

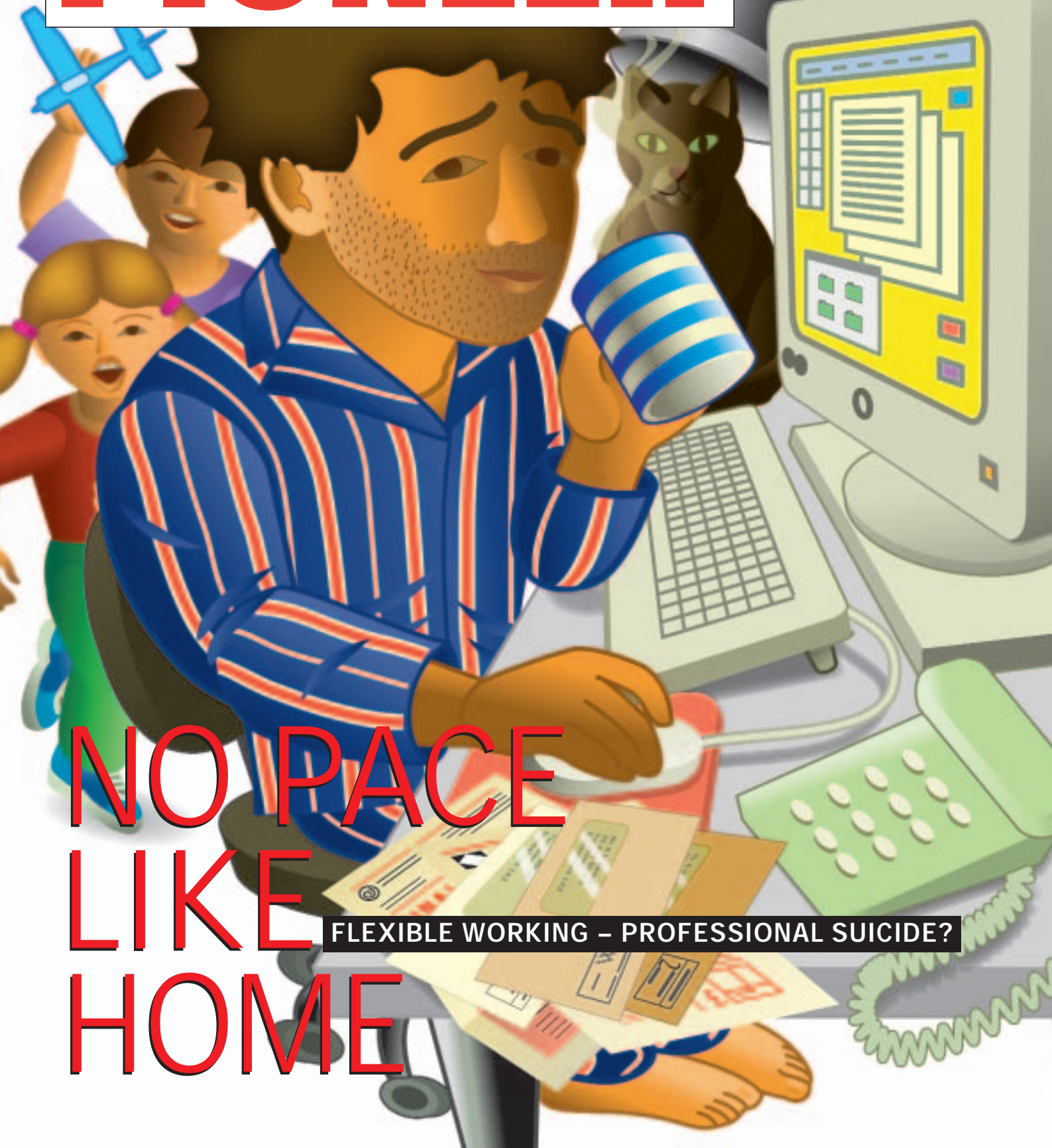
SIXTH SENSE REDUCE THE RISK OF FAILURE KNOWLEDGE IS IT POWER?
SURVIVING THE FAME GAME COURSES FROM BOARDROOM TO CLASSROOM

UNIVERSITY OF STRATHCLYDE GRADUATE SCHOOL OF BUSINESS MAGAZINE | AUTUMN 2002



THE UNIVERSITY OF STRATHCLYDE
GRADUATE SCHOOL OF BUSINESS

PIONEER



NO PACE
LIKE
HOME

FLEXIBLE WORKING – PROFESSIONAL SUICIDE?

WITH SMEs (SMALL AND MEDIUM ENTERPRISES) WIDELY ACKNOWLEDGED AS THE BACKBONE OF THE SCOTTISH ECONOMY, AN ADVANCED MANAGEMENT PROGRAMME (AMP) TAILORED SPECIFICALLY TO THEIR NEEDS HAS BEEN LAUNCHED AS THE LATEST OFFERING IN USGSB'S EXECUTIVE DEVELOPMENT PORTFOLIO.

► A high-quality learning experience for senior managers in small to medium sized companies, the AMP will support the learning needs of both individual managers and organisations through practical projects and activities.

Managers will be able to meet and develop their understanding and thinking on key issues facing their organisation.

The AMP draws on USGSB's experience in MBA teaching across a number of specialist areas. The purpose is not to train specialists, but to provide the steps necessary for participants to become excellent general managers.

Each cohort will have 15 to 25 participants and will comprise eight modules of one and two days' duration, encompassing marketing, finance, people management,

Meeting MANAGEMENT development needs

operations management, information and decision making, and strategy.

Likely candidates include divisional and senior managers in medium enterprises and owners or directors of smaller enterprises.

Fees for the Advanced Management Programme have been set at £4,750, including tuition fees, core learning materials, and access to the Business Information Service.

Anyone interested in executive development programmes should contact David Balkind, executive development manager, on 0141 5536177 or email david.balkind@gsb.strath.ac.uk.

EXECUTIVES PROGRAMMED FOR SUCCESS

USGSB HAS WORKED WITH NATIONAL, INTERNATIONAL, PUBLIC AND PRIVATE COMPANIES IN VARIOUS ASPECTS OF EXECUTIVE DEVELOPMENT. HERE, WE HIGHLIGHT TWO OF OUR MORE RECENT COLLABORATIONS.



CLYDESDALE BANK

Clydesdale Bank was keen for its business customers to stay ahead of the game, so it approached USGSB to ensure its customers did just that.

The bank collaborated with USGSB on a programme to provide business customers with access to world-class advice on key issues.

Specially selected business customers – those in large, privately-owned companies that were experiencing growth – were invited by the bank to take part in this programme concentrating on competitive strategy.

Professors Colin Eden and Gerry Johnson co-ordinated the events with the help of tutors Professor Fran Ackermann and Dr Phyl Johnson.

David Thorburn, Clydesdale Bank's head of business financial services, Scotland West and

London, said: "The idea came from looking at conventional business school programmes and extending the concept so it could be delivered to a hand-picked group of customers – with the content tailored to what, in our experience, they could use some assistance with.

"Managers of privately-owned businesses are rarely exposed to business school thinking in the UK."

Professor Johnson, director of executive development, said: "During the workshop, representatives are encouraged to examine in depth the strategic issues facing their businesses and to formulate an appropriate action plan.

"The emphasis is less on lecturing than working through the practical aspects of competitive strategy."

Professor Eden, USGSB director, added: "For us it was a ground-breaking initiative, as we hadn't attempted a similar event with more than one business represented before. But we got very positive feedback from everyone."



QUARRIERS

After Quarriers – one of Scotland's oldest and most respected charities – spoke to USGSB, a programme of training specially designed for the upper management team was constructed.

Taught in one- or two-day modules by eight academics, the 20 participants covered strategy, managing people and performance, marketing and partnership working, and were given action learning support.

Jane McCartney, director of human resources, and Phil Robinson, chief executive of Quarriers, say that training and encouragement to obtain qualifications is taken very seriously at the charity, and both agree the project with USGSB met their expectations.

They are very aware of the importance of business acumen to a modern charity, and that

led to their involvement with USGSB.

Of the business course, Mrs McCartney added: "We achieved pretty much what we set out to do, which is quite unique for any management development programme I've ever been involved in.

"We now need to put some work into taking things forward and not losing the momentum that has built up. I hope we can have an ongoing relationship with USGSB, as this course has proved to be a really good success story."

USGSB lecturer, John Bothams commented: "What was good was that they all appreciated the collaborative – rather than prescriptive – learning that all the lecturers used, which was in stark contrast to their experiences elsewhere."

Quarriers is one of the largest and most dynamic social care charities in Scotland, with a number of leading edge projects in a diverse range of settings. [Find out more at www.quarriers.org.uk](http://www.quarriers.org.uk).

Welcome to PIONEER



◀ We are delighted to be marking the 25th anniversary of our part-time MBA.

We were the first UK provider of the part-time MBA and it is now hard to find a school which does not offer such a mode of study.

Studying for an MBA part-time has many advantages, allowing the individual to

have job security while simultaneously learning new skills and putting those skills into practice almost immediately – something many of our corporate contacts appreciate. To celebrate this landmark, we hope the graduation ball will prove an evening of happy reminiscence.

I would also like to take this opportunity to look forward as well as back over the years. We are proud to announce the launch of our latest MBA programme, the **interMBA**, devised in collaboration with Nyenrode University in the Netherlands and Euro-Méditerranée Graduate School of Business, France. The first cohort will start in September next year and we are all excited at what we hope will prove to be a successful and exciting new style of study, delivering an international MBA with a European focus and locus.

Professor Colin Eden, Director,
University of Strathclyde
Graduate School of Business

LATEST BOOKS

► Organisational survival and how to reduce the risk of failure are the themes of a newly published book by five USGSB academics.

Professor Kees van der Heijden, Ron Bradfield, Dr George Burt, Dr George Cairns and Professor George Wright are authors of *The Sixth Sense: Accelerating Organizational Learning with Scenarios*. Dr Nic Beech's latest publication takes reflective learning as its theme. *Reflective Learning in Practice* features 17 case studies, with the theory behind reflective learning discussed in the first part of the book, co-edited by Anne Brockbank and Ian McGill.



Travel and study now students can do both

USGSB INTRODUCES AN MBA WITH A DISTINCTLY CONTINENTAL FLAVOUR.

► Some managers take a year out and travel. Some managers take a year out and do an MBA. Some, thanks to USGSB and its partners, can now do both.

A new form of MBA is being launched by USGSB in alliance with Nyenrode University, Netherlands, and Euro-Méditerranée Graduate School of Business in France, enabling participants to have an in-depth cultural experience in three different countries and leave with an MBA from three different business schools.

Just over three months in each of Glasgow, Amsterdam and Aix en Provence means the **interMBA** will have a true European perspective within a wider international arena, and each student will be able to benefit from the specialities of the three individual schools.

Students' studies will be supported as they move from campus to campus by means of our intranet service, enabling group work between course members across all locations. While the MBA will be delivered wholly in English, there will be options to study other European languages.

The **interMBA** has been developed to have careers development at its core via a range of self-development workshops, culminating with the opportunity to meet and interact with key European and international recruiters at an annual careers event in London. Our other MBA students will also be able to benefit from this enhanced careers service.

This new-style MBA is aimed at those who perhaps want to take time

out from their challenging career to reassess their options but don't want to spend a year so far removed that it's difficult to get back into the business world – perhaps those who like the idea of a period of travel but who also want to be prepared for re-entry into the market place. Dynamic, ambitious individuals in need of a challenge are the ideal candidates.

Strathclyde Business School – of which USGSB is a part – is EQUIS accredited, as are the other business

interMBA

schools involved. Between them, the schools have more than 80 years' experience of delivering MBAs, and the new programme is already accredited by the Association of MBAs (AMBA).

Dr George Cairns, Programme Director for **interMBA** said, "This is a serious alternative to the traditional MBA. We are looking at a more youthful market for this particular programme – while our full-time MBA has an average age of 32, we are looking to recruit students aged 25-30. There is a Euro emphasis to this, but the MBA will still be very much international in focus – international faculty, international peers, international flavour."

"We are delighted to be working with Nyenrode and Euro-Méditerranée on this innovative programme and can't wait until the beginning of our inaugural class in a year's time."

"WE ARE DELIGHTED TO BE WORKING WITH NYENRODE AND EURO-MÉDITERRANÉE ON THIS INNOVATIVE PROGRAMME AND CAN'T WAIT UNTIL THE BEGINNING OF OUR INAUGURAL CLASS IN A YEAR'S TIME."

Knowledge is power

EACH ISSUE WE WILL BE PUTTING RESEARCH IN FOCUS. LECTURER, JILL SHEPHERD, IS FIRST IN THE SPOTLIGHT.

◀ Some of the latest PhD research at the school adopts an unusual view of what 'knowledge' means.

Knowledge has become a buzzword, but where that takes organisations in their search for sustainable organisational advantage is difficult to decipher.

Many organisations have adopted an ICT (Information and Communications Technology) route to sharing knowledge and avoiding knowledge escaping from the firm.

Unsurprisingly, firms have discovered that this

approach avoids reinventing the wheel, but does little to make the firm dynamic and able to constantly turn over knowledge at appropriate rates in different areas of the business and environment, in such a way that it always stays 'fit'.

My research develops a way of creating organisational advantage by looking at knowledge in terms of the evolutionary principle of fitness, through a variation-selection-retention framework; allowing organisations to work out how fast to create knowledge and where, why they might not be as innovative as they need to be, and how to close the gap.

Jill Shepherd jill@strath.ac.uk

Dynamic Duncan

STUDENT OF THE YEAR FINALIST

► November will be a busy month for part-time MBA student, Duncan Cumming.

Duncan graduates on November 8, but, despite living in Glasgow, will be travelling up from London after attending the Association of MBAs Annual Dinner on November 7 as one of the finalists in the AMBA Student of the Year awards.

Duncan was nominated by staff at USGSB for the way he has overcome his dyslexia and studied for his part-time degree, at the same time as running a successful business and being an active member of the part-time class committee.

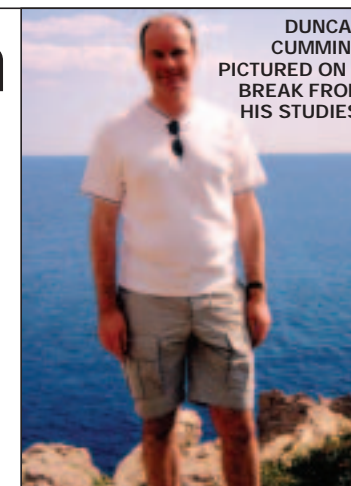
At the beginning of the three-year programme, Duncan considered withdrawing as he felt he was too much of a burden to USGSB's staff, but was thankfully dissuaded from doing so and has gone on to be a credit to the school. An MBA is always a challenge, but for Duncan the added dimension of dyslexia has made it particularly so.

Out of all the nominations from AMBA-accredited schools, Duncan was one of 14 students interviewed by a panel of five in London in June. He was then informed he was among the five finalists for the MBA Student of the Year award. To get to that stage alone is an honour in itself.

All finalists will receive one year's free membership of AMBA

and coverage in *The Independent* and *The Independent on Sunday*. Finalists will also receive at least £500, with the two overall winners receiving £1,000 each – who gets what will be announced 'Oscar-style' at the dinner.

Interviewed by AMBA's business magazine, *Ambassador*, about the pending awards, Duncan said he felt "privileged and honoured" to represent USGSB. When asked what was next for him, he said: "I would ultimately like to be a key player in a major service industry. I would also value the opportunity to influence the



DUNCAN CUMMING
PICTURED ON A
BREAK FROM
HIS STUDIES.

educational establishment's views on dyslexia."

Our website (www.gsb.strath.ac.uk) will keep you informed of all USGSB happenings, and you can see how Duncan did by keeping an eye on the news pages.

Hitting the right note

► The international Foresight conference held at USGSB in July was such a success that another is planned for 2004.

Professor Haridimos Tsoukas and Jill Shepherd organised the conference, attended by around 60 international delegates, where almost 40 academic papers were presented.

Director of USGSB, Professor Colin Eden, welcomed delegates, and USGSB visiting professor, Professor Robert Chia of Exeter, gave the first keynote address, entitled What is

Organisational Foresight and Does it Matter?.

Other keynote speakers included David Snowden from IBM and Ged Davis from Shell. Academically, keynote speeches were made by Professor Kees van der Heijden, Professor Gerard Hodgkinson and Professor Bill McKelvey.

Anyone interested in attending the 2004 conference can email jill@gsb.strath.ac.uk. Catch the Foresight website at www.sgbs.strath.ac.uk/foresight/.

and...

SOLOMON MBA

► Thus plc sponsored MBA students to the tune of £17,000 this year in the inaugural Jonathan Solomon MBA Challenge.

To win the money, teams of students were challenged to come up with a business idea which was both international and innovative.

The winning team, comprising Ketul Contractor, Gurvinder Chugh, Cherry Wei and Benny Yu, created a company called C&C Solutions (UK) Ltd that could have a radical impact on the export business.

SWISS CENTRE MOVE

► Swiss partner KS Graduate Business School (KSGBS) is moving its headquarters from St Gallen to Zurich on October 25. A panel discussion and reception will mark the move.

SHANGHAI STUDENTS

► The first batch of Shanghai MBA students graduate this year. A total of 12 will be graduating either at the Barony Hall ceremony in November or in Shanghai during December, when Professor Colin Eden tours the overseas centres.

ALUMNI WINNERS

► Two BITS alumni were awarded the Blackwell Prize for the best paper in E-business and Technology Management at the British Academy of Management conference.

The conference took place in September and was hosted by Middlesex University Business School.

Irene Yousept and Octavianus Yudistra Nyotoprabowo wrote the paper with Feng Li – formerly of Strathclyde Business School and now at Newcastle University Business School – entitled Internet Banking: Emerging Strategies and Business Models in the UK.

SCHOLARSHIP SUCCESS

► PhD student Evi Baralou has been awarded the SAMS (Society for the Advancement of Management Studies) scholarship, worth £30,000. This sum will cover the next two years of Evi's PhD in the area of Knowledge Creation in Virtual Teams.

FLEXIBLE WORKING – THE PERFECT SOLUTION OR CAREER SUICIDE?

Advancements in technology mean that working from home is becoming an increasingly feasible and attractive option for those wanting to escape the confines of 9-to-5 office life and the stress of commuting.

The idea of flexible working – breaking away from traditional work settings and routines – is therefore gaining appeal, with growing numbers of workers choosing to take the plunge.

However, is flexible working all it's cracked up to be?

Is it really about liberating yourself from the organisation, or does it boil down to just another form of straitjacket? **George Cairns** and **Nic Beech** of USGSB give us their viewpoint.

Flexible working as a means of achieving a proper work life balance is now seen almost as an entitlement by a large number of workers. Business is changing and, for many, flexible working fits in with what is increasingly a 24/7 world.

New technology and systems mean flexibility at work has become a reality. Mobile phones, laptops and the rapid adoption of the Internet have changed the way we work and where we work. Information technology enables us to enjoy a greater freedom and flexibility of working hours and the convenience of being able to work from home, out from a hotel room, or on the move.

Home working, or adjusted hours, means working parents can work from home to fit in with domestic demands and cut out a long, time-wasting commute. Less time spent commuting means less stress, and some studies have shown that flexible working arrangements can lead to improvements in performance.

Trends

Changing population trends mean there is a serious skills shortage. With an ageing population and a significant fall in the 24 to 35 age bracket, businesses face stiff competition for the best staff. Demand for flexible work is increasing all the time and across all levels of business, including the most senior. Flexible working is one way of attracting and retaining good people.

Some studies indicate that employees given flexibility at work are happier, have lower rates of absenteeism and have

higher levels of commitment, motivation and job satisfaction – and it can be an excellent way to improve staff performance and loyalty.

However, not all those who could take up this method of working do so. Many fear that taking up flexible working options could be career-limiting – for promotion or new projects it could be a case of out of sight, out of mind.

Although there appears to be the potential of power transfer to employees, for many, career demands are increasingly squeezing out personal pursuits and people may feel that flexible working is a way for the organisation to demand more of their time and effort.

Commitment

Employees may also feel that because of a long hours norm in their company, any request for flexible working could be perceived as a lack of commitment. A *Management Today* survey showed that 68 per cent of managers felt they had to be present to be appreciated in their company and this figure rose to 73 per cent for managers working in large organisations. One respondent said, "It's still quantity not quality that counts."

For many companies, a major stumbling block to home working is a reluctance to allow employees to function unobserved, which suggests that organisations will have to learn to measure productivity in ways other than office hours.

So, do those who participate in flexible working actually have a more flexible life, does it enable them to rediscover their families and social life, giving better work life balance?

It could be argued that new management practices in support of organisational flexibility might be viewed not as empowering and liberating to the individual, but as involving "a shift from overt threat to 'moral coercion'." (*Acknowledgement: Scarborough 1998.*)

Studies have indicated that increased flexibility for remote working contributes to more negative spillover for people who reported greater work-related anxiety. (*Acknowledgement: Daniels 1998.*)

Offices

A wholesale shift to flexible working could spell the end of offices as we know them. Some believe that the company of the future is spread across the land in cars and living rooms, in clients' offices and hotels. (*Acknowledgement: Ogilvie 1998.*)

However, flexible workers who receive the highest levels of exposure are often those for whom a fixed workplace has least meaning, like consultants, marketing and sales staff. These workers benefit from spending more time with customers and clients and less time travelling.

ESCAPING THE RAT RACE



Not all organisations can be looked at in the same way, though. As some move away from the 9 to 5, they need people who are prepared to be flexible, while flexibility is a method of attracting and retaining good people.

Interest

However, many of the driving forces for flexible working have come from organisations with a vested interest, such as telecoms and IT sectors. But even within these organisations which promote the flexible working concept, that concept is likely to be applied to the white-collar staff rather than those who work on the production lines and factory floors.

Those thinking of making the change should consider whether they are really suited to working away from the office. Social aspects of work may be lost, as may the motivational influence of colleagues. Working from home may not be as free from distractions as might be thought.

While much research has been undertaken, there remain conflicting views as to whether new ways of working may be empowering or controlling for individuals; may or may not promote increased effectiveness and output for organisations; may do all these at different times, or may do all at the same time for different groups and individuals.

Businesses and their employees must work together to consider their own organisational and individual needs, aspirations and context of operations in order to work out their own mutually supportive work policies and processes.

EMPLOYER'S CHECKLIST

- ✓ One solution doesn't fit every business or every employee – look for a solution that's right for your staff as individuals. Remember that flexible working is a way of working more effectively, not a justification for working longer hours.
- ✓ Try to avoid constantly checking up on your mobile workforce and make sure staff feel valued for the quality of their output, not for the hours they work.
- ✓ Include part-time or flexible employees in training and promotion programmes and make sure all staff are clear about their terms and conditions, and their responsibilities.
- ✓ Consider the health and safety implications of home working or remote working.
- ✓ Take the needs and commitments of your team into consideration when planning work schedules. Create a culture of trust that focuses on performance, on measures of output, rather than long hours, or measures of input.

EMPLOYEE'S CHECKLIST

- ✓ Those seeking to work flexibly and hoping to convince an employer should do their research first. Identify and examine the key issues for your business – how it works across different time zones and whether customers need to be serviced outside traditional working hours. By looking at what your duties are, you should be able to see how you could create a working solution to meet your needs and those of your business.
- ✓ Before putting the proposition to your employers, identify any impact your change would have on business performance, clients or customers, and other people you work with. Ask yourself if your change would mean more work for them.
- ✓ Think through any potential problems a change in your working pattern could throw up, and ways of overcoming these from a business point of view.
- ✓ Once you have researched all this thoroughly, approach your boss and put your case.

QUESTION TIME



ZOFF KHAN WORKS IN A STRATEGIC MARKETING ROLE FOR MOTOROLA IN DUBAI.

Where did you do your degree and when did you graduate?
Due to an overseas assignment for Motorola, I did most of my MBA studies in Dubai and graduated in 1999 at Strathclyde. Fortunately Motorola had a manufacturing facility in Bathgate and I was able to make frequent trips, including doing all the elective programmes at Strathclyde.
How has your life changed since you graduated?
Dramatically. I've become far more confident in my work and am seeing things from a wider viewpoint. I've led change management programmes at Motorola. I moved from a customer services background to a more senior strategic marketing role a year after completing the MBA programme. Most importantly, I'm now in a more fulfilling role. Was doing the MBA worthwhile?

Absolutely. Nobody can really put a value on the positive change in a person as a result of the programme. Working in the telecoms sector is so dynamic and challenging at present. The MBA allows me to handle this with much greater confidence. ROI was achieved even before I finished my MBA programme as a result of cost-saving and new revenue streams.
Any career highlights so far?
While doing the MBA my regional team achieved the best metric results in Motorola worldwide. This was largely as a result of re-engineering, facilitation, IBE and marketing orientation learnt at Strathclyde. Results started to get noticed and we received great support from senior management who visited our operations and noted a dramatic difference to the European model.
In short, Zoff, what is the significance of the MBA to you?
Being better qualified and able to deliver greater value to my peers.

Surviving the fame game

FANS OF ITV'S *SURVIVOR* SERIES MAY HAVE SPOTTED A FAMILIAR FACE AMONG THE LATEST BATCH OF ADVENTURE-HUNGRY CONTENDERS – PART-TIME USGSB STUDENT, ALASTAIR BROGAN.

► As if an MBA wasn't enough of a challenge, managing director, Alastair Brogan, decided to take his chances with snakes, spiders, poisonous frogs and 11 strangers to take part in energy-sapping assignments, for the chance to win a million.
Not that the booty was what Alastair flew to the remote Bocas del Toro archipelago for – it was the thrill of the challenge. Having been at a desk job for seven years with Bernard Brogan Ltd, Alastair, a former physical education officer with the RAF, was yearning for adventure. His time in the military had given him a taste for survival challenges and he decided *Survivor* was just what he was looking for.

Having eventually been voted off the show, Alastair had to survive different challenges back home, where total strangers and the media started taking an interest in his life. There was also much ribbing from his MBA classmates.

However, Alastair has no regrets. "Most of the reaction was positive. Watching it on TV was hard though – there are ways you're portrayed that you don't agree with and some of the newspaper coverage was cringeworthy, but I'd say it was a 75 per cent positive experience, and 25 per cent neutral to bad!"

There were aspects others might have balked at – the torrential rain and the lack of

food and home comforts, not to mention having to share an island with 28 species of reptiles and amphibians, bats, monkeys, and countless bugs. But for Alastair these weren't a problem – this was what his RAF survival training had taught him to cope with. The real problem for him was to survive the other people and not get voted off. This was where his MBA experiences came in.

"You can't really plan for *Survivor* – you just have to go and see what happens. Someone spoke of it like a game of chess, but there is no way you could be that strategic. What counts for most is life experience – how

much you've mixed with others and how open you are to new ideas or situations.
"The MBA prepares you for this with the huge emphasis on group work at USGSB. This opens you up to mixing with people from different backgrounds, cultures and ages. Rather than being immersed in the culture of your own company and family, you are exposed to 60 different companies and backgrounds."

It may sound hard work, but for Alastair one of the hardest things was being back home while the show was being broadcast and trying not to correct people when they were speculating about who would be voted off next.

"I found it hard not to correct their assumptions – but I managed to keep it a secret. Another thing I found strange was the fame aspect – I was playing a round of golf not long after I'd been voted off and a little boy came up and asked for my autograph – I thought, 'who, me?'"

The next challenge? The Motherwell businessman isn't sure yet, but there is one thing for certain – challenges and Alastair will never be very far apart.



PICTURES, FROM TOP: ALASTAIR CLEAN SHAVEN, AND BEARDED FOR THE SHOW; ALASTAIR EXTINGUISHES THE FLAME WHICH SYMBOLISES HIS LIFE ON THE ISLAND; THE TEAM CELEBRATES WINNING A CHALLENGE; ALASTAIR (SECOND ON THE RIGHT) LOGS ON.



10 tips on...working from home

TREAT WORK AS IF YOU WERE IN THE OFFICE – NO WEARING PYJAMAS

- 1 Before you do anything else, do your homework – make sure it's the right thing for you
- 2 Treat work as seriously as you would in a traditional office environment
- 3 Develop new support networks and arrange meetings to keep up to date with office developments
- 4 Keep your work and home life separate and, if possible, have a distinct office space on which the door can be closed at the end of the day
- 5 Make sure any family members know the parameters and ensure they know your work is serious and should not be interrupted
- 6 Have breaks – eat your lunch away from your desk and get some exercise if possible
- 7 Act like you're at work – dress to impress – even if you have only yourself to impress. No pyjamas!
- 8 If you are freelance, arrange meetings with those you work for – personal contact can be much more memorable than email or telephone
- 9 If you work for a specific employer, arrange occasional days back at base
- 10 Make time to socialise and meet new people – it's easy to become a recluse!

fuzzy words

GET DEFUZZED IN OUR SECOND STROLL THROUGH THE JARGON ALPHABET.

Alpha pup: A term used by market researchers for the 'coolest kid in the neighbourhood.' If the alpha pups like the product, they know it will sell well.

Document polish: Fancy phrases and buzzwords added to reports or other documents that sound important or impressive – but add nothing meaningful to the content.

Drip marketing: This allows marketers to control the generation of sales leads. Instead of mailing thousands of customers all at once and creating too much work for a small sales force, drip marketing allows for smaller amounts to be mailed every few weeks over a longer period of time, so work comes in steadily, but leads don't get cold.

Face time: This is the time that telecommuters physically meet their co-workers whom they normally interact with solely through email, phone or video-

Wheel of fortune

IT MAY NOT LOOK MUCH LIKE THE EIFFEL TOWER, BUT JIM STIRLING HOPES THE FALKIRK WHEEL – THE WORLD'S FIRST ROTATING BOAT LIFT – WILL DRAW PEOPLE TO THE CENTRAL SCOTLAND TOWN IN THE SAME WAY AS THE TOWER ENTICES VISITORS TO PARIS.

► The Falkirk Wheel joins the Forth & Clyde and Union Canals between Glasgow and Edinburgh.

Opened by the Queen in May, the wheel has already been cited as the third most popular tourist attraction in Scotland, attracting over 230,000 visitors in the first three months alone.

Jim Stirling, director Scotland, British Waterways, headed the project which began in 1994. A USGSB alumnus, Jim completed his part-time MBA in 1995 using the Millennium Link as the basis for his final project, aptly entitled Complex Decision Making.

"Leading the project has been a fascinating process," he said. "In addition to the wheel itself we had to construct a new section of canal, two aqueducts, three locks, a tunnel, a railway bridge and a canal basin."

The project has not been without its challenges. Tonnes of rubbish, waste and pollution were dredged out of the canals, and roads were raised and

"THE WHEEL SHOULD BE A SYMBOL FOR SCOTTISH INNOVATION AND INGENUITY AS WELL AS A UNIQUE, THRILLING EXPERIENCE FOR VISITORS."



THE FALKIRK WHEEL IS A NEW SCOTTISH ICON.

re-sited. New locks and bridges were built and months of tunnelling was undertaken. One of the most impressive achievements was resiting stretches of the M8 and the A80.

There were problems with funding and with vandalism which flooded vital electronic components shortly before the Royal visit.

Continued Jim, "It has been challenging, but very rewarding. It's a new icon for Scotland."

"The aim was to bring back to the canal banks the prosperity that the waterways established many years ago. What we want to see is people getting enjoyment out of them again."

"The wheel should be a symbol for Scottish innovation and ingenuity as well as a unique, thrilling experience for visitors."

Find out more at: www.millenniumlink.org.uk or www.britishwaterways.co.uk

If you have any news or comments contact Audrey Chisholm, Press & Publications Executive, University of Strathclyde Graduate School of Business, 199 Cathedral Street, Glasgow, G4 0QU, or email Audrey@gsb.strath.ac.uk