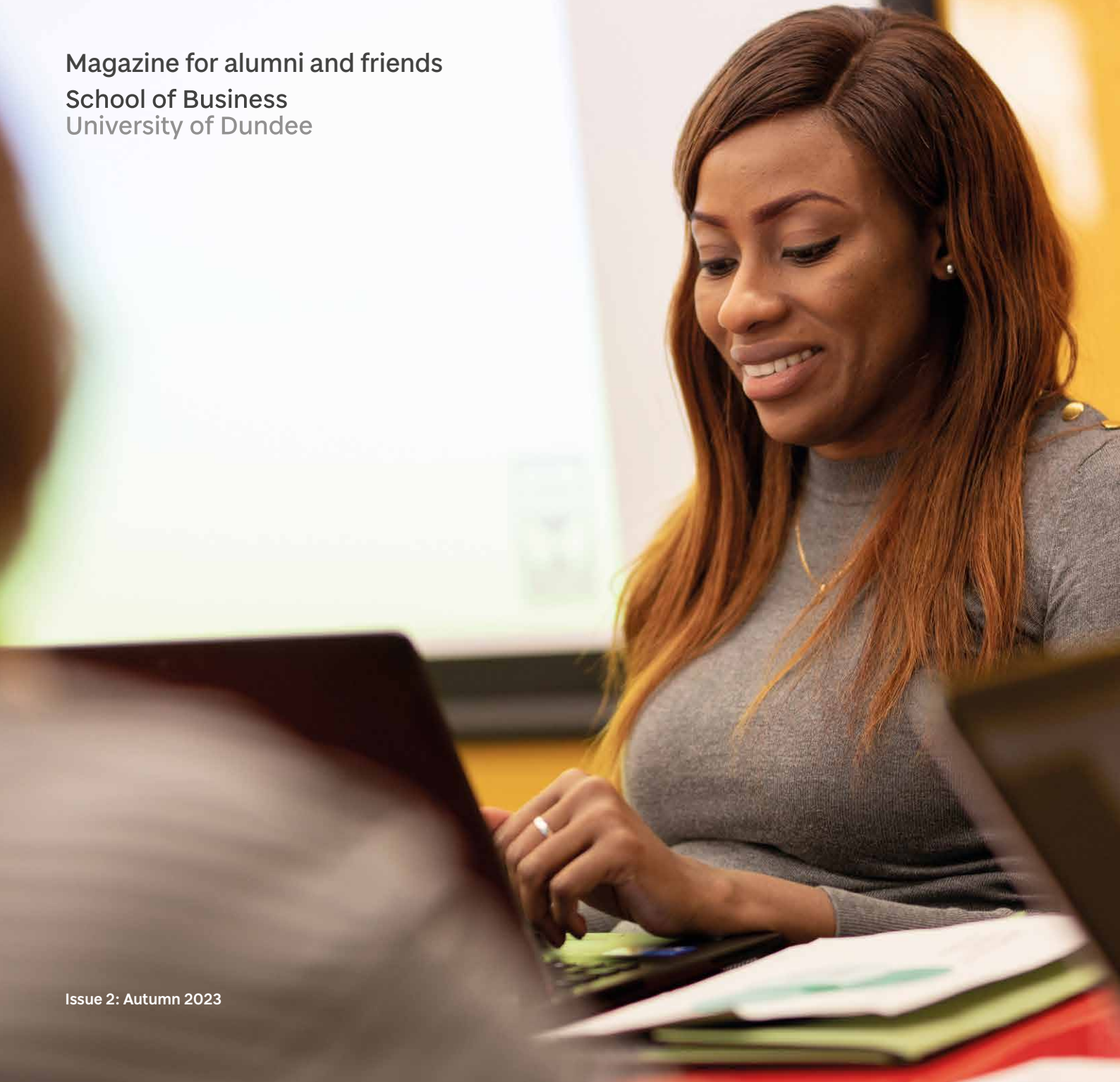


# The Business



Magazine for alumni and friends  
School of Business  
University of Dundee



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University  
of Dundee

## 50 years of Accounting and Finance

Accounting and Finance celebrated their 50<sup>th</sup> last year and the event was a huge success. If you want to revisit the day or experience it for the first time, please scan the QR code to watch the highlights on YouTube.



# Welcome from the Dean of the School



**Professor Morris Altman**  
Dean, the School of Business

## Welcome to the second edition of The Business, the magazine for alumni and friends of the University of Dundee's School of Business!

I am delighted to report on an exceptionally busy and successful year and hope that you enjoy reading about the activities and successes of both the School and some of our alumni.

Since the inaugural edition in Spring 2022, there have been a number of significant developments. Our School continues to grow, with a record number of undergraduate and post-graduate students matriculated in 2022/23. With this growth in student numbers comes an accompanying growth in academic staff as well as professional support staff and I am delighted to have welcomed 28 new academic and 14 new professional staff to the School since August 2022.

Aligned to the University's strategy of triple intensity across teaching, research excellence and enterprise and engagement, the School of Business continues its drive for distinction, and I am delighted to announce that in July 2023, we were awarded accreditation by the Association to Advance Collegiate Schools of Business (AACSB). We join an esteemed and exclusive cohort internationally - less than 6% of the world's business schools are AACSB accredited - and take our place among the world's most highly regarded schools.

I want to pay tribute to my colleagues who worked tirelessly to achieve this accreditation and to thank those alumni who contributed to the process. As part of the ratification, the School was commended on the work done by professional staff and the career team around internships and extra-curricular career support, the goodwill amongst alumni and their contributions to guest lecturing, providing internships and career mentoring. The role that you play as a graduate of the School of Business is integral to our success and on behalf of staff and our students, I extend my most sincere thanks to you!

As a new semester begins, we welcome the next generation of aspiring business leaders and the campus is alive with the hum of possibility. As you read through the magazine, I hope that you remember your time in Dundee fondly and I invite you to consider the role you can play in forging pathways for our current students to succeed. Whether lecturing, mentoring, offering internships, engaging and developing research partnerships, or supporting scholarships and bursaries to widen access to the opportunities higher education can deliver, your role is instrumental, and we all look forward to working with you.

**I hope to see you back at the School of Business in the near future!**

The Business is produced by the Department of External Relations at the University of Dundee.

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# The University Strategy 2022-27: What it means for the School of Business



Last year the University of Dundee launched its strategy for 2022-2027, giving us an opportunity to remind ourselves of who we are, who we can become and what we stand for.

The University of Dundee is a more global university than ever before, with thousands of students and staff from around the world coming to study and work.

We have burgeoning partnerships established with universities across the globe, including Northeastern and Central South universities in China, and are excited by the prospect of developing new relationships in Africa: the Blantyre Declaration, signed in 2022 with the six public universities in Malawi, is an excellent framework for co-designing partnership programmes.

The University of Dundee Strategy 2022-2027, launched at the end of last year, outlines our vision to build on our considerable academic and research strengths so that we can continue to grow and expand our social purpose. The primacy of social purpose was intrinsic in our founding principles and has

evolved and grown with us as we continue to transform lives, locally and globally, working together as a community to deliver positive change.

The School of Business is integral to the University's aim to help meet contemporary challenges, both local and global, in addressing social problems, sustainable growth and dynamic businesses, and meeting the needs of the employment market. The School is also a crucial element of our globalisation agenda as we continue to pursue managed growth. Today we are the UK's fastest growing School of Business, and by 2028-29, we anticipate a School with a faculty of over 150 staff to support both growth and excellence across our triple intensity of excellence in learning and teaching, research with impact, and engagement and enterprise.



The School of Business also has a great contribution to make to our vibrant campus. Our reputation for an excellent campus-based student experience informed by world class research is at the core of what we do best, so we are developing exciting plans for a new physical space to accommodate the growth in student numbers, faculty, professional staff, and executive education, plus a networking space for all members of the School and our wider regional and international communities. With Cloud delivery, hybrid classrooms, community engagement and the use of pioneering technology, the learning experience at the University of Dundee's School of Business is second to none.

The School was recognised at the Herald's Higher Education Awards earlier this year, winning the Enhancing Student Learning Award for developing digital skills for a sustainable future. All this is designed to ensure that we prepare our students for the job market or for continuing education.

All the while we continue to strengthen and grow our partnerships both internally (such as our BioBusiness teaching and research initiative with the School of Life Sciences) and externally (through links with institutions such as Al-Maktoum College and the Co-operative College UK), further expanding our reach and impact.

Of course, our most important partnership is with our students. Students are at the heart of the School of Business. Each year, Dundee University Students' Association (DUSA) and the University sign a Student Partnership Agreement, setting out key priorities for the year ahead. We will continue to develop and enhance our approach to answer the commitments we've co-designed with our students. This is key to how we will create and nurture a vibrant organisational culture, marked by a deep commitment to equality and inclusion, and a celebration of our student engagement.



## Latest updates from the School



## The Herald Higher Education Awards 2023

**The School of Business recently won the Enhancing Student Learning Award at The Herald Higher Education Awards 2023.**

The Herald believes in the transformative potential of education and recognises the exemplary work of universities and colleges across Scotland, as well as the outstanding initiatives of education professionals and students in building a better future.

This year there were 16 award categories, ranging from Supporting Student Wellbeing and Outstanding Business Engagement to Equality, Diversity and Inclusion. The event has always highlighted extraordinary institutions who are raising the standards of academic excellence, enhancing student experience, and engaging with industries to offer better outcomes for their students, and this year was no exception.

The Enhancing Student Learning Award celebrates the significant contribution from a team in a college or university which has

taken extraordinary measures to enhance its student learning experience. The School of Business achieved this prestigious award by presenting evidence of equipping international students from a non-business background with both the analytical and practical digital marketing skills to develop a sustainable future.

It was a highly exciting and successful evening for university staff in attendance at the ceremony in Glasgow, as the University of Dundee also won several accolades in other categories, including Outstanding Contribution from a University Student, Innovative Use of Technology and Lifetime Achievement. The ceremony concluded with the University of Dundee taking the top award, The Higher Education Institute of the Year 2023.

# Help to Grow

The School of Business is very excited to have become an approved provider of the Help to Grow programme in association with the Small Business Charter, the Chartered Association of Business Schools, and the UK Government.

The Help to Grow programme is directly aimed at supporting small businesses and SMEs in the Dundee area by helping them develop a tailor-made growth plan for their business needs, and connecting them with industry experts, mentors, and alumni, as well as providing the resources they need to develop and grow.

With the first cohort beginning in November, the programme will become a regular feature each year and will be a huge part of the School of Business' Local Community and Business Outreach and Engagement Programme, allowing us to share our expertise and create opportunities for small businesses in Dundee, Fife and Angus.

The programme is 90% funded by the Government and is open to all industries. Participating businesses must have been operational for over one year and have between five and 249 employees.

To celebrate this new programme the School also organised a joint event in partnership with the Dundee and Angus Chamber of Commerce, welcoming several local businesses on campus. Our fabulous guest speakers who were themselves local business owners, highlighted the benefits of having access to a supportive community and mentors who can offer guidance on your journey as a business. Their insights shed light on various aspects of the Help to Grow Management Programme, including the benefits and support available to SMEs.

If you are interested in working with the School of Business on Help to Grow, you can find out more about the programme on the school website:  
[uod.ac.uk/help-grow-management](http://uod.ac.uk/help-grow-management)

## Growth of the School of Business

The School of Business has achieved exceptional growth in student numbers in recent years, resulting in an increase in staff to accommodate the expanding student population. Investment has been secured to continue to recruit both academics and professional services colleagues to support our continued success.

Existing and aspiring colleagues have been drawn to a supportive working and teaching culture. The School's vision and strategic objectives, built around the United Nation's Sustainability Goals and realised through cross disciplinary research themes, have evidenced integrity, and academic staff have the flexibility to revise and review research and teaching themes as the market and interested partners emerge.

Strengthening our research-led activities has provided us with a global platform, enabling impactful knowledge exchange both locally and internationally, positively influencing stakeholders, society and the environment.

The School's approach to recruiting has resulted in a diverse pool of staff who complement each other with their varied cultural, social and ethnic backgrounds. This, combined with our proactive approach to mentoring and developing existing staff, has resulted in a rewarding and pioneering place to work, where originality and creativity is nurtured and rewarded.



If you would like to meet some of our team members and hear what they have to say, please scan the QR Code.







# International accreditation awarded to the School of Business

In July 2023, we were delighted to learn that the School of Business was awarded accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

Less than 6% of the world's business schools are AACSB accredited, and those that have it are widely regarded as the best in the sector. The School of Business is now part of this exclusive group, and we can be proud of our new-found status. Our new standing benefits all by enhancing our programmes, highlighting our strengths and unique qualities, advancing our reputation, and adding value to our students in the job market.

Our journey to accreditation was underpinned by a strong commitment to AACSB's cornerstones of engagement, innovation and impact. Three years ago, the school created a dynamic accreditation team, led by Professor Ian Robson and supported by Accreditations Manager Deborah Park, with a strategic focus on gaining AACSB accreditation. The first task was to put in place a strong and systematic engagement process that sought to enrich the thinking and the strategic direction of the School through a series of focus groups with staff, students, our

Advisory Board, and our alumni community.

Many alumni played a key role in achieving the AACSB accreditation by helping us identify the big themes testing contemporary industry, as well as the competencies our future graduates need to acquire to equip them well for work. They also helped us to identify the core needs of students in relation to employability and career planning. Our response was to strengthen these services for students, and we will continue to explore ways to do this going forward.

The rigorous accreditation process began with the submission of an eligibility application, before moving through a number of reporting stages and culminating with a three-day visit by Deans from other international Business Schools. These Deans closely scrutinise the applicant school, reporting their findings and ultimately making a recommendation to the AACSB accreditation committee on whether the School should gain accreditation.





To gain accreditation the School needs to reflect on how it aligns with AACSB standards, and decide what further work needs to be undertaken.

The process usually takes five to seven years, but we are delighted to have achieved all of this in just three years.

"AACSB accreditation recognises institutions that have demonstrated a focus on excellence in all areas, including teaching, research, curriculum development, and student learning," said Stephanie M. Bryant, Executive Vice President and Chief Accreditation Officer of AACSB.

"We congratulate University of Dundee and Dean Morris Altman on earning accreditation and applaud the entire School of Business team—including the administration, faculty, staff, and students—for their roles in earning this respected honour."

We know that our alumni hold a deep affection for the University and the School,

and many continue to offer to help our current students through internships, guest lectures and mentoring sessions. We are exploring how we can engage more with our alumni community to share their valuable professional experience and expertise to enhance the overall student experience.

AACSB accreditation has been one highly successful element of our ongoing partnership with our alumni community, and we are keen to develop this further.

Gaining this accreditation has been very much a collaborative process, and the accreditation team is grateful to everyone involved in helping the School achieve this transformational status and strategic goal.

For more information on AACSB Accreditation and how you can engage with the ongoing process and share your experience please contact [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)



# Making a difference with passion

School of Business graduate Liam Elphick truly embodies the transformative spirit of the University of Dundee and is extremely passionate about making positive contribution in others' lives.

Liam studied International Business and graduated in 2019 from the School of Business. Currently he is working as a Strategy Manager at ANZ – one of the biggest banks in Australia, and also volunteering as a 'sighted guide' (providing sighted guidance for those with disabilities) for the Achilles Foundation which provides a platform for people with disabilities to enjoy the health and social benefits of an active lifestyle.

"I came across Achilles Foundation completely by accident. I was training for a race in a popular Melbourne running spot and saw a couple running in front of me – one holding a strap and the other providing directions with 'guide' on the back of his t-shirt. It didn't take long for me to realise that one of them was visually impaired and was relying on his guide for both physical and moral support," Liam said.

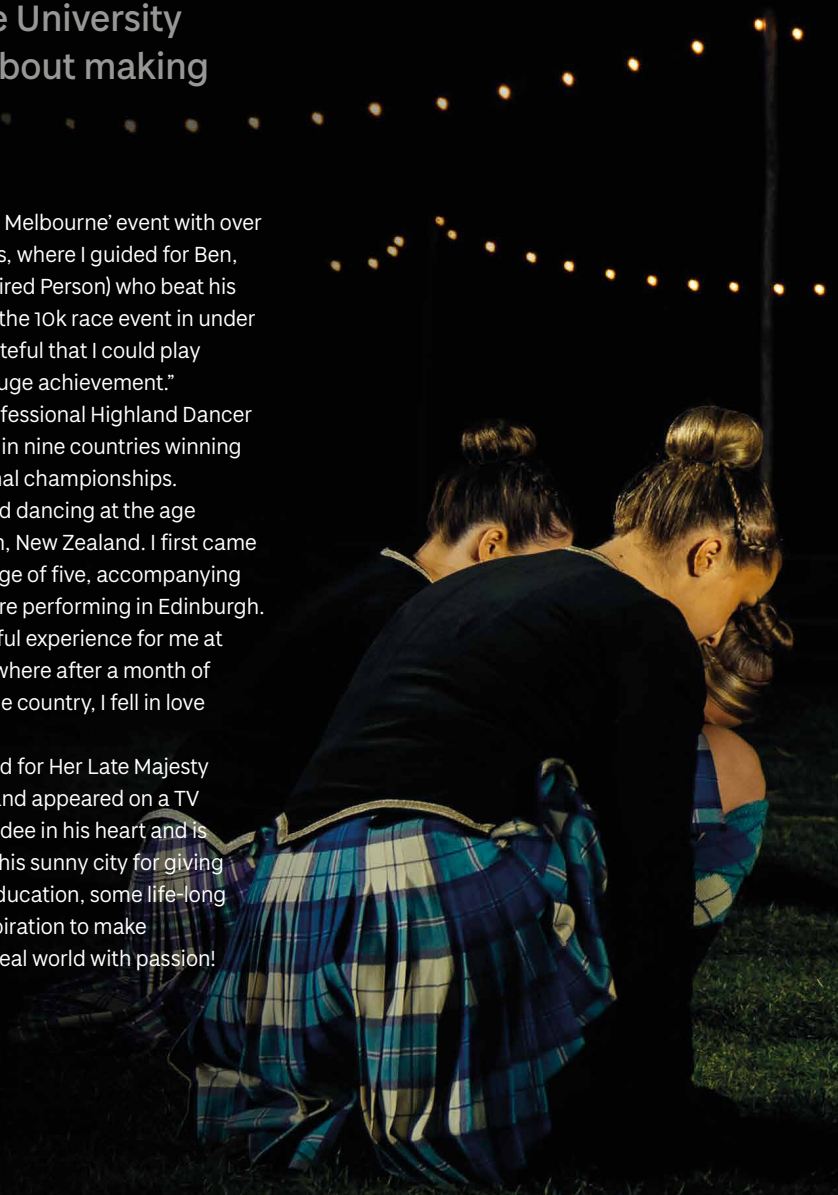
"I took up the opportunity one Sunday to volunteer with their programme and I absolutely loved it. After a few months of regular training sessions, I recently

completed the 'Run Melbourne' event with over 20,000 participants, where I guided for Ben, a VIP (Visually Impaired Person) who beat his goal of completing the 10k race event in under an hour. I felt so grateful that I could play a small part in his huge achievement."

Liam is also a professional Highland Dancer and has performed in nine countries winning multiple international championships.

"I started highland dancing at the age of four in Wellington, New Zealand. I first came to Scotland at the age of five, accompanying my parents who were performing in Edinburgh. This was an impactful experience for me at such a young age, where after a month of travelling around the country, I fell in love with Scotland."

Liam even danced for Her Late Majesty Queen Elizabeth II and appeared on a TV show. He holds Dundee in his heart and is forever grateful to this sunny city for giving him a world class education, some life-long friends and the inspiration to make a difference in the real world with passion!







# Industry engagements

The School of Business is proud to have many impactful industry connections, providing our students a great opportunity to see and learn from real life companies. In this edition, we are delighted to share our collaboration with three great names: EQ Accountants, Enterprise, and British Airways.

If you are a graduate or an industry professional and want to collaborate with the School of Business, please contact [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)

## EQ and School of Business



**Sam Walker**

Chartered Accountant at EQ Accountants

We recently met EQ's HR team to learn more about their motivation.

"At EQ, we pride ourselves in nurturing home-grown talent, and that starts by attracting graduate trainees from local universities. We share a strong connection with the School of Business, offering guest lectures, and graduate and internship opportunities to the fresh talent the school produces every year. As a firm with a knowledge sharing culture, we know that our team has a vast array of expertise and professional insight that they can pass onto the next generation, hopefully inspiring them and highlighting the possibilities offered by the profession," the team said.

"Nothing beats real life experience, and we can provide students with the opportunity to join the firm in their third year

on an internship so that they can see what life in an accountancy practice is like and implement their knowledge in real life cases. We don't departmentalise our practice environment, so students get a variety of experience and eventually choose the right career path. We also deliver a lot of training to help develop professional skills, to enable our students to become well rounded business advisors to complement their technical skills."

Sam Walker, Chartered Accountant at EQ and School of Business alumnus shared his experience with us: "During my time at the University, I attended a guest lecture delivered by David Morrison, EQ's Head of Tax, which allowed me to make a connection before beginning my journey. It also gave an insight

into what someone at the highest level would be dealing with and provided the inspiration that this level is attainable. I, and many of my colleagues at EQ who are also Dundee alumni, have also benefitted from the work experience and internships provided by EQ to give a real-life perspective on our everyday studies that often culminates in the opportunity of a professional training contract after graduation.

"I am proud to be an ambassador of both EQ and the University. I would not be the person I am today without everything they have given me. Being able to give back and further enhance the relationship is something I look forward to."



## Enterprise and School of Business



**Fraser Hirst**

Talent Acquisition Specialist  
at Enterprise

We recently interviewed Fraser Hirst, Talent Acquisition Specialist at Enterprise, to speak about our strong relationship and the past, present and future of our collaboration.

"Enterprise is a Times Top 100 Employer. We are a family-owned business, operating in nearly 100 countries who have a commitment to developing our employees and internal promotion. As a result, the majority of our 80,000 employees started as a Graduate Management Trainee. Along with this opportunity we also offer summer internships and one-year industrial placements - so regardless of what year you are in, there is something for you," Fraser said.

"It's been brilliant collaborating with the School of Business

for guest lectures, on-campus interviews, mentoring and career sessions. Besides giving us a platform to talk about our opportunities and provide employability skills to students, the collaboration allows us to meet these future business leaders and get an insight into what is important to them when they are choosing their post-university career. It also provides students with a contact at a potential employer and hopefully makes their transition from University to the professional workplace less daunting."

As a leading management development company, Enterprise provides meaningful real-life business experience to students so that they can achieve the required competencies

to succeed in the workplace, regardless of the organisation they choose to work for.

"Providing educational support is important to us as a company and ties into one of our founding values. We donated £8.7 million to educational initiatives last year through our foundation.

"We have several University of Dundee alumni who have excelled at Enterprise. Iona and Aimee are two such alumni, who started as Management Trainees and progressed internally to be promoted to the position of Branch Manager. I think this shows that School of Business students are graduating with the right skillset and motivation to progress and achieve their career goals."

## British Airways and School of Business



**Ross Grieve**

Revenue Delivery Executive  
at British Airways

Last year the School of Business was delighted to welcome alumnus Ross Grieve back on campus to promote British Airways' Emerging Talent programmes. Ross explained, "As a student, I found it challenging to get work experience in the sector I was interested in. There isn't a great deal of aviation industry in the Dundee area, so I wanted to let students know what's out there and give advice to those who want to pursue a career in aviation."

After completing his Business Management degree, Ross started an internship with British Airways (BA) in summer 2021, before securing a place on BA's Future Leaders graduate scheme. Since then, he has worked in a variety of

roles, ranging from flying as cabin crew across BA's global network to working as an Operations Change Lead in their recruitment team. His current role as a Revenue Delivery Executive involves making pricing and inventory decisions on a portfolio of routes.

Following the BA event, Ross shared, "It felt great being back on campus having some interesting conversations with passionate students. We received positive feedback from the event and the impact it had on the decision for some to then apply for emerging talent roles at BA". Ross also stressed the importance of "knowing what opportunities are out there" and the benefit industry insights can have on putting theories into context.

As for what's next, Ross plans on attending another event on campus in the autumn about BA's Emerging Talent programmes, including internships, business placements and graduate schemes.

Ross highlighted, "The School of Business has been very easy to collaborate with. I would encourage others to reach out and collaborate with the School."

# Get involved

As a School of Business graduate, you'll always be part of our vibrant alumni community. Your voice and feedback help us improve the overall student experience we provide. From reshaping our curriculum and mentoring prospective and current students, to providing site visits and internships and attending events, there are many ways you can get involved.



## Crispin Reed

Class of 1984  
Founder of Skyscraper Consulting

Crispin has been part of various mentoring and teaching sessions for both the School and the Centre for Entrepreneurship and has given his valuable feedback multiple times on curriculum, employability, and general student experience.

"It's been a richly rewarding experience being involved with the School. I've found the School of Business to be very well run, very friendly and with an innovative outlook. It's great to see the growth in numbers and reputation, and the opportunities for academics, students, alumni, and external entrepreneurs to share their collective expertise.

"It's also remarkable to see the transformation of Dundee as a city since my time there and the pivotal role that the University has played in this transformation. There are so many exciting developments building on the arrival of the V&A Dundee a few years ago - the planned Eden Project, the e-sports centre and more. There are some interesting industries that have become established in the city - all of which culminate in increased employment opportunities for students."



## Indre Urbanaviciute

Class of 2015  
Middle Office Associate at JP Morgan

Indre recently attended an Ask Alumni session on campus and shared her invaluable experience with current students.

"I truly believe in the potential of mentoring and that's why I take my role as an alumna very seriously. As a student I had many questions on what's next and all I wanted was a guide. Therefore, the Ask Alumni session was the perfect opportunity to give back a small part of what the University has given me. I want the students to know that the industry is more than what we think and there are so many roles available. I hadn't been on campus for a while and it was great to see how it never stops evolving, always changing to become a better place for students."

Last year Indre also hosted a group of School of Business students at her JP Morgan office in London. "As a student, I too went to London to visit industries and build connections and found it really impactful. So, when Professor David Power asked me to be the host, I was so ready! It was fun and fulfilling to have those bright students at our office and answer their in-depth questions about what we do at JP Morgan."





## Vladimir Zabnin

Class of 2016  
Head of Portfolio Management  
at Beamish International Ltd.

Vladimir recently attended a School of Business reception in Dundee, along with staff, students, alumni, and industry partners to welcome the Association to Advance Collegiate Schools of Business' (AACSB) Peer Review Team members.

"I thoroughly enjoyed the School of Business reception as I bumped into some of the lecturers from my time, reminding me of the good old days! I met Professor Andrzej and had an intense chat about a student whose research interest is the stock market. Since I have years of experience in that area, I shared some insight, and it was a brilliant knowledge exchange. I also met one of my course mates and discovered that he was working in the same industry I was in, and we met afterwards to discuss business. I would be really delighted to see more of these networking events, as it builds a community of like-minded people who want to grow together and support each other in their journey."



## Liam Brown

Student Testimonial  
MSc Management & Marketing

Liam attended Indre's Ask Alumni Session and had some thoughts.

"Meeting and hearing from alumni is very inspiring for us as we can see our future in them. Indre was exceptionally good and informative in the Ask Alumni session I attended. While her career path differs from what I can see myself doing after graduation, it was very useful for me to get first-hand knowledge on the journey of a School of Business graduate leaving the University of Dundee. She shared the process, emotions, and challenges of leaving University and entering the professional world, making us better prepared for the future. I am very sure that these engagement opportunities mean a lot to alumni as well, as just like current students see their potential future in alumni; they can revisit and relive their past while meeting us."

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If you are interested in getting involved and helping to shape the future of the School and students, please email [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)

# Forbes was just a dream away

## What is a dream? Something you see in your sleep or something that keeps you awake?

Romail bin Mukhtar, a recent School of Business graduate, paused for a moment when he heard this question, and over the course of our interview he retraced his steps on the journey that had taken him around the world to realise his own dream.

"I still remember the day my dream came one step closer. I was half asleep when the email came from Forbes Europe, congratulating me on an excellent interview and offering me the role of Account Manager. 'Am I dreaming?' I pinched myself hard and started jumping on my bed. I called my parents, yelling 'I got Forbes'. My dream had become a reality," said Romail.

Romail's journey is a story of sleepless nights, hard work, and dedication.

"My father wanted me to become an engineer, but I always aspired to a career in marketing and advertising. I even qualified in the Engineering exam but convinced him to let me chase my dream.

"After completing my BA in Business Administration, I started working with various marketing agencies in Pakistan to strengthen my theoretical knowledge with real-life experience. My hard work paid off when I got an internship with Impact BBDO, a globally renowned ad agency based in the UAE. Impressed with my tenacity and perseverance, they hired me full-time in just three months,

and the next year I was promoted into the role of Account Manager.

"I had a rewarding career there, but I yearned for greater heights. Do you know what they say about taking a leap forward?" Romail asked us and then playfully replied, "Sometimes you need to take a step back.

"So I bid adieu to my comfortable life in the UAE and decided to pursue a Master's degree in Digital & Social Media Marketing at the University of Dundee. It was the best decision of my life – Dundee became the wind beneath my wings. I not only gained extensive theoretical knowledge from the course but also got insight into real-life businesses through case studies.

"Once I was settled in my course, I started asking myself 'What's next?' As an international student I was only allowed to work 20 hours a week and many agencies rejected my job applications for that reason. I stumbled upon an opportunity from Forbes – but they were also looking for a full-time commitment. I had to try my luck; it would have been a dream to work for Forbes – which is undoubtedly one of the most prestigious media groups in the world."

An ancient famous Persian poet – Rumi – once said, 'What you seek is seeking you' and Romail's story is a testament to that. He gave his best at the interview and a few weeks later

Forbes hired him. They offered him a part-time contract leading to full-time opportunity post-study, making an exception for the post originally being full time.

"But that was just the beginning of the story. Forbes expected me to work at least two days every week from their office in London, but I was living in Edinburgh and studying in Dundee. Everyone thought juggling this would be impossible – except me.

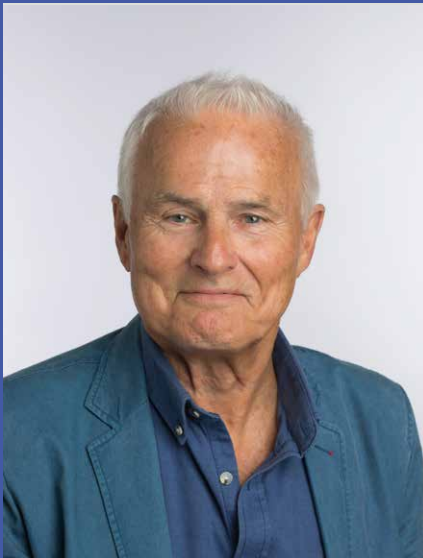
"For the next few months my week started at 4 am on Monday as I used to board the first train to London from Edinburgh to be in the office for Monday and Tuesday. During lunch I would attend online lectures and then be back in Edinburgh by midnight on Wednesday so I could attend the in-person class in the morning. I was very fortunate throughout to have the support of both Forbes and the School of Business in making this possible."

Romail never missed a class during his course and overcame all the challenges with flying colours. "I was always on the move; I was tired sometimes, but for my dream I would do it a thousand times over."

Romail is currently based in London, working full-time for Forbes. In June, he returned to his alma mater and tossed his graduation hat into the bright Dundee sky, in celebration of his graduation from the School of Business and the beginning of the next chapter of his career.







**A report published in April by Professor Graeme Martin, Professor of Management in the School of Business, highlighted that nearly half of all senior hospital doctors in Scotland aged 50 and over intend to retire before normal pension age.**

## Retirement fears for doctors borne out in School of Business research

In addition, less than 30% of this cohort intend to work beyond retirement age. With Scotland already facing challenges to train, recruit and retain doctors in some specialties, the findings suggest that the NHS will face significant future workforce planning issues.

Professor Martin's research team were commissioned by NHS employers in Scotland, the BMA (Scotland) Consultants Committee, and the Academy of Medical Royal Colleges and Faculties in Scotland to produce the largest and most comprehensive survey of doctors' retirement intentions compiled to date.

This research drew on almost 1700 responses to a questionnaire created by the researchers. The views of doctors under 50 were also sought and compared with the 50 plus cohort for signs of age differences.

The headline finding is that doctors in the 55 plus cohort intend to retire at age 58, two years before their normal pension age. For the 50-54 and under 50 cohort this figure is 60, which is well below their normal pension age of 65-68. Most doctors intend to transition into retirement by scaling down work commitments. Only 22% of the total sample did not intend to scale down as they approach retirement.

The pension taxation regime, something that the UK Government's Spring Budget 2023 sought to change, was the main reason given by doctors for their intention. Disillusionment and dissatisfaction with the ways in which NHS values were being enacted by the system and their employers were the second most common reason.

"Even allowing for the recent pension taxation reforms possibly removing a major source of grievance, the level of doctors' disillusionment with the system and their employers is sufficiently strong to severely challenge their sense of optimism over a better future for the NHS," Professor Martin said.

"The NHS needs to address the causes of these issues and provide evidence that

an exciting near future is a distinct possibility. In the report we discuss how boards can do so.

"Our research provides solid evidence for the recent pension taxation changes. However, these do not deal with other key grievances, such as a strong sense of disillusionment with their organisational and NHS leaders, declining engagement with work and its sense of moral purpose. There is also evidence of burnout among doctors, particularly in some specialties."

The research team also noted significant differences among doctors in how they responded to many of the survey questions according to key demographics, the most significant of which was age. They also noted that there were no significant regional differences in how doctors responded, showing these findings applied across Scotland with broadly equal force.

Professor Martin says that these factors and findings fit into a coherent narrative in which the potential withdrawal from work is a result of a severely breached 'psychological contract'.

"Doctors feel they have undergone many years of demanding training, relatively low pay compared to other professions, and long, unsociable, hours. In return, they had good grounds to expect a payoff in terms of freedom to exercise clinical judgement, high status and meaningful work accompanied by good pay, conditions, and pensions.

"Senior doctors, however, have come to feel these expectations have been breached and are responding with increased burnout, reduced meaningfulness associated with their work, and reduced levels of work engagement.

"The NHS could therefore be faced with significant problems in recruiting, engaging, and retaining newer generations of doctors, whose expectations may well be different and whose opportunities for alternative employment may be greater. Consequently, it is vital that these expectations among the 50 plus and under 50 cohorts are addressed."



## Marketing for people and the planet

Marketing is not just about selling more cars, chewing gum and coffee. It can also be an effective tool to make the world a better place.

Pro-social marketing, usually referred to as social marketing in academic circles, is an established approach to influencing behaviour change for the greater social good. It has been applied to anything from safe sex and gun crime to physical exercise, loneliness, and problem gambling. In September 2021, Thomas Boysen Anker joined the University of Dundee as the School of Business' first Professor of Social Marketing.

Thomas is a philosopher by trade and did a PhD in ethics at the University of Copenhagen before transitioning into business studies. He cut his teeth as a social marketer at the Institute for Social Marketing, University of Stirling, and then spent 11 years at the University of Glasgow. He has written on various topics in social marketing, most recently on the importance of consumer-driven social change.

One of his first applied projects was an investigation into the advertising practices of alcohol brands in the UK, led by Gerard Hastings. This research led to the publication of the report "They'll Drink Bucket Loads of the Stuff: An Analysis of Internal Alcohol Industry

Advertising Documents" and the article, "Alcohol Advertising: The Last Chance Saloon" in the British Medical Journal.

These publications documented how global alcohol brands at the time used a range of unethical marketing methods, including targeting of underage drinkers with alcohol advertising. This is an example of what is known as critical social marketing which in this case aimed at influencing policy making and advertising regulation.

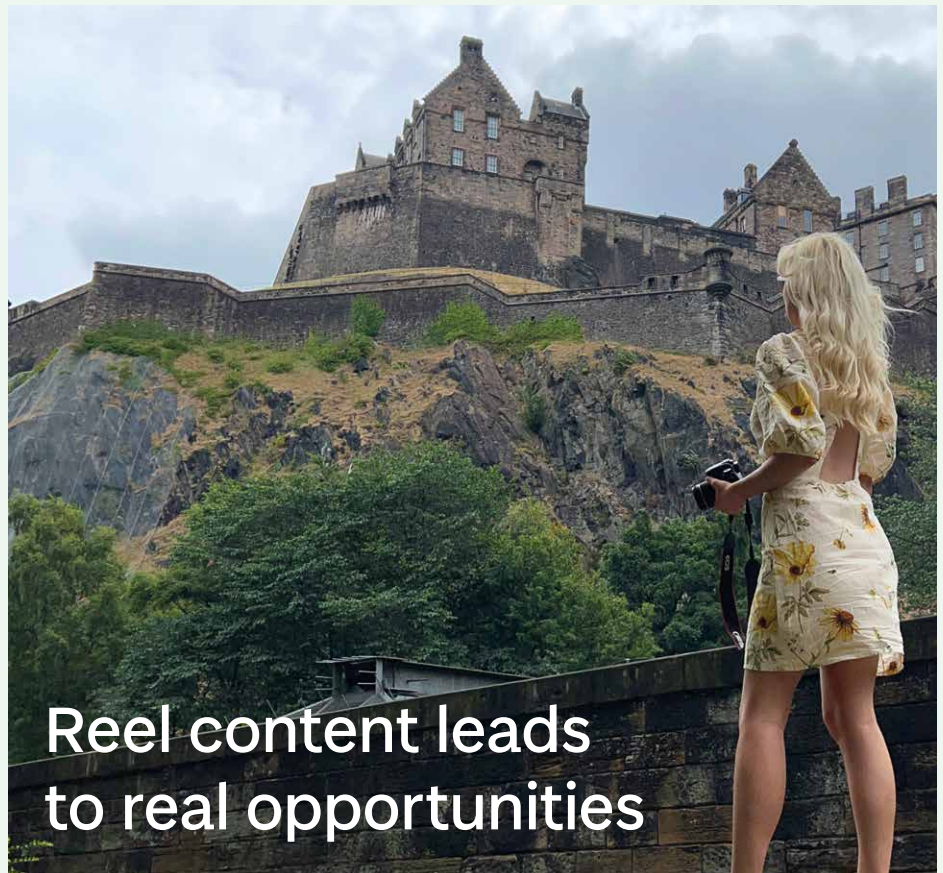
More recently, Thomas worked with students to create anti-racism campaigns and was nominated for outstanding contribution to cultural awareness in the classroom at the SAMEE Awards 2023 (Scottish Association of Minority Ethnic Educators).

Thomas is currently collaborating with RollSafe, a London-based community interest company, on e-scooter safety training and the cultural understanding of risk and safety among young people. He is currently sourcing funding for a public awareness campaign to influence young riders to adopt safe use of e-scooters as a sustainable form of micromobility.

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If you would like to discuss more about our research please email [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)

Victoria will graduate from the School of Business in November 2023 and embark on a successful career as a social media influencer and marketer.



## Reel content leads to real opportunities



It was 22 November 2022. The Toronto Maple Leafs were playing a nail-biting thriller against the New York Islanders in the National Hockey League (NHL). Joe Bowen, 'The voice of the Toronto Maple Leafs', was on the microphone, and he introduced the crowd to a Dundee student who had flown more than 3,000 miles to cheer for her favourite team. The Maple Leafs also tweeted to over two million followers across their social channels, welcoming Victoria, a die-hard ice-hockey fan.

Victoria Stewart, MSc International Marketing and Management student, is a rising social media star, creating regular sports content for more than 25,000 followers across X (formerly Twitter), Instagram and YouTube. She also works as a Social Media Manager at Tayside Council on Alcohol, while masterfully balancing all of this with her studies.

"I was introduced to social media when I was 12, and I transferred my love for video creation into it and started posting content about random things. Then in 2016, hockey came into my life when I was invited to see my first Dundee Stars match. I was so clueless that I had to Google it before the match, but after the initial

few minutes of confusion I was glued to this fast-paced and highly skilled game, and there was no stopping from there," Victoria said.

"I was overwhelmed by the high-quality hockey that you see in North America, and when Covid hit in 2020, I started posting more regularly about the NHL and Toronto Maple Leafs in my spare time. It was 2021 when a video I created about the struggle of being an international female sports fan went viral, that my channels really started grabbing attention.

"People started watching my content and a large majority of them were from Canada, Ice Hockey's spiritual home. The enormous love and support received in X boosted my confidence and encouraged me to start my YouTube channel in January 2022."

It was her passion for both sport and content creation that took Victoria to Toronto and connected her directly with her favourite Hockey team. "I was very surprised to see people recognising me, waving at me, and wanting to meet me. Moreover, it gave me great exposure as I collaborated with the St. Andrew's Society and many other well-known brands who recognised my passion and hard work."



# Universities Business Challenge



Students from the University of Dundee have achieved fantastic success in this year's Universities Business Challenge (UBC) and made their University very proud.

The UBC, a UK-wide inter-university competition which sees teams of students from institutions across the country compete with one another in a series of business-focussed challenges, enjoyed a fantastic turn-out from the University of Dundee. Students were given the opportunity to develop some key employability skills such as leadership, problem solving and communication whilst representing Dundee in an impressive display of teamworking.

The competition has two main components: the Undergraduate Challenge and the Global Masters Challenge – both of which had students competing from the School of Business.

Our three undergraduate teams competed in a series of trial-trading periods between October and November 2022, achieving great success. Out of the 100 plus teams from across the UK, only 36 made it through to the semi-finals. We were thrilled that all three of ours made this top 36 and went on to represent us in the live semi-finals in Edinburgh. We were the only Scottish institution to successfully have

more than one team make it through to this stage. After a tough day of challenges, one of our teams emerged victorious and scored highly enough to enter the top ten teams in the UK. They headed across the border to represent us at the live finals hosted by the University of Liverpool in March 2023. Despite being bested for the trophy, the students made the University very proud and learned some fantastic employability skills along the way.

Our postgraduate students also achieved fantastic success in their half of the UBC. This year's Global Masters Challenge saw a Dundee team also smash their trial-trading periods and reach the top ten in the UK as they headed even further southwest to represent us at their final at Aston University. Despite reduced odds, with only two team members of the original five available to travel for the competition, the students competed against the other nine semi-finalists in a heated contest. The students are to be commended very highly for overcoming this disadvantage and making the University proud.

## Student Commerce Fair

Liam Brown, an MSc Marketing and Management student, recently organised a Student Commerce Fair to provide budding entrepreneurs a platform to practically implement their theoretical skills around entrepreneurship. With support from Dundee University Students' Association (DUSA), Liam successfully ran the show with 25 stallholders, all students and alumni from Duncan of Jordanstone College of Art & Design (DJCAD) and the School of Business, who marketed and sold their products to University of Dundee students on the day.

More than 500 students attended the event, with stallholders selling everything from handbags to food, and jewellery to artwork.

The event raised £220 for Women's Rape and Sexual Abuse Centre (WRASAC) and created a successful forum for future business leaders. Liam's hard work and enthusiasm behind this event was highly recognised, winning him the School President of the Year award following the remarkable success of the fair.

If you are a School of Business student or graduate and want to share your good news with us, please email [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)



# School of Business Prize Giving Ceremony

As part of the summer graduation, the School of Business organised the annual Prize Giving Ceremony at the Queen's Hotel to celebrate the hard work of our students and the excellent support from their family and friends.

A number of prizes and certificates were issued – Alliance Trust Prize, George Stout Memorial Prize, and the Association of Chartered Certified Accountants (ACCA) certificates to name a few.

During the celebration we caught up with our alumna Liz Blackburn and the Head of Accountancy and Finance at the University, Alison Fordyce.

"I am here to represent ACCA as its elected Global Council Member. Prize Giving is a fantastic event to return to my home city of Dundee. It's so heart-warming to see the new graduates celebrating with their support teams and families. It also gives me an opportunity to meet and network with the academics, staff members, and students," said Liz.

She also added, "As an ACCA council member, it was great to hear Professor Bill Russell speaking about the importance of the

relationship between the School and ACCA and encouraging students to learn more about ACCA."

Alison was extremely proud of the achievements of her students and said, "It's a great event where you find staff, students and alumni celebrating together. I would highly encourage other alumni and people from industries to be part of it as it gives them an opportunity to meet the fresh talents and maybe spot the right candidate for future employment opportunities."

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If you are our graduate or industry professional and want to support the next generation of business leaders by sponsoring an academic achievement prize please email [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)



# A little donation goes a long way



## Have you been inspired by the stories you've read? Would you like to be part of a student's journey to success?

The School of Business nurtures the talent and ambition of our future leaders. Newly AACSB accredited and with a growing reputation and impressive global impact, it is attracting potential business leaders from all over the world and from all kinds of backgrounds to come and study in Dundee.

We hope you have enjoyed reading our inspirational and thought-provoking stories from recent and established members of our alumni community. Romain, a recent graduate reflects on his job offer from Forbes with the thought, 'What is a dream? Something you see in your sleep? Or something that keeps you awake?'. Unfortunately for many students their time at Dundee won't be easy and financial pressures may well keep them awake at night.

Students seek financial support from our Student Funding Team for a variety of reasons. Some are carers, some have families to support and childcare costs to factor into their living

expenses, others don't have parents able to offer financial support in times of need. This is when students turn to the University for help. Our Student Funding Team rely on philanthropy to reach increasingly high numbers of requests for support. Over the last few years, the financial support of our alumni community directly assisted 48 School of Business students.

### Be a part of the future

You have read how School of Business alumni are passionate about their time in Dundee and are exceptionally committed to supporting the next generation of students through lecturing, mentoring, offering internships, engaging and developing research partnerships, or supporting scholarships and bursaries. Financial support in particular widens access to the opportunities higher education can deliver, inspiring students to reach their fullest potential.

Financial support from the University provides a safeguard when students need a helping hand, and your donation, of whatever size, will help students when they need it the most.

A single bursary of £2,500 towards living expenses can make a significant difference to someone facing difficulty and can help a student in need stay on course through challenging times. You can choose to fund a single bursary, make a one-off contribution, or a monthly donation.

We made a promise that we will offer a world-leading education and student experience to all who study at the University of Dundee, regardless of their financial or family background. People with talent and potential to succeed should not be discouraged from entering higher education. The world can't afford to lose the next generation of brilliant economists, business leaders, accountants, marketeers and industrialists who have the ability to shape the future in new and exciting ways.

If you are able to make a donation today, you will help our promising students change the world tomorrow. Future students, with the talent and ambition to succeed, but not the financial means, will fulfil their ambition to have an outstanding educational experience and graduate to be inspiring leaders in society with your help.

### Nothing should hold our future students back.



Scan the QR code if you would like to make a gift online.

If you would like to discuss your giving with a member of the Advancement Team, please email [development@dundee.ac.uk](mailto:development@dundee.ac.uk) or call us on 44 (0)1382 388824.



# Turning ethical rhetoric into reality

In an era of unbridled capitalism where profit dominates the centre stage, and with more and more investors turning towards environmentally friendly companies, the question of "Will I get a lower, greater or the same return if I invest in ethical companies?" is often at the forefront of discussions around ethical investing.



School of Business graduate Tommaso Martelli's award-winning dissertation '*Does investing ethically pay off? Empirical evidence from FTSE4Good Indices*' addresses this directly and demonstrates that investors can invest ethically without sacrificing profits. Investment can be a force for the betterment of society and the environment while still providing a profitable return.

Tommaso joined the University of Dundee in 2021 as part of a Double-Degree Agreement with the University of Bergamo in Italy, graduating in 2022 with an MSc from both institutions.

On a quiet Friday morning, Tommaso joined us from Italy to talk about his time in Dundee, his research, and his passion to turn the rhetoric of ethical and sustainable investing into reality.

"I miss Scotland and my time at the University! The School of Business was a life-changing experience for me, and it made a real difference by opening so many doors," Tommaso started on a nostalgic note.

"It was Professor David Power who introduced us to the idea of ethical investment during one of his thought-provoking lectures within the Corporate Social Reporting module. I was so intrigued and captivated by the topic that I really wanted to delve deeper and study the intricate relationship between investment and ethics.

"I poured countless hours into my research, meticulously examining case studies, analysing financial data, and studying the emerging trend in ethical investment. I studied the performance of FTSE4Good Indices –

indices of shares of companies which meet certain ethical standards and compared the return on investment with that of its counterpart. My findings presented real-life evidence of ethical investment being just as profitable as its counterpart.”

For Tommaso, an ethical approach is about showing respect – respect for the environment, for people, and for the rights that people should have. It’s about understanding the fine line between ‘what is our right’ and ‘what is right’.

“Companies need to act willingly, without any pressure from their stakeholders, and without the threat of losing funds unless they promote ethical behaviour and implement ethical policies into their supply chain. It’s high time to understand what is right for a sustainable future and then practice that in day-to-day life. Leaders will be there implementing laws and showing us the right direction – but it’s our choice whether we follow that direction or not,” Tommaso added.

Tommaso’s work was crowned by the School of Business as Best Dissertation and was also recognised by the Rotary club in Italy.

“I enjoy the fact that my work is receiving awards and appreciation, but the ultimate satisfaction for me lies in seeing positive changes in real life, where people understand the transformative potential of ethical investing.”

Currently Tommaso is working as an associate at PwC in their deals team, specifically working in the Transaction Services within M&A processes.



**David Power**

Professor, School of Business

“Ethical investment is one of the fastest-growing areas of investment over the past ten years as investors seek to ensure that their funds are not used to buy securities in firms within certain sectors such as armaments, alcohol, pornography etc. Instead, they want their fund managers to invest in areas such as wind-power, recycling and companies which are environmentally friendly. Tommaso showed that on a risk-adjusted basis, ethical investments need not put investors off as vehicles offering a reasonable return. What his work demonstrated is that Italian investors can invest ethically without sacrificing returns; in fact ethical shares perform at least as well as their non-ethical counterparts.”



**Peter Fotheringham**

Director of Finance on the University’s Investment Policy

“At the University of Dundee, we are committed to sustainable and ethical investments in the management of our Endowment Funds. Our ethical investment policy ensures that we do not knowingly invest in companies in conflict with our values. This policy is intended to support our aims to invest in a better global future by delivering strong returns through involvement in companies demonstrating policies and practices in accordance with the University’s missions and values as expressed in our strategy. In the past 24 months this has included investments in firms developing medical technology, sustainable farming practices, and to progress green energy projects in the developing world.

“Whilst our sustainable investment approach is an important demonstration of our values, it has not adversely impacted our returns. This is important to us, as income from our endowment investments helps to support students here at the University, with 31% of the endowment student awards made recently having gone to students from the most deprived areas of Scotland.”

# Stay connected



Whether you are new to the University of Dundee family or have been a stalwart of the community for many years, we value your support and we want to make sure we keep you up to date on the things that matter to you.

While The Business magazine is an annual highlight, celebrating the successes of our students, staff and alumni, there are lots of things happening year-round that might interest you.

The best way to ensure you don't miss out is to subscribe to our emails and keep us informed of any changes to your contact details.

## By keeping in touch, you can find out more about:

- University news
- Networking and professional development events, in Dundee, Scotland and the UK
- How to access the global Alumni Ambassador network
- How to join an international Alumni Network or Association and attend exclusive events where you are
- Opportunities for you and your immediate family members to enjoy discounted fees for taught postgraduate courses
- Volunteering, including mentoring and guest speaker opportunities
- How to access the University's careers service – you can enjoy personalised support at any stage in your career
- Opportunities to promote internship and work experience placements within your organisation
- Discounted access to the Institute of Sport & Exercise and access to University facilities, including Dundee University Students' Association

## Reconfirm your contact details for a chance to win £500 in travel vouchers!

By reconfirming your contact details, we'll be able to send you news, activities and events that are most relevant to you and where you live. If you don't already, you can also select to receive an annual copy of The Business Magazine

Simply complete our digital form by scanning the QR code below or visit our website through the address below by 30 November 2023 to be entered into a prize draw to win a £500 travel voucher.



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## Hello from the Head of the Advancement Team

Being a Dundonian, after 12 years living and working in Australia, I was delighted to return to my home city and join the University of Dundee in the autumn of 2022 to lead the Advancement team. It's been a busy year, learning more about the exceptional work undertaken here, in research, teaching and engagement, and meeting alumni and friends from all over the world to share stories of the impact of the University.

A recurring theme when the team meet alumni and supporters, locally, nationally and globally, is the deep sense of pride in the University that radiates through conversations, and how connection to our University of Dundee community is so important. Time spent at university is formative in so many ways, but it's

just the start of our journey with you and you will always be part of the family! Those who we meet from the School of Business alumni community are particularly passionate about their time in Dundee and as demonstrated by the articles you have just read in *The Business*, exceptionally committed to supporting the next generation of students: for this we are very grateful.

Over the next year, the Advancement team look forward to a conversation with you – we will keep you informed of what's happening at the School of Business and look forward to hearing from you regarding your successes, what activities you are interested in, and how we can work together to secure a bright and prosperous future for the School and the University. You can email us anytime at [alumni@dundee.ac.uk](mailto:alumni@dundee.ac.uk)

We very much look forward to meeting more of our community in the coming weeks and months and hope that we have the chance to catch up with you in person at an event here in Dundee, across the UK or the world. And please don't forget you are welcome back to the University anytime: just get in touch. We will be sure to give you a warm welcome!

**Lizzi Nicoll**  
Head of the Advancement Team

### Privacy notice

Your relationship with Dundee as a graduate or supporter is very important to us. We aim to be transparent and trustworthy in how we maintain and protect your data. To find out more on how we do this please visit:

[uod.ac.uk/privacy-notice-alumni](https://uod.ac.uk/privacy-notice-alumni)

### Advancement Team

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Alison Fordyce, Aileen Ross, Andrea Davies, Bill Russell, Claire McDonald, Craig Reoch, Cursty Mackin, Daniel Clarke, Deborah Park, Emma Shea, Fiona Ritchie, Gordon Henry, Grant Hill, Ian Robson, Jill Moore, John Baikie, Jonathan Watson, Kenneth Malcolm, Morris Altman, Roddy Isles, Sara Salvaterra, Szu-Hsin Wu, Thomas Anker

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