

# Lincoln Business School

## Services for Business and Enterprise

*'developing your business...  
...developing your future'*



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LINCOLN



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...developing your future'*



Welcome to the Lincoln Business School.

Whether you are a sole trader, micro, small or medium sized enterprise (SME), a large Corporation, or Public Authority, we believe that the Business School is a resource that can help you improve the performance of your business.

Our aim is to increase our support for all forms of businesses and organisations. In doing so, we want to ensure that the Lincoln Business School plays its full part in the process of building the future of Lincolnshire, and in turn benefits and develops itself through this engagement.

If we can assist your organisation to innovate any aspect of your business, you will, by definition, gain a competitive edge through which to develop and grow. It is this competitive advantage that we want to help generate.

We hope you find this brochure interesting and useful, and we look forward to working with you in the future.

*Dr. Don White,  
Dean of the Lincoln Business School*



## Contents

The Services for Business and Enterprise detailed in this brochure have been designed to provide you and your organisation with opportunities for:

- Individual learning
- Business and organisation development
- Access to management know-how

A key feature is the recognition of the value of experience acquired by owner managers in developing their business, with many programmes having no formal entry requirements.

The support for your business or enterprise is available through a number of key business management themes relevant to all businesses and public organisations.

### *Theme 1 Workforce Development*

Increase the quality and competence of your staff.

- Short courses
- Foundation programmes



### *Theme 2 Management Development*

Develop high performing managers for your firm.

- Fast Track Management Development
- Work Based Management Degrees
- Work Based Management Postgraduate Awards



### *Theme 3 Enterprise Development*

Improve your organisational effectiveness.

- Leadership and Executive Education
- Entrepreneurial Management



### *Theme 4 Performance Improvement*

Exploit opportunities for business improvements.

- Learning through Exchanges of Business Experiences
- Undergraduate Placements
- Postgraduate Placements
- Graduate Employment



### *Theme 5 Leading Edge Expertise*

Access leading edge business research expertise.

- Contract Research
- Collaborative Research
- Consultancy





## Work Force Development

Increase the quality and competence of your staff.

You can access a range of work based and corporate learning opportunities for key staff in your business through the Business School.

These opportunities will enable you to offer employee development based on the learning gained in the workplace. This can also be accredited within a certificate, degree or post graduate framework for the individual's benefit.

A range of Business School support for the development of your workforce is available through:

- *Short Courses*
- *Foundation Programmes*

### *Short Courses*

The Business School can offer your company a portfolio of up-skilling, re-skilling, and professional development short courses which feature:

- Part time/evening courses to suit individual needs with flexible attendance and learning methods.
- Credits for each course taken to progress formal qualification, and an approach to ensure all participants are accredited for what they do.

## CASE STUDY...

Short Course topics available to meet your business needs include:

- Budgeting
- Business Accounting
- Business Finance
- Business Problem Solving
- Change Management
- Creativity and Innovation
- Customer Relationship Management
- Employee Performance
- Frontline Leadership
- Interviewing Techniques
- IT Management
- Managing Risk
- Marketing
- Mentoring
- Negotiation
- Organisational Skills
- Project Management
- Quality Management
- Sales Management
- Strategic Decision Making
- Time Management



### *Foundation Programmes*

Foundation Programmes are designed to integrate academic and work-based learning.

In conjunction with employers, the objective is to meet skills shortages at the associate professional level.

The aim is to equip learners with the skills and knowledge relevant to their employment, so satisfying the needs of both employees and employers.

On completion, students have the option of progression to a selected range of management degree programmes.

## CASE STUDY...

The **Logistics Business Forum** is an exciting new initiative reflecting a partnership between the Chartered Institute of Logistics and Transport (C.I.L.T.), Grantham College and the Business School.

It is based on a new Foundation Degree in Logistics that will be delivered through Grantham College and provide progression into higher education at the Lincoln Business School.

The three organisations are working together to provide expert advice and guidance to the Logistics sector and a progression route that includes:

- Benefits of a professional body
- Access to a new Foundation Degree in Logistics
- Logistics courses available to first line managers
- Progression opportunities for Post Graduate study



## Management Development

Develop high performing managers for your firm.

You can improve the capacity and capabilities of your managers to manage themselves and to plan your business more effectively through the Business School services.

A range of support for Management Development is available through:

- *Fast Track Management Development*
- *Work Based Management Degrees*
- *Work Based Management Postgraduate Awards*

### *Fast Track Management Development*

The Business School can provide your firm with fast track management development to assist your employees to gain key transferable business management skills.

This provides the opportunity to increase the high level skills in your firm with minimal cost in the optimum time.

## CASE STUDY...

**The Flexible Business Management Programme** addresses the three key business management needs highlighted in the East Midland Recruitment and Skills Survey.; Perspectives on Management, Managing Finance and Sales and Marketing.

Over a 5-6 month period, within each module there are four (weekly) evening workshops, delivered by Business School practitioners, and a work based dissertation which provides tangible benefit for your company in each topic.

The programme is accredited to NVQ Level 4, and through successful completion of all modules, participants will achieve 36 Higher Education credits towards a further high level skills qualification.

This programme is currently available through the support of the Learning and Skills Council Lincolnshire and Rutland and secured European Funds.



## *Work Based Management Degrees*

The Business School services offer you the potential to break down the barriers between learning at work and at University. This means, as an employer, you are in control of your human resource development.

The principle is to take into account the high levels of skills and learning that are demonstrated every day in the workplace, and to offer you a degree framework to support and accredit this learning by the staff in your firm.

Distance learning is off-campus, flexible learning that allows employees to follow identical programmes to campus based programmes with study when and where most convenient.

This is very relevant to the many employees:

- with considerable experience but few formal qualifications for whom an entry directly at postgraduate level would be too great a leap
- possessing HNC and other work based qualifications that would like to do a top up degree with only minimal attendance at the University
- seeking progression to higher education after completing modern apprenticeships through work based routes.

## **CASE STUDY...**

**The Work Based BSc(Hons) degrees** in Engineering Management and/or Logistics Management are based on a major partnership which the Business School has established with the RAF, Army and Navy for military personnel to take, through a flexible distance learning programme.

The programme is a work based, distance learning degree (WBLD), open to all HNC or equivalent qualified candidates. This gives mature students (over 21 years) an opportunity to transfer their academic qualifications and work experience to achieve a degree in Engineering Management.

These are two or three-level courses, which take between one to three years to complete according to each individual's personal circumstances, accredited experience, previous learning, and work commitments.



### *Work Based Management Postgraduate Awards*

The Business School has a well established reputation for off campus framework postgraduate management development programmes, with units being either client specific or academic.

The programmes are aimed at managers, personnel and training specialists, and financial accountants who want to gain a professional qualification that will enhance their knowledge and develop their skills.

They are designed to enable managers to develop a greater awareness of themselves with emphasis on the importance and relevance of practising managers using their own experience as an integral part of their development within the programme.

## CASE STUDY...

The **MBA Integrated Management Development Programme (IMDP)** is a part-time programme specifically designed to meet the needs of practising managers and leading to a nationally recognised set of awards.

Its units include:

- Finance
- Managing Self & Others
- Business Environment
- Operations
- Marketing
- Human Resources & IT
- Management Information

It offers entry and exit points at each or any of three postgraduate levels, that is - Certificate, Diploma or full Master of Business Administration qualification.

In this, the Business School has a range of Corporate clients including Rockware Glass, Lincolnshire County Council and North East Lincolnshire Council.



*Workforce Development*

*Enterprise Development*

*Management Development*

*Performance Improvement*

*Leading Edge Expertise*

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## Enterprise Development

Improve your organisational effectiveness.

This theme will enable you to consider how effectively your business operates, how to enhance your ability to establish a vision and goals for your firm, and how to implement them to develop your enterprise.

Particular support for developing your enterprise is available through:

- *Leadership and Executive Education*
- *Entrepreneurship*

### *Leadership and Executive Education*

The Business School has many years experience in delivering Executive Education to build leadership and managerial capability amongst the senior staff of all types of public, private and community based organisations.

It is an accredited Institute of Leadership and Management (ILM) centre and these programmes can be validated for an ILM development award upon successful completion as a key professional development service.

## CASE STUDY...

**Executive Education** which is offered by the Business School, specialises in bespoke programmes designed to address the client organisational needs for:

- Executive Team Building
- Organisation Development for both team and individuals
- Action Learning
- Business Improvement Projects

The current programmes include custom developed Leadership activity in:

- Developing the Corporate Board
- Individual Director Development
- Succession Planning
- Enhancing Corporate Performance

Its Health and Social Care Sector based work has delivered customised programmes in the form of:

- Post Graduate Certificate in Clinical Leadership to the Lincolnshire Transformation Project Board
- Associate Director Programme and Management Development for the Trent Strategic Health Authority.



## *Entrepreneurship*

The Business School expertise provides support for high level skill development for owner managers and graduates to enhance their Entrepreneurial Management skills.

In this context, the services add value to firms that employ graduate or equivalent level staff by increasing the skills base within the firm.

The objective is to increase the high level management skills available throughout the region and to enhance their performance and productivity in your enterprise.

## CASE STUDY...

**The Graduate Enterprise Management Development Scheme (GEMS)** is a new action learning, high level skills programme under development, to support firms that employ graduate qualified staff.

Its content will support both personal development, and work based enterprise development assignments. It will offer small firms particularly the opportunity to increase their skill base through progression of graduate level staff by either:

**Professional Development** in postgraduate modules of key management disciplines and areas of company need, such as Marketing, Finance, HR, Purchasing and Sales, or **Entrepreneurial Development** through accredited modules in SME Enterprise Management, developed as part of the Masters in Entrepreneurial Management and Venturing programme.

## CASE STUDY...

**The Masters in Entrepreneurial Management and Venturing** is also under development based on the recognition that Entrepreneurship is essential in all organisations, from small, independent businesses to larger multinational companies and public sector organisations.

This highly innovative programme is designed to support individuals to enhance their entrepreneurial skills and to create entrepreneurial organisations.

The structure of the programme is to develop the understanding of the importance of enterprise in the economy and the practices of applying knowledge and learning to new venture creation, as well as the development of entrepreneurial people to manage their growth.



## Improving Performance

Exploit opportunities for business improvements.

These Business School services enable you to address not only changes in the way things are done, and the techniques used, but also the relationships to improve business performance and achieve better output.

Particular support for improving your business performance is available through:

- *Learning through Exchange of Business Experiences*
- *Undergraduate Placements*
- *Graduate Placements*
- *Graduate Recruitment*

### *Learning through Exchange of Business Experiences*

The most important factor in establishing effective learning and problem solving between firms is the recognition that businesses learn most effectively from the experiences of other businesses.

Other people who have experienced the problems that you are facing are the most valuable sounding board and providers of grounded advice in solving these problems and improving performance.

As part of its core activity to engage with businesses in the region, the Business School services include an innovative approach to bring together Businesses that want to trade experiences and build their networks to solve problems.



## CASE STUDY...

**The Experience Exchange (ExEx)** is a business problem solving initiative supported by the East Midlands Development Agency and the European Regional Development Fund. It is based on the exchange of business know-how between firms that have problems to solve, and firms that have the experience that can be shared to resolve these problems.

This process is facilitated by the Business School through a web site which incorporates a directory of business 'Experience Areas', which registered companies can interrogate with a 'search' function. Case studies and notice board discussion areas are provided under each header as well as topic-relevant materials, wherever appropriate

Firms who enrol, generally receive a minimum input of at least 6 days facilitation time to bring about the pattern matching and business exchanges required.



## *Undergraduate Placements*

Could you make use of an extra team member this summer to work on a project that could develop your business in some way?

A placement offers a range of opportunities that can assist your business to improve performance by increasing skills available at a relatively low cost, and providing additional resource to undertake specific projects.

The Lincoln Business School placement opportunities range from six weeks to twelve months. These can be supported through a number of national and regional schemes that cover some of the costs.

## CASE STUDY...

**Shell STEP** (formerly the Shell Technology Enterprise Programme) is a national business focused programme providing SMEs with access to short term resource and expertise.

You choose and outline a project to address a business need and Shell STEP matches it with students with appropriate skills and abilities.

Each year it recruits over 1000 second or penultimate year undergraduates to an eight-week summer placement in any sector to carry out these projects.

There are no restrictions on the type of project, and a Shell Step agent will help develop a suitable projects that can be delivered in an 8 weeks placement

Cost: A STEP placement costs the host company £185 per week, as a training allowance for the undergraduate. This amount is invoiced to you, and the student is paid by the STEP agent and does not appear on your payroll.

## CASE STUDY...

**Year in Industry** is a gap year placement provider. It provides companies with early access to potential graduate recruits, and provides young people with paid degree relevant work placements in the year before or during their University course.

Over 250 UK companies take part each year from SMEs to large corporations, and over 8000 students have been placed.

Through the scheme, students are assigned to a team within your company to work on a company brief, in addition to receiving training during the year through the Chartered Management Institute. Your involvement in the scheme presents the further opportunity for your business to be featured in the Year In Industry Contribution to Business Awards held every year regionally and nationally.

Cost: Min. £150 per week to placement and £1500 management fee.



## Graduate Placements

The placement of graduates into a business environment is a key mechanism for transferring knowledge into the local business community.

The opportunity exists for your company to access this expertise through taking a placement of a high-quality graduate to undertake strategic business development projects in your firm.

This opportunity for improving your performance is available through the Business School in several ways including

- national programmes that will support a graduate seconded into your business for durations up to three years
- project work undertaken by mature postgraduate students

The Business School staff will facilitate this in the best way to meet your needs.

## CASE STUDY...

**The Knowledge Transfer Partnership (KTP)** scheme is a national DTI knowledge transfer programme.

It supports a three way partnership between your managers, a Business School specialist, and a Graduate Associate who is employed full time by the University but located at your firm to undertake a project to address a specific business issue.

Each KTP is part funded by a grant (typically 60% of project costs) which contributes to the University staff released to work on the project and the employment of the Associate. The balance of costs (typically £16k/annum) is borne by the firm benefiting from the project work.

Based on the DTI analysis of previous similar programmes (2001/02), for a two year financial contribution of around £32,000 the average benefits that a firm can expect from a KTP include a one-off profit before tax of £47,000 and annual profits before tax of £156,000.

## CASE STUDY...

**Postgraduate Internships** enable Business School Masters students to work with your company on a variety of consultancy projects. These are not only economically valuable but also provide a great opportunity for recruiters to assess the quality and suitability of potential staff.

These projects give firms an opportunity to take on a mature student for a fixed duration to address specific business problems by applying both previous experience and new knowledge from their Masters programme.

Usually 10-12 weeks in duration, over the summer term (June - September) and occasionally during the autumn term (September - December) the scheme provides an injection of concentrated resource, time and expertise in a very cost effective manner.



### *Graduate Employment*

Each year, the Business School generates a significant resource of quality local graduates in general and specialist business and management subjects.

The advantages of employing Business School graduates are numerous as not only do they introduce new ideas to your organisation, but they also provide a way of transferring knowledge into your enterprise.

This portfolio of services therefore includes opportunities for you to tap into this resource and to promote your organisation to potential new employees who represent the new managers of the future.

If this is linked into the opportunities for further developing the entrepreneurial skills of any graduate appointee then the potential benefit to your organisation is considerable.

## CASE STUDY...

**The Careers Service** at the University of Lincoln provides a number of services for employers to increase student awareness and understanding of the career opportunities in your business, and to support recruitment of good quality graduates with appropriate skills, through:

- promoting vacancies and targeting graduate groups by advertising them on the subject specific Virtual Campus Notice Boards, without any cost to you.
- filing copies of your adverts and company brochures in the Careers Library as a source of Careers Information for students.
- advertising company events or recruitment fairs in the University, with posters displayed in the Careers Service, and the new Job Shop.
- arranging for your company to visit the University to conduct presentations to raise the awareness of students of your organisation.

The Careers Service is a resource to support promotion of graduate careers in your industry.



## Leading Edge Expertise

Access leading edge business research expertise.

Organisations can derive real advantage from engaging with academic work, by gaining ideas, innovation and access to the latest research.

Practical engaged business research and analysis is key to all aspects of the Business School's activities.

Our priority is to extend our work and involvement with businesses, and with the development and regeneration of our local and regional economies, through engaged research, development, and analysis and innovative activities and projects.

For your business, this offers the opportunity to add value to your organisation through analytical research to inform your management decisions.

Increasingly, organisations are looking to build academic and industry partnerships to increase the commercial capacity for business research and analysis.

## CASE STUDY...

### The Enterprise Research and Development Unit (ERDU) was

established within the Business School in October 2002 as a focus for research and development on small and medium enterprise (SME) development and entrepreneurship.

Its goal is to become an innovative and grounded provider of analysis and insights into 'real-world' problems based on rigorous research and close involvement of stakeholders.

Thematic areas of activity and expertise include:

- Enterprise and SME policy analysis and development
- Enterprise development services and support strategies
- Business pre-start, start-up and incubation
- SME and owner-manager development
- Enterprise education
- Local & regional economic development and regeneration



### *The Expertise Available*

Through this range of services, your firm can access any of the Business School areas of management and business research expertise and knowledge in:

- Law
- Finance
- Human Resources
- Marketing
- Information Technology
- Systems and Processes
- Strategic Planning
- Entrepreneurship

Including specialist areas of expertise in:

- Tourism
- Rural
- Community Development

Whatever form of business development programme meets your need, access to this expertise can be arranged through the most appropriate mix of:

Contract Research, Collaborative Research or Consultancy Services

## CASE STUDY...

**Contract research** can be undertaken on any business project by commissioning Business School staff to undertake a specific piece of research on your behalf.

Your organisation does not have to allocate any in house resource and will receive and own the results of the research which is undertaken as a commercial service to an agreed brief.

Typical of Business School contract research might be market research and testing, new products or services.

**Collaborative research** is also available to you if you have a project that needs a number of partners with different expertise undertaking specific activities.

In any Collaborative project, the aims are defined by the partners who each contribute to the cost and the results are owned by each based on an agreement between the partners.

Such projects may attract public sector funding, such as the DTI LINK Scheme aimed at promoting academic/industrial research collaboration providing up to 50% of the funding for areas of pre-competitive research.

**Consultancy Services** are also available, either on a project or a retainer basis, to provide expert advice, desk research, or study on particular business scenarios with the output usually confidential to you.

Consultancy is frequently part funded through business support programmes accessible through local agencies such as Business Link.

For larger organisations, Consultancy offers access to specialist expertise to complement in house skills. At the same time this offers you an influence on the Business School curriculum.



## *Courses on offer at Lincoln Business School*

Undergraduate Degrees  
in the following disciplines:

- Accountancy and Finance
- Advertising
- Business Administration
- Business and Languages
- Business and Spanish
- Business Studies
- Engineering Management
- European Business Studies
- Finance
- Human Resource Management
- International Business Studies
- Law
- Logistics Management
- Management
- Marketing
- Public Relations
- Tourism
- Sports Business Management

Postgraduate Degrees  
in the following disciplines:

- European Law
- Finance
- Graduate Diploma in Law
- Human Resource Development
- Human Resource Management
- International and European Law
- International Business
- International Marketing Strategy
- International Tourism
- Logistics Management
- Project Management
- Public Relations
- Strategic Marketing
- Tourism
- Travel and Hospitality Management
- MPhil/PhD Opportunities

There are many other programmes available, including part-time programmes, foundation degrees, short courses, and an extensive range of corporate programmes available to small and large businesses and organisations.



## *What to do next...*

For further information on any of these services, programmes or learning opportunities contact:

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