 2021, Norwich Business School will offer two families of degrees, comprising five BA and five BSc programmes. This will allow us to offer more tailored courses to better suit students’ existing skills and future career interests. The BA suite will be geared more towards creative humanities-based social science perspectives while the BSc suite will focus on analytical/technical-based social science perspectives.

UNDERGRADUATE (BSc)

- Accounting and Finance
- Accounting and Management
- Business Finance and Management
- Business Management
- Marketing and Management

All undergraduate degrees are available with a year abroad.

POSTGRADUATE TAUGHT (MSc)

ACADEMIC AND PROFESSIONAL

- Banking and Finance
- Accounting and Finance
- Operations and Logistics
- Management
- Brand Leadership

POSTGRADUATE TAUGHT (MSc)

APPLIED CAREER COURSES

- Investment and Financial Management
- Enterprise and Business Creation
- Business Management
- Finance and Management
- Marketing
- Marketing and Management
- Human Resource Management
- International Accounting and Financial Management

RESEARCH

- MPhil / PhD
- MRes

MBA

- Full-time
- Part-time Executive
- Senior Leader Master’s Degree Apprenticeship
RANKINGS AND LEAGUE TABLES

GOLD (UEA)

TIMES HIGHER EDUCATION WORLD UNIVERSITY RANKINGS 2019
15th in the world for international outlook in Business and Economics

GUARDIAN UNIVERSITY GUIDE 2019
13th in the UK for Accounting and Finance
15th in the UK for Business, Management and Marketing

COMPLETE UNIVERSITY GUIDE 2019
23rd in the UK for Accounting and Finance
24th in the UK for Business and Management Studies
8th in the UK for Marketing

TEACHING EXCELLENCE FRAMEWORK 2017-2020

TIMES AND SUNDAY TIMES GOOD UNIVERSITY GUIDE 2019
17th in the UK for Accounting and Finance
12th in the UK for Business Studies

REF 2014: BUSINESS AND MANAGEMENT STUDIES (TIMES HIGHER EDUCATION ANALYSIS)
9th in the UK for quality of research output
17th in the UK for overall research quality

NATIONAL STUDENT SURVEY 2018 (OVERALL SATISFACTION RANKINGS)
2nd in the UK for Finance
5th in the UK for Business Studies
13th in the UK for Management Studies
10th in the UK for Marketing
25th in the UK for Accounting

NORWICH BUSINESS SCHOOL
IN THE NEWS

536 media hits
192 stories
35 contributors

Top 10 Media Stories by Hits
1. Proceed to checkout? Not on your mobile, say researchers: Nikolaos Korfiatis
2. Supermarket own brand: Ratula Chakraborty
3. Employee satisfaction and financial performance: Peter Ormosi
4. Self efficacy and stress: Roberta Fida
5. Workplace aggression: Roberta Fida
6. Take online reviews with a pinch of salt: Panagiotis Stamolampros and Nikolaos Korfiatis
7. Factors influencing job change: Dana Unger
8. Global sports and the stock market: Raphael Markellos
9. Factors influencing job change: Dana Unger
10. Take online reviews with a pinch of salt: Panagiotis Stamolampros and Nikolaos Korfiatis

Top 10 Media Stories by Contributor
1. Andy Vassallo, Andy Woods, Brad McKenna, Constanza Els, Dana Unger, George Daskalakis, Helen Fitzhugh, James Comford, Jonathan Wilson, Kevan Williams, Kishore Gopalakrishna Pillai, Konstantinos Chalvatzis, Michael Nash, Min Zhang, Panagiotis Stamolampros, Peter Ormosi, Zografia Bika
2. Andrea Patacooni, Catherine Waddams, Julian Campbell, Kevin Daniels, Nikolaos Korfiatis, Paul Dobson, Peter Schmidt-Hansen, Roberta Fida
3. Amelia Fletcher, Raphael Markellos, Sara Connolly
4. Amelia Fletcher, Raphael Markellos, Sara Connolly
5. Andreas Stamos, Peter Ormosi, Zografia Bika
6. Ratula Chakraborty
7. Andrew Fearne
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10. Andrew Fearne

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WHAT HAPPENED IN 2018?

**JAN**
Workplace health and wellbeing was the focus for our first NBS business breakfast of the year, featuring Mark Burns, Workplace Health Manager at Thriving Places and Professor Olga Tregaskis.

Delegates from across Europe visited NBS for a conference from clean energy consortium Tilos Horizon.

Jeni Mundy, Regional Managing Director for UK and Ireland at Visa, spoke to MBA and MSc Brand Leadership students about what she looks for when recruiting.

**FEB**
The NBS/CIM Marketing Club focused on the role of video content, with advice from SubMotion Productions and Big Dog Agency.

**MAR**
Norwich-based insurance and financial services company Alan Boswell Group continued their sponsorship of an Employability Prize linked to our Quantitative Methods for Business module.

Students past and present attended a special event at Norwich Cathedral to celebrate 25 years of the UEA MBA and the strength of the alumni network.

**APR**
The Norwich Financial Industry Group (FIG) launched their new website and trade directory at the group’s annual NBS business breakfast.

Enactus UEA members won two national social enterprise awards for projects aimed at helping the homeless build their skills to earn an income, and recycling food waste.

**MAY**
Noel Tagoe, Executive Vice President of the Association of Certified International Professional Accountants, joined us to talk to students about the future of finance.

Dr Helen Fitzhugh examined what it takes for organisations to create social value at a public seminar designed for businesses from all sectors.

EM Strasbourg visited NBS to work on a new partnership that will see both staff and student exchanges taking place from 2019.

Professor Fiona Lettice welcomed 150 industry professionals to an innovation event run in partnership with Barclays Eagle Lab, showcasing the University’s cutting-edge research and technology.
WHAT HAPPENED IN 2018?

JUNE

Dr Kevan Williams facilitated discussions at Norfolk County Council’s event ‘Norfolk’s Brexit: Challenges and Opportunities’.

NBS joined the UEA research showcase at The Royal Norfolk Show, highlighting work into the wellbeing of working-age adults and consumer behaviour in the food and drink industry.

The entrepreneurial achievements of young people from across the East of England were celebrated at the Young Enterprise Regional Final 2018, hosted by NBS.

JULY

The NBS business breakfast focused on sustainability and was guest hosted by The Enterprise Centre – the UK’s greenest building.

Shop Norfolk, an innovative loyalty scheme pilot from NBS, was launched on the first ever Norfolk Day. The project aims to bring the quality of the region’s produce to the attention of shoppers, giving them greater incentive to buy local.

AUG

70 students from the Open University of Hong Kong were welcomed to NBS for a two week Global Immersion Programme, including consultancy projects with Pasta Foods and Norwich City Football Club.

NBS students and staff celebrated graduation at Carrow Road, home of Norwich City Football Club.

Our full-time MBA students were given front row seats to the realities of global business on a three day trip to London, speaking to experts at the Houses of Parliament, Bloomberg and The Shard.

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SEP

MBA students took part in a two day Leadership Programme with Akoma Consulting, giving participants the skills needed to inspire and lead teams with a clear and engaging vision.

Professor Andrew Fearne was a keynote speaker at the Aldeburgh Food Festival, looking at the relationship between consumer intentions and behaviour. Professor Fearne’s ‘Who Buys My Food?’ project was also a sponsor of Local Flavours, the biggest food and drink trade show in East Anglia.

OCT

MBA alumni were invited back to NBS for a half day refresher and networking seminar, including presentations from Fountain Partnership MD Rebecca Lewis Smith and Cathy Connell from Marsh.

Nov 17 winners of a ‘Be A Broker Challenge’, organised by Marsh, were rewarded with a trip to the firm’s prestigious London office and a visit to the historic centre of insurance – Lloyd’s of London.

Sync the City 2018 – co-organised by Professor Fiona Lettice – united entrepreneurs, developers and business experts to pitch ideas for new start-up companies.

Leaving start-up founders joined NBS Master’s students for a Brand and Business autumn conference.

NOV

Matt Legen, NBS alumni and founder of Gnaw Chocolate, launched a series of one-to-one coaching sessions for students looking to start their own business.

NBS delivered its biggest ever Employability Week for students with 130 speakers, from 70 organisations, taking place in 55 events over the week.

Dr Lucill Curtis and Ashley Spooner, MD at Knife Box Digital, discussed the challenges and opportunities of social media and digital marketing at an NBS business breakfast.

Now in its second year, our partnership with Deakin University saw us welcome 18 students from Australia to work with UK clients on a series of collaborative projects.

The final NBS/CIM marketing club of the year looked at the marketing opportunities offered by games and gamification.

DEC

A networking event organised by NBS students focused on future-proofing family owned businesses. The Family Business Club aims to bring academics, family businesses and the student community together to explore opportunities for collaboration and mutual growth.

The year finished with some festive fun for NBS students, with a trip to Winter Wonderland in London’s Hyde Park.

Grant Thornton launch an NBS Employability Prize for students on the Advanced Management Accounting module.

NBS and the Low Carbon Innovation Fund hosted a green investment event to discuss the motivations behind investment in green and clean technology.

Students and practitioners alike were challenged to turn presentations into a star performance at the NBS CIM Marketing Club, with communications coach Emma Zangs.

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Internationally-renowned research is the lifeblood of Norwich Business School. It enriches the student experience, attracts world-leading academics and secures the vital funding needed to continue to address significant research questions. What’s more, says Raphael Markellos, Director of Research, it enables us to have significant influence on national policy and business decision-making in our areas of expertise.

We’re on a mission

**Do different**

Our academic thinking has been distinctive from the word go. With a focus on interdisciplinarity across subjects, we continually innovate to produce research that changes the world and develop leaders ready to take on the challenges of the future.

**Do better**

Responsible business is a defining aspect of the School’s strategy, and a common thread throughout our research activities. This involves a long term approach to business practices that make a positive contribution to the triple bottom line: productivity, prosperity and sustainability. Our flat, non-departmental structure and underlying research themes are strategically designed to foster an open and dynamic culture of interdisciplinary academic excellence.

**Do more**

We don’t stand still. From doubling our undergraduate provision and extending our executive education options to developing a FinTech lab and supporting business start-ups, we’re continually looking for ways to develop and expand what we do.

Bringing research to life

Professors

Raphael Markellos

Director of Research

Research

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Want to be part of the story?

We are always looking for forward-thinking organisations who want to work with our academics to discover innovative ways of growing their business. For more information email business@uea.ac.uk.

NBS is home to a vibrant and engaged research community, ranked in the top 10 business schools in the UK for its quality of research output in the Research Excellence Framework (REF) 2014.

However, it’s not just quality that counts. Raphael is quick to point out that responsible business is a defining aspect of the School’s strategy, and a common thread throughout our research activities. This involves a long term, sustainable approach to business practices that make a positive contribution to the ‘triple bottom line’: productivity, prosperity and sustainability.

Throughout this edition of Shine&Rise, we’re demonstrating how NBS academics have made significant contributions far beyond academia, positively impacting society, government and industry.

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www.uea.ac.uk/research

“This is research that’s making a genuine difference in the real world.”
In 2014, as the ten-year leadership of President José Barroso was drawing to a close, the European Commission did something unprecedented: it granted two researchers from UEA virtually unrestricted access to all its staff.

Professor Sara Connolly, from Norwich Business School, and Professor Hussein Kassim, from the School of Politics, Philosophy, Language and Communication Studies, led a team that were given permission to survey all 31,280 of the Commission’s staff as well as conducting 150 face-to-face interviews and focus groups.

The aim was to discover more about the people who make up Europe’s chief public administration, and how they perceive the Commission’s staff as well as conducting face-to-face interviews and focus groups. In fact, 97% of staff had held other positions before pursuing a career in the Commission, and well over half were recruited from the private sector. And while a third of the workforce had a background in public administration, only 5% were from legal backgrounds, and over a fifth came from academic and research careers. The most common degree-level qualifications were in Business and Economics, STEMM subjects and Humanities— including languages. This revelation presents a much broader picture of the expertise represented within the Commission. The findings, presented in the research report The European Commission: Facing the Future, represented the most comprehensive review of the Commission’s staff and their attitudes ever conducted by an external body. That the Commission agreed to this at all is significant, challenging a perception— at least in some parts of the media— that the administration operates in a bubble and is resistant to public scrutiny. This is only one of the myths that Professors Connolly and Kassim’s report dispels. As the EU is such a salient issue in the UK and debate on the day-to-day experience of work at the Commission, covering ground familiar to anyone who’s worked in an office: performance appraisals, deadlines, management structure, career progression, and responses to change. The report made a series of recommendations for how Commission decision-makers can respond to their findings. Research participants were also asked for their personal views on the future of the EU, resulting in some extremely interesting findings. Respondents from all member states indicated that they wanted to see less European involvement in agricultural policy—which runs contrary to some of the familiar narratives surrounding the pro-Brexit vote. In addition, the survey revealed some ideological differences between EU states, with respondents from newer member states tending to favour free markets over government intervention, compared with their colleagues from the original 15 member states. In addition, they were less likely to support the idea of the European Commission as a future governing body of Europe, and were more inclined to believe that member states should play a more prominent role.

The research proved that— far from being monolithic— the Commission plays host to an array of different opinions, expertise and experience— findings that will be crucial as the UK negotiates its exit from the EU and future trading relationship.

Further expanding their research on the EU administration, the team went on to complete a project with the Council Secretariat— the body that supports the European Council and the Council of the European Union, and historically the most secretive and least known part of the Brussels bureaucracy. 

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bit.ly/nbseurop
Most of us will spend around a third of our adult waking lives at work. The evidence is fairly conclusive that almost nothing has as great an impact on our wellbeing as employment. That’s why the Employment Systems and Institutions group at NBS focus their research on the psychological, social and economic aspects of wellbeing and the work environment.

www.uea.ac.uk/esi

A regional wellbeing taskforce has been established in the East of England to increase awareness of the positive links between employee wellbeing and productivity by sharing the latest research from Norwich Business School.

The taskforce – which includes representatives from Adnams, BT, East of England Co-op and Anglian Water – was formed following a study into the way businesses look after their staff’s physical and mental health, conducted by Dr Helen Fitzhugh, a senior research associate at NBS.

The study identified two key lessons for promoting wellbeing:

- Have a clear vision: Know what you want to achieve and then work out how you are going to achieve it. A lack of planning can lead to a scatter-gun approach, where everyday business can hamper implementation.

- Good managers: Make sure managers know how to handle employees sympathetically but robustly. Employees promoted due to their technical skills will need support to take on new managerial responsibilities.

A road map has been developed to help businesses implement the findings of the study. It offers leaders and managers a way to identify their current approach to wellbeing, explore the challenges they face and be inspired by case studies from other companies.

“Some of the people who have not done it before are looking for a silver bullet which you will not find because it is dealing with people, and people are complex, this is about the broad strokes and how you implement them in each individual business.”

DR HELEN FITZHUGH, SENIOR RESEARCH ASSOCIATE AT NBS

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AGE AND EDUCATION AFFECT JOB CHANGES

A team from NBS and ETH Zurich in Switzerland has investigated the influences on people when changing jobs: the current unemployment rate, their personal openness to new experiences, their age at the time of the job change, or their level of education.

The research found that both individual characteristics and the labour market are factors in career mobility and that people are more likely to change jobs when they are younger and well educated – though not necessarily because they are more open to a new experience. The results also showed that a good education was more important for employees to change into another industry than a positive situation in the labour market.

Career mobility has important implications for organisations, for example in terms of their strategic HR management and their success in attracting and retaining talented staff.

“For organisations, our results highlight the relevance of investing resources in career management programmes for employee retention. Investments in employees’ career opportunities might especially pay off in times of a favourable external labour market, when staff have many external options.”

STUDY CO-AUTHOR DR DANA UNGER, LECTURER IN ORGANISATIONAL BEHAVIOUR

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A W I N D O W O N T H E W O R K P L A C E

WHERE IS YOUR BUSINESS ON THE WORKPLACE WELLBEING JOURNEY?

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DR HELEN FITZHUGH, SENIOR RESEARCH ASSOCIATE AT NBS

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Employee Satisfaction Improves UK Company Financial Performance

A strong link between a satisfied workforce and the financial performance of UK companies has been revealed for the first time following a study conducted by NBS using data from the employer-rating website Glassdoor.

Having a one-star higher rating on Glassdoor is related to almost one per cent higher annual return on company assets. Public companies experienced extra stock portfolio returns of up to 16% per annum.

“These findings have significant implications for both managers and investors. We live in a knowledge- and service-based economy where employees are, increasingly, a valuable asset, contributing directly to company value through innovation and customer relationships. We now know all of this has a direct and measurable impact on a company’s financial performance.”

Dr George Daskalakis, Lecturer in Finance at NBS and Report Co-Author

“These results are striking as they suggest online employee reviews can be used to predict a firm’s financial performance and that there is a meaningful economic link between intangible company assets, such as employee satisfaction, and company performance in the United Kingdom.”

Dr Andrew Chamberlain, Glassdoor’s Chief Economist

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Flexible Working for Fathers

Research by UEA, UCL and NatCen has revealed that nearly a third of working fathers lack access to flexible working arrangements – such as part-time hours, flexible hours or a job share – compared to 10% of working mothers.

The report highlights that fathers working in lower status occupations, the private sector or non-unionised workplaces were least likely to have access to flexible working.

All employees have a right to request flexible working arrangements after six months of service and employers are only able to refuse these requests with a good business reason.

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Managing stressful situations

A new tool could benefit organisations and their staff by assessing employees’ beliefs about how they manage challenging and stressful situations at work.

Self-efficacy – the belief in one’s capabilities to achieve a goal or an outcome – is a key variable for understanding how people manage themselves and their behaviour at work. It influences motivation, well-being, personal achievement and fulfilment. Despite this, self-efficacy has mainly been assessed in relation to job tasks, not emotions and interpersonal aspects.

Researchers from NBS, University of Rome, Uninettuno Telematic International University and Coventry University aimed to fill the gap by developing a new work self-efficacy scale to assess individuals’ perceived ability not only in managing tasks, but also negative emotions, being empathic and being assertive. The findings show that:

– The more employees perceive themselves as able to manage their tasks and effectively fulfil their goals, the better they perform and the less they are likely to misbehave at work
– The more employees perceive themselves as able to manage their negative emotions in stressful and conflict situations, the less they report physical symptoms and the less they experience negative emotions in relation to their job
– The more employees perceive themselves as able to understand their colleagues’ moods and states, the more they are likely to go the extra mile in their working lives and help their colleagues.

“Our results showed that the more employees perceive themselves as capable of speaking up for their rights and ideas, the more they seem to engage in counterproductive work behaviour targeting the organisation as a whole. This seems to suggest that assertive self-efficacy should be considered as a risk factor.

“However, further analyses showed that reducing individuals to separate elements may obscure their complexity. Indeed, the results of this research showed the importance of considering how individuals organise their capabilities to fulfil their goals and manage themselves in challenging and demanding situations.”

Co-Author Dr Roberta Fida, Lecturer in Organisational Behaviour at NBS

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Out of Sight, but Not out of Mind

In the last copy of Shine&Rise, we looked at research examining the health, safety and wellbeing leadership of remote workers. We’re looking for organisations to work with us to build on the ‘Out of Sight, Out of Mind’ study by further developing our toolkit for line managers and occupational safety and health practitioners. For more information email Rachel Nayani at r.nayani@uea.ac.uk.
SMART SPENDING

From filling the supermarket trolley to topping up the tank with diesel, expert research from NBS is giving unique insights into our consumer spending decisions.

UK diesel sales are down by 25%.

GERMAN DIESEL BAN SENDS CHILL THROUGH INDUSTRY

Germany authorities are paving the way for cities to ban diesel vehicles. The proposals are designed to bring air pollution under control but concerns have been raised by car owners and manufacturers.

Cities will have to balance between their citizens who are diesel vehicle owners and those who are concerned about air pollution and would rather see cities abolish diesel vehicles with prospective owners being rightly concerned about whether they will be able to use them when they need to and about their resale value.

"Damaging profitability in the diesel vehicle sector will hinder manufacturers’ investment in complying with stricter emissions regulations, especially for small diesel vehicles where profit margins are low. This will be a vicious circle for diesel vehicles in Europe."

PROFESSOR KONSTANTINOS CHALVATZIS, PROFESSOR OF SUSTAINABLE ENERGY BUSINESS

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AN APPETITE FOR CHEAP FOOD

An NBS study, commissioned by the BBC, has revealed that contrary to public perception, British consumers enjoy some of the cheapest food in the world – but for how much longer?

In recent years, many households have been feeling the squeeze and worried about the cost of the weekly food shop. However, a study co-authored by Professors Ratuka Chakraborty and Paul Dobson, has revealed that in relative terms, Britain offers some of the cheapest food in the world.

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"Uncertainty around diesel vehicles has harmed their desirability with sales being down by 25% in the UK. Bans will further damage the desirability of diesel vehicles with prospective owners being rightly concerned about whether they will be able to use them when they need to and about their resale value.

“Damaging profitability in the diesel vehicle sector will hinder manufacturers’ investment in complying with stricter emissions regulations, especially for small diesel vehicles where profit margins are low. This will be a vicious circle for diesel vehicles in Europe.”

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However, a number of factors threaten to bring the era of cheap food to an end. Extreme weather events, world population growth and changing consumer tastes can also see spikes in demand – for certain foods. Political uncertainty resulting from Brexit could also affect the strength of the pound and disrupt supply chains.

A rise in prices could mean spending more, eating less and prices – for certain foods. Political uncertainty resulting from Brexit could also affect the strength of the pound and disrupt supply chains.

As such, people will continue to consult online reviews when making their decisions. There have been concerns over the trustworthiness of online reviews, with consumer protection agencies trying to tackle the problem of fake reviews, policy makers developing legal frameworks and e-commerce platforms investing money to create efficient algorithms to eliminate such issues.

"People will continue to buy products and services online as faster, cheaper delivery processes are developed, and easy return and refund processes reduce the risk. As such, people will continue to consult online reviews when making their decisions.

“However, we should understand that the inherent factors we examine here affect how individuals form their expectations and evaluations. Not all opinions expressed online will match customers’ personal preferences and we may come across things that are not compatible with the expectations formed from reading the reviews. Consumers should therefore take what reviews say with a pinch of salt.”

PANAGIOTIS STAMOLAMPROS, PHD RESEARCHER AT NBS
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bit.ly/nbsreviews

Shoppers hoping to bag a bargain are much less likely to go through with their purchases if they are using phones and tablets to buy goods online.

This is because consumers often worry they could be missing out on special offers or overlooking hidden costs. Concerns about privacy and security can also motivate people to put items into their shopping baskets but then quit without paying.

Although mobile apps are rapidly becoming among the most popular ways to shop online, the phenomenon of shopping cart abandonment is much higher than for desktop-based online shopping.

This represents a huge challenge – and opportunity – for online retailers, who are investing heavily in mobile shopping, but not reaping the rewards in successful sales. App designers can help by minimising clutter and organising sites via effective product categorisation.

"Our study results revealed a paradox. Mobile shopping is supposed to make the process easier, and yet concerns about making the right choice, or about whether the site is secure enough leads to an emotional ambivalence about the transaction – and that mean customers are much more likely to simply abandon their shopping carts without completing a purchase.”

DR NIKOLAOS KORFIATIS, SENIOR LECTURER IN BUSINESS ANALYTICS AT NBS
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The Norwich Financial Industry Group (FIG) is a partnership of leading firms, local government and higher education institutions. FIG aims to develop a thriving cluster in Norwich that is recognised internationally as a centre of excellence for insurance, financial and professional services. In doing so, FIG creates value for people, firms and local communities.

Established in 2001, FIG is the only financial services trade association in England outside of London. FIG comprises senior figures from leading companies, local government and higher education. Norwich Business School supports FIG by employing the latest thinking and research findings to achieve sustainable cluster growth, as well as playing an active part in helping to promote the cluster.

With a solid foundation, the group is now looking to engage on a wider basis with key stakeholders, and this year launched a trade directory. This allows members to list the details of their firm, building up a picture of the city’s cluster on an interactive map.

Steve Davidson, Chair of FIG

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The right to data portability under the General Data Protection Regulation (GDPR) is generally thought to encourage consumers to switch between different service providers and facilitate entry of new firms.

A study by Wynne Lam, Lecturer in Industrial Organisation and Competition Policy at NBS, examines whether data portability fosters competition in internet markets – and it appears that big data analytics are key.

The data portability rules only apply to data ‘created by’ the consumer (data subject), such as purchasing patterns. However, data ‘derived by’ a firm (data controller) with the help of data analytics – recommendations derived from purchasing patterns for example – does not fall under the portability rule. In a market without data portability, consumers are locked-in once they are on board, even when a more efficient firm enters the market at a later stage.

“We show that without data analytics, data portability can indeed facilitate switching, but with data analytics, data portability may hinder switching. This is because consumers, knowing that they can switch easily in the future, are more willing to provide data to the incumbent, which strengthens the incumbency advantage and creates entry barriers.”

Wynne Lam, Lecturer in Industrial Organisation and Competition Policy

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Previously, it has been frustratingly difficult to get a list of the people and organisations working locally in finance and professional services. Bringing members together will be key to achieving our vision of becoming Britain’s most exciting financial cluster.”

Steve Davidson, Chair of FIG

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The study casts doubt on the role of data portability in helping new firms and fostering competition. Even though the short-term benefit of data portability is well grounded, the potential long-term effect requires more detailed analysis.

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A WEALTH OF EXPERIENCE

With over 120 staff, Norwich Business School is one of the fastest growing business schools in the UK. This year we have welcomed 16 new members to our team, including a number of internationally recognised academics and business experts.

ANA MARQUES
PROFESSOR OF ACCOUNTING

I joined NBS in October 2018 as Professor of Accounting. Previously, I was part of the faculty of Nova School of Business and Economics in Portugal and spent three years visiting the Indian Institute of Management in Bangalore. My PhD is from the University of Texas in the USA.

I teach financial reporting, research methods, corporate governance, financial accounting, and managerial accounting. My research focuses on the disclosure of non-GAAP earnings (alternative earnings measures), corporate social responsibility, corporate governance and international accounting. I have published academic articles in many of the world’s leading accounting journals and my research has been funded through a Marie Curie grant, projects approved by the Foundation for Science and Technology, and other sources.

As part of my professional engagement, which NBS encourages, I serve on the council of the American Accounting Association (AAA), and on the AAA’s global engagement committee. I am also a member of the financial reporting standards committee of the European Accounting Association (EAA) and of the scientific committee of the annual congress of the EAA.

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ROBERT JONES
PROFESSOR OF BRAND LEADERSHIP

I have two interconnected lives: I’m a brand consultant at Wolff Olins in London, and Professor of Brand Leadership at Norwich Business School.

My working life started as a research fellow at Cambridge, before joining a Cambridge start-up company, Baddley Associates, which specialised in communicating the complexities of computers to ordinary people.

I found my métier in 1993 when I joined Wolff Olins, one of the world’s top branding consultancies, where I now have the unusual job title of Head of New Thinking. I’ve helped over 70 organisations, in the UK and globally, to build their brands – including Aviva, Barclays, Camelot, Historic Royal Palaces, Oxfam, PwC, National Trust, Tate, Tesco and Virgin.

My involvement with NBS began in 2008, when I helped to set up the world’s only MSc in brand leadership. Over 90% of our graduates go on to get jobs in branding, from Alibaba to Virgin, Google to L’Oréal, Interbrand to FITCH.

These ten years have been the most rewarding years of my career. My client work at Wolff Olins constantly feeds into my teaching – and my teaching constantly sharpens our client work.

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FRANCES BOWEN
PRO-VICE-CHANCELLOR FOR SOCIAL SCIENCES

I joined UEA as Pro-Vice Chancellor for Social Sciences in September 2018. I am responsible for the overall academic and strategic leadership of the Faculty and lead on several cross-university portfolios.

Before joining UEA, I was Dean of the School of Business and Management at Queen Mary University of London. Having earned degrees at the University of Oxford, Northeastern University (USA) and the University of Bath, I went on to progressively more senior academic appointments at the University of Sheffield and the University of Calgary in Canada, where I was Associate Dean (Research) at the Haskayne School of Business. I also held visiting fellowships at the University of Oxford and at Nanyang Technological University in Singapore.

As Professor of Strategy in Society at Norwich Business School, my research focuses on responsible business and regulatory alternatives. I have served as both the Chair of the Organizations and the Natural Environment Division of the Academy of Management and as President of the Group for Research on Organizations and the Natural Environment. Since holding an Economic and Social Research Council-funded knowledge exchange fellowship at Defra in 2013, I often give advice and evidence to regulators (e.g. Environment Agency) and government departments (e.g. Department for Business, Energy and Industrial Strategy) on how to influence corporate environmental behaviours.

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All competition is good, right? Not necessarily, argues Amelia Fletcher OBE, Professor of Competition Policy at the Centre of Competition Policy (CCP).

Few are better qualified to comment. In addition to her role for Norwich Business School, Amelia is also a Non-Executive Director at the Competition and Markets Authority (CMA), Financial Conduct Authority (FCA), Payment Systems Regulator (PSR), and a member of the Enforcement Decision Panel at Ofgem.

Previously Chief Economist at the Office of Fair Trading (OFT) for twelve years, Amelia has long understood the true implications of competition for the consumer. Inspired by Nudge, the Cass R. Sunstein and Richard H. Thaler book published in 2007 that changed the landscape of policy to influence consumer behaviour along with how we think about decision-making, Amelia agrees that no choice is ever presented to us in a neutral, unbiased way. What we buy, investments we make, causes we support – all our decisions typically favour the company over the consumer. However, it only takes a slight nudge to help us choose better. Better for ourselves, our families, and better for society.

Introducing interventions or consumer remedies can enlighten the decision-making process, change behaviours, and lead us to re-evaluate the reasons we arrive at the choices we do.

More competition is not necessarily good when it leads to more consumer confusion and results in poor choices. What helps consumers is clarity over the genuine value for money and the ease to switch to the best provider.

The Digital Age was supposed to make this easier but in fact information overload and the complexity of product offers often makes this harder. Caveat emptor?
INVITATION TO 11 DOWNING STREET
As one of the UK’s leading authorities on competition policy, Amelia was invited to join an independent panel led by former economics advisor to Barack Obama, Harvard Professor Jason Furman. Examining digital competition in the UK, the inaugural meeting of the panel was hosted by Phillip Hammond, Chancellor of the Exchequer in September 2018 at 11 Downing Street.

The Furman Review will investigate and evaluate the UK’s policy on competition in the context of the digital economy. It will look at how the policy affects consumers, together with its impact on the UK’s growth, productivity, wages, and labour markets.

Over the course of the review, the panel will meet academics, business leaders and other representative groups with a final report of recommendations presented to the government in 2019.

Clearly a highly prestigious panel on which to sit, Amelia has made competition in the digital economy a focus of her work at the Centre of Competition Policy (CCP). Amelia agrees that digital advertising is funding much of the internet and that by liaising with those at Norwich Business School who have a clearer understanding of digital advertising and its impact on the economy, we can make giant strides forward.

ECONOMIST, ACADEMIC... POPSTAR?
If you’re a fan of 80s indie music, there’s a fair chance you’ll recognise the name Talulah Gosh and remember the lyric, ‘now she is a popstar’. Their singer and guitarist? Our very own Amelia Fletcher OBE. Naturally delighted to have one of the UK’s foremost business thinkers share her insights on competition with us, we think it’s brilliant that Amelia also has the talent to make a roomful of people get up and dance. Singer, songwriter and guitarist for a number of pop groups, Amelia originally provided backing vocals for The Wedding Present before going on to form Talulah Gosh, Heavenly, Marine Research, Tender Trap and, today, the Catenary Wires. Who says economists don’t rock?

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“We can help to ensure that the UK remains at the forefront of the global digital economy, and that consumers continue to benefit as innovative technologies develop and evolve.”

JASON FURMAN, HARVARD PROFESSOR

THE CENTRE FOR COMPETITION POLICY
The Centre for Competition Policy (CCP) is based at UEA and members include academic staff, researchers and PhD students drawn from across the disciplines of economics, law, business and political science. The CCP has advised and informed a wide range of national and international policy makers and publishes widely on all areas of competition policy and regulation.

The Centre has close links with, but is independent of regulatory authorities, government bodies and private sector practitioners. These include the European Commission, the Competition and Markets Authority, the Financial Conduct Authority, Ofgem, Ofcom, Ofwat, the Office of Rail Regulation, the World Bank, and the Department for Business, Innovation and Skills.

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As Professor of Regulation and a faculty member of the Centre for Competition Policy (CCP) at Norwich Business School, Catherine Waddams believes that it’s the questions academics ask, and the way they ask them, that are sometimes more important than the answers.

Catherine retired at the end of 2018, having made an enormous contribution during her eighteen years with the School and University, including serving as a former Dean of the School and the founding Director of the Centre for Competition Policy – and having previously held many other academic roles during an illustrious career spanning five decades.

Before joining UEA in 2000, Catherine was Professor and founding Director of the Centre for Management under Regulation in Warwick Business School, and held visiting positions at the University of California at Berkeley, the University of Copenhagen and the University of Cambridge.

Her research has shaped key policy debates regarding privatisation, regulation and the introduction of competition, especially in energy markets. She has advised numerous government and public bodies over her career while in addition serving as a former member the UK Competition Commission and currently as Non-Executive Director of the Water Services Regulation Authority (Ofwat), a member of the expert advisor panels of the UK Regulators Network, and a member of the consumer group Which?.

AN ILLUSTRIOUS CAREER
POLICY-BASED EVIDENCE OR EVIDENCE-BASED POLICY?

Fortunately, believes Catherine, the Centre of Competitive Policy (CCP) has the right model in place and is asking the right questions of the right people. Excellent new leadership means we’re adapting to new challenges and attracting active, thoughtful academics with first-rate reputations in the world of competition and regulation policy. In turn, the Centre continues to provide the evidence required to help people reach their own, more informed conclusions.

LEAVING A LEGACY

Reflecting on her years as an academic, Catherine feels it’s the many different career paths she’s helped her students follow that is her true legacy. Not that she’d ever use the word herself as it sounds a little pompous, she says. It also suggests looking back, whereas Catherine is still very much a forward-thinking academic – as interested in the issues of competition and regulation today as she was when she first entered academia over fifty years ago.

Fortunately for us all at NBS, Catherine doesn’t plan to step back entirely and will continue writing papers, attending CCP seminars and supporting NBS for many more years to come. We would like to thank Catherine for the enormous contribution she has made to NBS, CCP and the many organisations she has worked with during her time at UEA.

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CHALLENGING THE STATUS QUO

The old model of economic regulation is being challenged and, like others in her field, Catherine wonders what we want from our national utilities today and what part they will play in our future.

When she first began her PhD research in the last few months of the 1960s, Catherine was analysing the prices households should be charged for their gas in a nationalised industry. In the fifty years since, she has witnessed privatisation, regulation, opening of markets to other suppliers, and the removal of regulation. The reintroduction of a widespread price cap in energy for all consumers who haven’t switched supplier or tariff in the last three years just about completes the circle and illustrates the continuing confusion around our national utilities and their role in society.

FAIRNESS AND FUEL POVERTY

In October 2018, the CCP published a report on fairness in the retail energy market and fuel poverty.

KEY FINDINGS INCLUDED:

- Low-income households spend a much higher proportion of their expenditure on energy than high-income households, and this gap increases as energy prices increase
- The current focus of fuel poverty policy on improving the energy efficiency in households does not address all the factors leading to energy affordability difficulties
- Regulatory independence has diminished in recent years as government’s duties for the regulator have proliferated and government-regulator communication has increased
- Increased government-regulator communication has led to greater opportunities for the government to informally ‘pressure’ the regulator.

POLICY-BASED EVIDENCE OR EVIDENCE-BASED POLICY?

Catherine strongly believes that it’s essential for academics to retain their sense of independence. Yes, the research impact agenda offers great opportunities, but there’s also a very real danger of presenting research that too readily supports, rather than challenges and tests the government view. Academics who don’t support this view may simply not be cited. It’s this potential loss of independence we need to guard against, backing policy-based evidence over evidence-based policy which is, ultimately, in the interests of neither the academic nor the public.

As a public-funded body, Catherine rightly thinks it important we put the public and their interests first.

Academia and industry need to acknowledge that each has a different agenda and a different timetable. Industry wants answers now. Academics want the time required to find the right answers. Moving forward, a middle ground has to be found.

LEAVING LEGACY

Catherine, Professor of Regulation and Faculty Member of the Centre for Competitive Policy (CCP)

“I’m having too much fun as an academic right now to contemplate stepping away from the fray just yet.”

Catherine Waddams, Professor of Regulation and Faculty Member of the Centre for Competitive Policy (CCP)
Rightly obsessed with student satisfaction, our Director of Learning, Teaching and Quality Naresh Pandit finds clear signs from recent student surveys to suggest that among our peers, we’re fast becoming first among our equals.

While the National Student Survey (NSS) 2018 of final year students places us 8th in the UK table with a score of 93% student satisfaction, positions 1 to 7 are filled by specialist or private schools. As Naresh points out, this is a strong reflection of our commitment to providing a quality student experience.

“Student satisfaction is now ingrained in the very culture of the School.”

Naresh Pandit, Director of Learning, Teaching and Quality

Equally happy were our MSc students. In the Postgraduate Taught Experience Survey (PTES), the overall satisfaction rate was 89% – a significantly superior score relative to most business schools. Our MBA students scored us 4.33 out of 5 for satisfaction in their module evaluation survey. Again, highly impressive and a clear indication that ensuring student satisfaction is now part of our DNA.

NUMBER ONE PRIORITY FOR 2020

Although last year’s award of a Gold rating in the Teaching Excellence Framework (TEF) for UEA was a ringing endorsement of our teaching methods at an institutional level, from 2020, additional subject-level ratings will be produced. Naturally we’re confident that we have the methods, approach and ambition to again outshine our business school peers, but we won’t rest on our laurels. Ensuring we maintain a significant edge over the competition will be our number one priority as we approach 2020.

A MORE INTERNATIONAL OUTLOOK

To reflect the one-world nature of business today, internationalism now figures strongly throughout our curriculum and a more global perspective is embedded across many of our modules. With a student population that comes from every corner of the globe, it feels right to acknowledge that business now really has no borders.

HELPING HIGH FLYERS SPREAD THEIR WINGS

Ever-innovative, the beauty of our Executive MBA is that its course structure and syllabus has been mapped against the new Level 7 Senior Leader Master’s Degree Apprenticeship standard. This means that completion of the Executive MBA fulfils the educational requirements of this apprenticeship and employers can access funding for the course from their apprenticeship levy. Great news for organisations who want to play a significant part in helping shape the business leaders of tomorrow. Equally, with the shift from a corporate to a more entrepreneurial approach to business, our Executive MBA is also the perfect next step for pioneers who want to learn how to get a successful new business up and running.

A COMMITMENT TO GENDER EQUALITY

Testimony to the importance we attach to ensuring a happy, balanced, and supportive school, we recently achieved a highly regarded Athena SWAN Bronze Award in recognition of our commitment to the advancement of gender equality in academia.

In point of fact, Naresh can’t overstate the importance of maintaining student satisfaction at every touch-point of the School. He believes a happy, supported student body goes a long way to explaining recent record results and a growing feeling that no matter how great the last year, we can still aim higher.

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LEARNING AND TEACHING

SATISFACTION SECOND TO NONE

“Student advising is the most important aspect of the role of an academic advisor.”

Professor Naresh Pandit
Director of Learning, Teaching and Quality

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STUDENT ADVISING

All NBS students are allocated an academic adviser at the start of their course, who provides support for the duration of their studies in the School. The role of advisors is to oversee academic progress, signpost to specialist advice on welfare and wellbeing issues and help students to realise their potential. Students are encouraged to establish and develop a professional relationship with their adviser to benefit from the opportunities for career and personal development the adviser system affords.
To say Undergraduate (UG) Programme Director Jenny Fairbrass is proud of the progress made this year would be an understatement.

Jenny is delighted with the sustained success of Norwich Business School’s undergraduate programme over the last twelve months and believes many of the results can be attributed to genuine teamwork. Under Jenny’s leadership, a very real sense of community has been created. No dictator, Jenny is a highly skilled delegator who has worked with course leaders, year tutors, module organisers and administrators alike to build a friendly yet focused learning and teaching environment. It’s an approach that produces outstanding results from both staff and students.

“We’re a family who work as one for the greater good of the entire School.”

A bustling, energetic School with a positive vibe across all areas, there’s a real buzz about the UG programme. Jenny cites a recent example from a first year NBS student who had been so impressed by the materials provided at induction that she found herself using them to help and advise friends at other schools with their study skills.

The ‘Good Honours’ annual data for 2017-18 is also impressive. It shows that last year was another successful one in terms of degree results with a high proportion of NBS students achieving Firsts or Upper Second Class Honours degrees.

Similarly, in the ever-important National Student Survey (NSS) 2018, Chartered Association of Business Schools (CABS) analysis placed us 8th for student satisfaction in the overall table on Business and Administration. NBS was one of the highest ranked university business schools, significantly outperforming our direct peers such as Loughborough, Warwick and Lancaster. A little closer to home, the NSS 2018 also reveals that NBS led the way for UEA when it came to academic support, learning resources, student voice and overall satisfaction.

EVER ONWARDS AND UPWARDS

Not a team to rest on their laurels, the future looks bright for the UG programme. With more and more students coming through the door, innovative new degrees are in the pipeline, as well as strengthened links to industry, and the success of unique initiatives such as the increasingly popular Employability Week. It means that our growing community of students couldn’t be better prepared to forge successful paths in the business world after graduation.

“I’m so pleased and proud to be able to leave the UG programme in such a positive place.”

On a personal note, after more than four years as NBS Undergraduate Programme Director, from January 2019 Jenny will be handing over the baton to Amanda Williams.

With a teaching career that spans almost forty years, Jenny will be returning to the wonderful world of research in 2019. Her legacy will be one of a culture of real collaboration that she introduced and has fervently nurtured and which, over the period of her tenure, has taken the UG programme to new heights.

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www.uea.ac.uk/study/undergraduate
Already world-leading, the consistent quality, depth, and vision of our Master’s (MSc) programme means we continue to attract the very best postgraduate students from around the globe. Ratula Chakraborty, Master’s Programme Director at NBS, believes word of our excellence must be spreading far and wide as we saw students arriving from 48 different countries to join our MSc programme in 2018-19.

Little wonder, really, as the most recent Postgraduate Taught Experience Survey (PTES) again placed Norwich Business School comfortably in the top quartile of business schools in the UK across all areas analysed. From teaching methods to assessment criteria – whatever the category, we’re ticking all the right boxes.

Although welcoming students from every corner of the planet, we’ve developed a unique culture of our own. Always supportive and respectful, we also motivate and inspire one another. It’s not just the case that we teach, learn and reach our academic potential together, we also socialise, network and share our aspirations with one another. Helping put theory into practice, we regularly invite participation from key industry practitioners who deliver lectures, moderate workshops and lead field trips allowing students to experience real action in a live working business environment.

“ ‘We’re a global family with a culture of our own.’”

PROFESSOR RATULA CHAKRABORTY, MASTER’S PROGRAMME DIRECTOR

GIVING IDEAS WINGS

If our students have a dream, we can help them live it. Turning back-of-the-envelope ideas into possible front-page news, Ratula points out that four new start-ups have already been developed by last year’s Enterprise and Business Creation graduates, with another seven business brainwaves in the pipeline. Thanks to our experience, we can take a spark of an idea, fan the flames, and help our students develop their thinking, identify business opportunities, and further hone their natural entrepreneurial skills.

Looking forward to the year ahead, Ratula wants to ensure an already seamless operation continues to run smoothly with a particular focus on maintaining our high standards of student support. Keeping a close eye on business trends, Ratula is also excited about new courses currently being developed and soon to be introduced to the MSc programme.

GIVING IDEAS WINGS

Art collected data from every process in the company’s warehouses – ranging from resources spent loading and unloading to measuring productivity when sorting goods – to discover which processes were most efficient and which could be improved. As well helping Art put theory into practice, the process has also been a useful and reflective tool for the company.

“It’s always good to work collaboratively and gain a fresh perspective. Art’s well researched data is very helpful and we wish her every success going forward.”

ROB MCINDOE, DIRECTOR OF JOHNSTON LOGISTICS

Putting learning into action

An MSc Operations and Logistics Management student has seen her work put into practice at the firm where she gathered her data.

Art Cheung joined warehousing, logistics and fulfilment company Johnston Logistics to analyse the efficiency of their operations for a dissertation which helped her gain a Master’s degree with distinction.

“This has been an unforgettable experience and a fantastic opportunity to learn from such an established and recognised company.”

ART CHEUNG, MSc OPERATIONS AND LOGISTICS MANAGEMENT STUDENT

PROFESSOR RATULA CHAKRABORTY, MASTER’S PROGRAMME DIRECTOR

“ ‘To produce tomorrow’s business leaders, we need to keep pace with business today.’”

PROFESSOR RATULA CHAKRABORTY, MASTER’S PROGRAMME DIRECTOR

48 DIFFERENT COUNTRIES, ONE DESTINATION

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“ ‘We’re a global family with a culture of our own.’”

PROFESSOR RATULA CHAKRABORTY, MASTER’S PROGRAMME DIRECTOR
As the NHS celebrated its 70th anniversary, healthcare staff from across the East of England concluded an innovative UEA leadership programme by reporting back to the region’s health bosses on the changes necessary to meet the challenges of tomorrow.

The programme aimed to develop leadership effectiveness to affect strategic change within the NHS. Participants have been encouraged to form close networks to address the major healthcare challenges facing East Anglia, with a primary focus on implementing change projects across their respective organisations.

Projects focused on:
- Holistic care in mental health provision focusing on the patient experience of mental health support services
- Helping the NHS be more efficient in dealing with patients using acute services
- Looking at how electronic communication can be used to improve service delivery
- Developing training packages to help leaders and teams manage emotional resilience in the workplace.

NHS LEADERSHIP AND DEVELOPMENT PROGRAMMES

The programme has proven to be immensely popular – with participants drawn widely across the region – and is expanding as more employers invest in developing their future business leaders.

“Applying academic theory directly to real business challenges means an immediate impact for organisations.”

JULIAN CAMPBELL, EXECUTIVE MBA PROGRAMME DIRECTOR

The programme is designed to help employers prepare and retain their most promising employees for senior roles by developing their skillset and giving them a broader perspective on strategic business challenges. For employers considering placing a number of employees on the apprenticeship programme, there is an opportunity to discuss bespoke content within the course that takes account of sector-specific issues.

www.uea.ac.uk/mba

“Applying academic theory directly to real business challenges means an immediate impact for organisations.”

JULIAN CAMPBELL, EXECUTIVE MBA PROGRAMME DIRECTOR

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In February 2018, we welcomed our first cohort onto the Senior Leader Master’s Degree Apprenticeship. Our existing AMBA-accredited Executive MBA course structure and syllabus has been mapped against the new Level 7 apprenticeship standard, providing a unique opportunity for organisations and employees to reap the benefits of an MBA by accessing funding for this course from their apprenticeship levy.

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The apprenticeship levy has affected all employers with a salary bill of over £3 million, in order to fund the Government’s target of 3 million apprenticeships to be in place by 2020.

The Senior Leader Master’s Degree Apprenticeship includes many of the same components as the Executive MBA, combining the latest academic thinking with the practical application of knowledge. Participants who successfully complete the Senior Leader Master’s Degree Apprenticeship are also eligible for professional registration with the Chartered Management Institute (CMI).

“With a team of leading academics and industry experts, Norwich Business School is perfectly placed to work with businesses to provide executive education and address the continuing professional development of their staff.”

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www.uea.ac.uk/mba
The proof, as they say, is in the pudding. If we’re as good a business school as we and many others believe, our graduates will surely be taking the corporate world by storm.

Well, the fact is, they are. As Dr Graham Manville, Director of Employability and Innovation points out, in the Destinations of Leavers from Higher Education survey 97% of our graduates were in work six months after graduating, with over 85% in professional and management positions or further study. Results that put us close to the top sixth benchmark of business schools in the UK.


Over the next few years we aim to encourage even greater business engagement and further embed employability into our curriculum.
NEXT STOP, PRAGUE

Every March our Executive MBA students head to Prague for a week of intensive Management Consultancy Projects. It’s fun, but it’s no joke. Recently, five teams of students worked separately with Tesco, O2, Domov Sue Ryder (the Czech Republic’s leading provider of social care), Tchibo and LEGO.

For Tesco, the team conducted a competitor analysis on a new online operator and assessed the level of threat with associated response recommendations. O2 required advice on customer retention following the implementation of an automated helpline service. Domov Sue Ryder were seeking clarification and a road map for the implementation of a balanced business scorecard. Tchibo needed a review of their entire business model following a restructure and the launch of a click-and-collect service designed to bring together their online and bricks and mortar retail operations. Finally, LEGO asked for a holistic review of the systems and processes within their Kladno facility, LEGO’s largest packaging operation in Europe.

Addressing the challenges outlined in project briefs written by the clients, students conducted interviews, focus groups, and carried out relevant surveys in addition to detailed desk research. Every single one of the clients were impressed by the students’ ability to translate academic theory into practical advice with real commercial value.

In fact, the management at LEGO were so pleased with the recommendations made by our students, they were allowed to choose any kit from the LEGO range to take home to the UK. Clearly something clicked in Prague…

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EMPLOYABILITY WEEK

A unique initiative among UK universities, Employability Week is one of the jewels in our crown and, year after year, helps build stronger links between academia and industry. Hearing directly from industry players gives students greater social capital and networking opportunities, together with a better understanding of how business works. If truth be told, most of our students are already up to speed with the benefits of Employability Week. It’s our academics who are now becoming increasingly engaged.

“Employability Week typically attracts over 1,000 students and involves more than 70 companies in around 55 different employability focused events.”

DR GRAHAM MANVILLE, DIRECTOR OF EMPLOYABILITY AND INNOVATION

WHAT’S FOR BREAKFAST?

Encouraging even greater collaboration between ourselves and a range of external organisations, our quarterly business breakfasts help to bridge the gap between academia and business. This year, we’ve focused on workplace wellbeing, developing Norwich’s financial services cluster, sustainability in business and using social media for marketing. All over a nice cup of tea and a bacon roll…

85.5%

of NBS graduates were in professional or managerial employment or graduate-level study six months after completing their course

Destinations of Leavers from Higher Education survey 2016/17 full-time, first degree, UK domiciled leavers. 58 graduates out of 64 respondents

HEAD START FOR A LOCAL ENTREPRENEUR

Starting and running your own business is not for the faint-hearted. It requires discipline, resilience and determination because as a business owner the buck stops with you. On the flip side, the rewards can be fantastic. It’s your own enterprise, there’s the potential to earn far more than you would in salaried employment and, last but not least, you’re living your dream.

BSc Accounting and Management student Jacob Freshwater was one of our Graduates of Global Distinction who wanted to start a successful local business – and by staying close to home, Jacob has gone far. While still studying at UEA, Jacob hit the road with Fresh Motors Ltd, a used car and commercial dealership in Norfolk.

Fortune favours the brave and the business has been a roaring success, growing from a first year figure of £250,000 to £1.3 million revenue in its second year and receiving three national awards from Autotrader and Car Dealer Magazine. If Jacob ever looks in the rear-view mirror, we hope he remembers us fondly.

“Throughout my degree, I was able to learn why businesses fail and how to succeed in a constantly changing environment.”

JACOB FRESHWATER, MANAGING DIRECTOR OF FRESH MOTORS
A GATEWAY TO CHINA FOR EAST ANGLIAN FOOD

The Gateway to China (G2C) project aims to support East Anglian food and drink producers who are keen to explore the opportunities for exporting to China, a market with a huge potential for export development but about which very little is known about consumer preferences and buyer-behaviour with respect to food and drink.

The G2C project was launched by students who were paired with real businesses to design, deliver and evaluate a real business project. Delivering the launch event was no simple task for a group with no prior experience of event management, limited knowledge of the region’s food industry and a shoestring budget. Luckily, external business mentors from LinksEast and Norfolk Food & Drink were on hand to help them deliver a successful project that would be of real benefit to the region’s agri-food sector.

They achieved this by creating a small card offering a one-off special discount for the eight participating restaurants. The group managed to keep costs as low as possible by offering a local printing company to advertise on the card in exchange for free printing. Proud at just £1.2, the card proved popular not just with students, but also staff and other local businesses. With a profit of £1,017, the team won themselves a money-can’t-buy workshop with branding agency Robot Mascot.

TOLU ORJIA, UBC SEMI-FINALIST

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The launch event, in February 2018, saw some of the region’s most progressive food and drink producers come face to face with almost 200 Chinese students to receive instant feedback on their suitability for the Chinese market.

“Organising Gateway to China provided me with great project management experience. It was a wonderful opportunity to network and work alongside industry professionals.”

ANNI VALENTINE, FINAL YEAR BUSINESS MANAGEMENT STUDENT

Energised by the positive feedback, plans are already underway for a repeat event in 2019. However, market research is just the first step in the long and complicated journey that will lead to the first consignment of specialty food and drink products from East Anglian arriving in China. To help businesses ready to take the next steps, a series of workshops and webinars are also planned that will provide further support, know-how and practical advice.

“I thought this project is a perfect example of how much can be achieved when academia and industry work together for a common goal, in this case supporting the region’s most successful and fastest growing sector to exploit the world’s largest and fastest growing export market.”

ANNIE SAVES, DIRECTOR OF LINKSEAST

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THE ZIGGURAT CHALLENGE

The Zigurat Challenge is a recreational programme of sporting events open to all students, alumni and staff at the University. The programme is designed to promote enjoyable participation in the spirit of sporting competition, as well as to encourage friendly interaction (and rivalry!) between schools.

Paired with the School of Economics and enthusiastically coordinated by Dr Pat Barrow, NBS entered over 20 different events. Our team of staff and students were excellent once again this year – winning table tennis, tag rugby and women’s athletics – but early dreams of glory were dashed by the School of Biological Sciences, who pipped us to the post for a second year running.

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www.ueasport.co.uk/zigurat-challenge

THE VALUE CHALLENGE

NBS made it through this stage to reach the semi-finals in Edinburgh. This event tested the students’ networking, decision-making and creative thinking skills.

“It is an experience we will never forget. It challenges you to get out of your comfort zone which will help develop skills that employers are looking for”

TOLU ORJIA, UBC SEMI-FINALIST

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Now in its third year, The Value Challenge puts NBS students studying for a Master’s in Enterprise and Business Creation through their paces by encouraging them to set up a business that runs for a semester.

The goal is to create as much financial or social ‘value’ as possible, with the proceeds going to charity. Since its launch in 2015, nearly £3,000 has been raised for Wymondham Dementia Support Group.

The winning team set out with an aim of bringing the community of independent businesses within Norwich closer to the University by encouraging students explore what is on offer within the city.

The first stage of the competition involved teams acting as board of directors for a simulated business scenario. This year, two teams from

STUDENT ACTIVITY

NBS AT THE UNIVERSITIES BUSINESS CHALLENGE

The Universities Business Challenge (UBC) is the world’s leading student competition for employability and enterprise.

Events are held around the country, with teams practicing their business and financial management skills through a series of simulations. As well as gaining valuable experience, a cash prize is on offer for the winning team.

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WHAT HAVE YOU BEEN UP TO SINCE GRADUATING FROM NBS?
Thanks to the exhaustive programme of BSc Business Management that I was proudly part of at UEA and the accompanying critical thinking and writing skills, I moved to London and continued my studies further. As part of my Master’s in Management, Organisations and Governance at the London School of Economics, I conducted a thesis on the application of big data analytics on company performance in the pharmaceutical industry.

Thereafter, I decided to move to one of the world’s fastest growing high-tech hubs to take in the essence of twenty-first century technology. I enrolled in a second Master’s at the University of Hong Kong where I specialised in business analytics.

While in Hong Kong, I received an offer from the Italian CNBC to appear in a weekly television slot with the role of providing financial economic analysis and interpretation in respect to the applications of artificial intelligence techniques and technologies developed by China. One of the greatest challenges was to deliver mathematically complex topics in a way that viewers will be able to comprehend easily and find stimulating, while still delivering highly valuable content.

I am currently working at the European Commission in Brussels as the Trainee Assistant for the Director of the Department of European Civil Protection and Humanitarian Aid.

WHAT ADVICE WOULD YOU GIVE TO CURRENT STUDENTS?
My first word of advice is to find what you truly are passionate about, make it your goal and while getting there, focus on building a unique profile for yourself. Joining societies and volunteering experiences at university will make you try new activities through which you can express your creativity while networking and meeting people from diverse backgrounds. Also, spend enough time to de-stress by traveling and joining sport clubs. Never stop reaching for advice – professors and careers services are there to help you and to guide you, just like they did with me!

Opening the Door to a World of Opportunity

Our graduates of global distinction can lead in any sector and any location. Originally from Milan, Carola Valente has set out on a path to a truly global career since graduating from NBS in 2016.

Progression and Opportunity for All

Norwich Business School has received an Athena SWAN Bronze award, recognising our commitment to advancing gender equality.

Academia cannot reach its full potential unless it can benefit from the talents of all. Advance HE’s Athena SWAN Charter recognises work undertaken to address gender equality in higher education and research. It celebrates good employment practices and tackles barriers to progression that affect women (and men where appropriate), as well as trans staff and students.

The Charter looks at:
– representation
– progression of students into academia
– journey through career milestones
– working environment for all staff.

"NBS is one of only a small, but growing, number of UK business schools to receive Athena SWAN Bronze recognition to date.”

Dr Annilee Gane,
NBS Athena SWAN Lead

I am committed and passionate about supporting staff and students in achieving their potential, and the need to create a working environment that removes bias in career progression for women and men and advances merit-based recognition.

Professor Paul Dobson,
Head of Norwich Business School

Central to our School’s strategic mission is to be an advocate for responsible business for the stakeholders we serve. A key aspect of advocating responsible practices is recognising and embedding the importance of equality, diversity and inclusion into the organisation, its culture, operations, relations and practices.

From January 2019, Dr Josie Kinge will take up the new post of Director of Equality and Diversity. Josie will build on the work undertaken to date by the Athena SWAN self-assessment team and further instil equality and diversity values within the School’s practices and processes.

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Dr Josie Kinge
Director of Equality and Diversity

proud of our award and looking forward to taking the next steps towards Athena SWAN Silver.

Dr Annilee Gane,
NBS Athena SWAN Lead

Awards:
Athena SWAN

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Athena SWAN

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A paper co-authored by Andrea Patacconi, and published in the Strategic Management Journal, examined the decline of science in corporate research and development.

Kishore Gopalakrishna Pillai and Smitha Nair’s paper on the negative effects of social capital was announced as one of the top five cited papers from International Journal of Management Review papers in 2017. Work on job redesign by Professors Kevin Daniels and Olga Tregaskis hit the top 20 most downloaded paper for the Human Resource Management Journal.

UEA, Norfolk County Council, Suffolk County Council and the New Anglia Local Enterprise Partnership, successfully secured £0.9m of European Regional Development Funding to contribute to ‘Invest East’ – an intensive support programme for high growth businesses in the East of England.

A Centre for Competition Policy working paper, co-authored by Peter Ormosi and Antonios Karatzas, finds that public sanctions must be coupled with private (reputational) sanctions in order to have a deterrent effect on cartel enforcement.

Research by Jessica Wang (Nottingham Trent University) and Raphael Markellos (NBS), published in The European Journal of Finance, reveals how global sports events such as the Olympic Games can affect stock market activity. Findings suggest that when a country wins many Olympic medals, national stock market activity in terms of trading volume decreases. However, stock market returns appear to be largely unaffected.

A paper co-authored by Andrea Patacconi, and published in the Strategic Management Journal, examined the decline of science in corporate research and development.

Professors Paul Dobson and Ratula Chakraborty show how the free-rider problem of under-investment in process innovation can be addressed through government-backed commitments from businesses – to the benefit of efficiency and sustainability – in an article published in the International Journal of Production Economics.

A three year, £8.6 million project was launched to boost enterprise training and job opportunities for thousands of social housing residents in England and France. Dr Zografia Bika will lead an academic evaluation of the programme.

Dr Zografia Bika was presented with the Best Family Business Paper Award at the Academy of Management Conference 2018 in Chicago.

A paper co-authored by Andrea Patacconi and featured on the Harvard Law School Forum on Corporate Governance and Financial Regulation, looked at how enterprise liability – the propensity of legal systems to hold an entire group liable for the losses incurred by one of its affiliates – affects the organisation of economic activity across countries.

Dr Jonathan Wilson became a University Teaching Fellow after receiving the 2018 UEA Sir Geoffrey and Lady Allen Prize for Excellence in Teaching.

An article co-authored by Dr Roberta Fida for Psychology Today examined misbehaviour in the workplace. It concluded that organisations should invest in creating an ethical culture, supporting their employees, and strengthening their self-regulation.

Teaching methods at NBS were held up as an example of how universities are trying to balance theory with practice to better prepare budding marketers, in an article by Marketing Week.

The team behind start-up event Sync the City, including Dr Alfonso Avila-Merino from NBS, was awarded with the Group Project Award at the UEA Engagement Awards. A paper co-authored by Andrea Patacconi and featured on the Harvard Law School Forum on Corporate Governance and Financial Regulation, looked at how enterprise liability – the propensity of legal systems to hold an entire group liable for the losses incurred by one of its affiliates – affects the organisation of economic activity across countries.

NBS received its first ever Green Impact Gold Award for its commitment to sustainability. Green Impact is an accreditation scheme from the National Union of Students that encourages behaviour change for both staff and students.

An expert advisory group, including Professor Amelia Fletcher, was appointed to conduct a review of the Financial Reporting Council’s governance, impact and powers, to ensure it is fit for the future.

Improved regulation has deterred a greater amount of financial misconduct in the UK since the global financial crisis, according to research from Peter Ormosi at the Centre for Competition Policy.

Professor Andrew Fearne won the 2020 Nuffield Farming Lecture Award, which will see him address the changing face of UK retail with a lecture entitled ‘Brick-2-Click: How will the retail revolution impact on UK farmers?’

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