



Greetings from Head of Graduate Business, Dr Denis Harrington

Dear colleagues,

As the semester draws to a close, I would like to wish you well in your examinations and to extend our warm best wishes to you for the holiday season. As you know it has been an eventful semester with many opportunities for you to meet with students from across our graduate programmes. In particular, the Graduate Seminar Programme, incorporating high calibre speakers from the academic and business worlds, again provided opportunities for you to engage with diverse experts from a range of disciplines in a reflective and interactive manner. Equally, our Annual Venture Capital Trade Show gave you an insight into the challenges involved in competing for investment funds and allowed good exposure to a panel of industry experts and academics with research experience in the area.

Next semester you will have the opportunity to participate in our International Study tour programme which is part of a concerted effort at School level to further internationalise our curricula and respond to Institute/government calls for greater exposure for our students to international business cultures, practices and educational systems. All these initiatives will add further to your postgraduate learning experience, enhance your job prospects and improve and extend your communication and networking capabilities. In this edition of our ezine you will also read about two other international events that were co-ordinated this semester namely, the MBA International Residential Study programme to Boston and the second International Conference on Networks, Learning and Entrepreneurship hosted by the Centre for Enterprise Development and Regional Economy. Other important learning and educational events in this ezine include items on our new employment law programme, research updates from Centres and colleagues and of course, our Annual Graduate Business Society Awards event.

As you can imagine much work is undertaken by my colleagues in the co-ordination and planning of these and other events and on your behalf can I thank Jackie in the Graduate Business Office and all of our postgraduate lecturing team for their help and support in facilitating these initiatives.

Finally I am pleased to announce that our new President of the Graduate Business Society for this academic year is Niall Keaney from the MBSI group. Other nominated members of the Graduate Business Society for this year include: Michelle Gault, Breda Delaney, Samantha Malone, Lorna Ferncombe, Cyril Thorpe and Lionel Hart. We wish Niall and all of the Committee well in their new roles and we look forward to supporting them with their events and planning for 2012.

Seasons Greetings to all and best wishes for the New Year.

Dr Denis Harrington
Head of Graduate Business

CONTENTS:

Greetings	1
Graduate Business Awards Evening 2011	2
MBS Students & Venture Trade Capital Show	3
Employment Law in Practice	4
Residential Workshop for DBA Candidates	4
SNLIW Conference	5
MBA International Residential Programme 2011	6
RIKON Tourism Research Project in Sweden	6
Research Brief: Dr Aidan Duane	7
Graduate Seminar Programme	8

Graduate Business Awards Evening 2011

The Graduate Business Society in WIT is a student led body that places a distinct emphasis on community spirit, values, heritage and tradition, whilst seeking to ensure that its members are inspired by the WIT Graduate Business experience to examine and integrate their research and learning within the context of their wider responsibilities to the academic community, and as active members of the society and global community. The society organised several social outings throughout the year to ensure that students could interact with others, take a break from their studies and have a bit of fun in what is a hectic and demanding year for each and every student. The year culminated with the annual gala ball on Friday 2nd September in Faithlegg House Hotel. The evening provided an opportunity to celebrate the achievements of our graduate students in business and acknowledge the contribution of our faculty in stimulating and supporting our postgraduate students over the past year.

A fantastic night was had by all present and the student of the year awards were presented on the night to those students that have excelled in their field and made a positive impact on the wider institute community. The award winners were: David Cullen, MBS Marketing, Shane Mallon, MBS Economics & Finance, Barry Fitzpatrick, MBS Management, Marie Barron, MBS Human Resource Management, Patrick Glasheen, MBS Accounting, John Hornby, MBS Internationalisation, John Renolds, SEEPP and Dr. Leana Reinl, Research student of the year.



Outgoing President of the GBS, Noel Murray addressing guests at the event and also pictured with guest speaker, Mr Liam Dunne, Marketing Director, Beat radio station.



Guest speaker, Liam Dunne, Marketing Director at BEAT radio station pictured with Head of Graduate Business, Dr Denis Harrington and members of the Graduate Business Society.

MBS Students take part in Venture Capital Trade Show

December 1st 2011 marked the annual VC Trade Show for MBS students at WIT School of Business. These students competed for investment funds from a panel of industry and academic experts of between \$3.5 and \$4 million. Each team 'pitched' for these funds at their docking station as competitors looked on, and success was based on their Business Growth Strategy and supporting tactical plan in each case.

These students have been working in competitive teams since October 2011, during which time they created their own microcomputer company within a computer-simulated market; each with a unique product offering, marketing mix and internal function integration. Business success is based on a 'balanced scorecard' testing competitors on financial security, market performance and effectiveness, HR and Production Optimisation and Investment in the future.

Competition was fierce at the Trade Show, as teams offered the VCs a variety of incentives including favourable return on investment and a percentage ownership of their company in a bid to attract much needed capital to expand into the global market in the forthcoming 'year', a trajectory which is followed through in a complementary module in Semester 2 of the MBS programme.



Photographed at the event were Mai Walsh AIB, Darren Tutty Cogent Taxation, lecturing staff from WIT and MBS participating students

Employment Law in Practice

This semester a new module on Employment law in Practice was introduced to the Masters in Business Studies Human Resource Management Stream. The employment relationship is under severe pressure in the current economic climate with employers' constantly looking for ways to cut costs which has led to high scale redundancies pay cuts, pay freezes and many other changes and compromises to employment contracts. The unfortunate result of these actions has been an increase in the number of legal cases being brought by employees through the various regulatory fora.

This module aims to develop in students an understanding of employment legislation and how to manage effectively employment contracts and the employment relationship. The module focuses on the development of skills and competencies for human resource professionals to support their role of advising, preparing and attending cases in the employment law fora.

The module culminated with a role play of an Employment Appeals Tribunal involving students working in teams representing opposing sides of employer and employee in defending a case of Unfair Dismissal. The tribunal roles of Chair and employer's and employee's representatives were filled by external professionals.

Mr. Sean Ormond Solicitor with Neil J. Breheny Solicitors, Waterford and the Principal of Employment Matters an employment advice and mediation business based both in Dublin and Waterford City. The employee's representative on the panel was filled by Paula Whyte, Human Resource Generalist currently working with Honeywell Waterford and a graduate of Waterford Institute of Technology Bachelor of Arts in Human Resource Management. The role of Employer's representative on the panel was filled by Paul O'Reilly a Certified Mediator and Principal of Property Dispute Solutions also a graduate of Waterford Institute of Technology SEEP programme.

The tribunal was observed by the final year students of the Bachelor of Business Studies, Human Resource Management Stream and the tribunal secretary was Anne Marie McGrath, module lecturer. The students were 'sworn' into the tribunal by Paul O'Reilly and the forty five minutes that unfolded were very engaging and entertaining with a very professional and realistic defence of the case by both sides. The tribunal members determined on the case and were very impressed with the quality of the research undertaken by the students, their knowledge of the complexities of employment law and their professional presentation.

The student's found the experience very challenging and enjoyable and felt that it gave them a unique learning experience

Residential Workshop for DBA candidates

On Thursday, October 6th through to Saturday, October 8th, participants on the Doctoral in Business Administration (DBA) Programme undertook the third workshop on Research Design. This entailed an intensive three day module covering three key design dimensions: developing research ideas, research philosophy and research techniques, facilitated by Dr. Thomas O'Toole, Prof. Bill O'Gorman, and Dr. Seán Byrne. The highly interactive workshop involved each participant presenting their philosophical perspectives, conceptualisations, and research methodology to the group and facilitators for review and discussion. The facilitators also made presentations on the three key design dimensions, building on the key papers which participants had read in advance of the workshop.

DBA participants also prepared a group exercise announced at the commencement of the workshop on alternative government approaches to the development of regional enterprise policy. Using the Programme for Government as a basis for argument development, the group work concluded with a very lively debate of polarised positions on the government's role on enterprise policy. A social event was held in the Gallery, following the close of day one of the workshop, giving participants and staff an opportunity to converse in a relaxed atmosphere. The programme combines workplace and professional engagement with the scholarly rigor of the

academic institution, and allows participants' to understand prevailing practices in the subject area of their field of research; to acquire the necessary understanding and expertise in appropriate research design, data collection methods and data-analysis techniques; to conduct, write-up and disseminate high-quality research of doctoral standard; and to achieve a greater level of effectiveness in managing business innovation and change.



Photographed are Prof. Bill O'Gorman, Dr Sean Byrne and Ms Monica Leech at the October residential workshop

WIT Conference Hears Benefits of Networks, Learning and Entrepreneurship SLNIW Project Success for 70 SMEs in Ireland and Wales

The Second Sustainable Learning Networks Ireland and Wales (SLNIW) international conference was held in Waterford Institute of Technology (WIT) on December 7/8. The conference on "Networks, Learning and Entrepreneurship" brought together academics, enterprise support agencies, entrepreneurs and owner/managers to debate the challenges faced by micro-enterprises and SMEs.

The SLNIW project created and developed business learning networks in South East Ireland and West Wales to increase the competitiveness, creativity and innovation capacities and capabilities of SMEs and micro-enterprises in these regions.

Professor Bill O'Gorman, Project Director with SLNIW, and Director for Research at WIT's Centre for Enterprise Development and Regional Economy (CEDRE) WIT, noted in his address that "70 micro-enterprises and SMEs that have benefited from the programme (36 in Ireland and 34 in Wales) so far. The SLNIW project has been a tremendous success from many perspectives and I believe these projects are critical to support the development and sustainability of regional and national economies.

"Since their involvement in the network over two thirds (67%) have increased or maintained the number employed in their organisations; almost half (46%) have increased the number of their products/services offered to market and almost one third (29%) reported an increase in turnover.

"Not only have the businesses involved benefitted but the owner/managers feel is has given them a personal boost. These owner/managers have described the network experience as like having a Board of Directors of eleven experienced, knowledgeable executives free-of-charge.

"The diversity of businesses added greatly to the experience and learning the owner/managers derived. The networks involved businesses ICT, software, financial services, food production, environmental services, manufacturing, and craft industry sectors," he said.

Mr John Perry, TD, Minister for Small Business also reaffirmed his commitment to the SME sector at the event:

"As the Minister for Small Business I want to be the voice of small business to Government to reflect concerns and bring forward proposals to assist businesses. Small business is not only a vital part of our economy; it is a vital part of our society and local communities as well. Our role in Government is to provide the right supports, the investments and the incentives that will steer entrepreneurs in the right direction towards fulfilling their potential, achieving success and meaningful job creation.

"The work of the Sustainable Learning Networks around the country is important and it is valued. A strong national economic framework needs strong local roots. If we are to spread enterprise and economic opportunity across the whole country we need to empower local communities to shape their own future. I am particularly pleased, under this Sustainable Learning Network programme, to see a practical and beneficial engagement between

academia and small business, which, since it was established in 2008, will benefit over 160 small enterprises here and in Wales, and contribute in an important new way to deepening the 'enterprise culture' in South East Ireland," he said.



Photographed at the event were Ms Joan McDonald HOD, Management and Organisation, Martina Mullally, WIT, Prof. Bill O'Gorman, WIT, Dr Thomas O'Toole Head of School, WIT, Sheila Gallogly, Managing Director from Marla.ie and TV Honan, Managing Director of Spraoi Waterford

Several high profile international speakers addressed the conference including Professor Mike Danson, Reader in Economics and Management at University of West Scotland, Professor Elizabeth Chell, Small Business Research Centre at Kingston University and Dr. Robert Smith, Reader in Entrepreneurship and Leadership from the Robert Gordon University in Aberdeen.

At the conference, the SLNIW team launched its book 'Learning by Linking: Establishing Sustainable Business Learning Networks'. This book marks the culmination of the project's findings on establishing learning networks.

A conference dinner in the Granville Hotel on 7th December was addressed by TV Honan, Managing Director of Spraoi Waterford and Sheila Gallogly, Managing Director from Marla.ie, runner-up for Female Entrepreneur of the Year Award 2011. The speakers shared their stories of entrepreneurship and how networking has contributed to their success.

SLNIW is part funded by the European Regional Development Fund (ERDF) through the INTERREG 4A Ireland-Wales programme 2007-2013. It is operated by CEDRE at WIT's School of Business in partnership with the School of Management and Business, Aberystwyth University, Wales and supported by the Regional Studies Association (RSA).



Further information regarding the conference is available at www.slniwconference.org or www.slniw.com

MBA International Residential Programme 2011

This semester also saw our Executive MBA group travel to Boston to participate in their International Residential programme at Suffolk University and at Babson College. The international study programme has been designed to expose students to best international practices in management education, practice and learning. The programme provides students with an important awareness and exposure to international business ideas, concepts and practices. Equally, it allows for their professional development in an international context thereby enhancing their career and management prospects with international businesses. The programme and schedule of activities planned incorporated a series of interventions from international business school faculty including sessions with Professor Liam Fahey on strategy and Professor Larry Prusak on knowledge management and study visits to State Street Bank and Boston Chamber of Commerce.



MBA Programme director Tom Egan and Head of Graduate Business Dr Denis Harrington pictured with participants in the 'Practical Wisdom' workshop held in Suffolk University business school Boston. Keynote speaker Professor Larry Prusak is a researcher and consultant and was the founder and Executive Director of the Institute for Knowledge Management (IKM). He currently co-directs Working Knowledge, a knowledge research program at Babson College, where he is a Distinguished Scholar in Residence. A widely-published author, Prusak has written or edited nine books. His most recent, The Future of Knowledge, will be published next year by the Harvard Business School Press.

The professional nature of the programme and the schedule of activities undertaken serve to highlight the growing requirement for the development of graduates with strong international awareness and an ability to interact in a professional capacity with external stakeholders. As one speaker commented to the group: "Increasingly MBA graduates are expected to work and contribute to the international development of their organizations and there is a growing realization of the importance of providing needed exposure to international environments in programmes concerned with executive development". On the programme, participants had the opportunity to learn of key developments in a range of industry sectors including US banking, financial services, retailing. Additionally, and as well as examining key developments in a range of industry sectors, executives participated in interactive workshops on strategy, international business, marketing, finance and governance. This provided for development and learnings across both industry sectors and functional areas of business.

RIKON tourism research project in Sweden

In June 2011, the Umställning Tranås and Studieförändring committee secured LEADER funding which facilitated the employment of the RIKON Group, School of Business, at Waterford Institute of Technology to carry out a study to analyse the overall tourism offering in the Tranås and wider Sommenbygd area of Sweden. In particular, the study was aimed at analysing existing and potential tourism opportunities from an Irish perspective, given Ireland's success in generating international tourism. The visit to Tranås by Jennifer Hussey represented the phase 1 of potentially a three-part process to develop tourism in the area. In the long-run the project aims to support the needs for sustainable tourism development in the region, while developing the viability of tourism businesses in the area and enhancing the tourism product quality. The first phase reports on observations on various elements of the tourism experience so that the destination will be in a better position to make decisions about how, or in what direction, to expand the product and service offerings in terms of meeting tourist needs. The RIKON Group at Waterford Institute of Technology has successfully worked with a number of businesses in the South-East region to help them achieve competitiveness. In particular, the group offers expertise in the area of destination management and marketing and has experience in converting consumer requirements into strategic development proposals.

Research Brief: Dr Aidan Duane



The Future is Smart: Business Modeling for Smart Mobile Media Services (SMMS)

Consumer adoption of Smart Phones is growing internationally at a phenomenal rate. To date, over 300,000 mobile applications (Apps.) have been developed since 2007, and these Apps. have been downloaded over 10.9 billion times. In an international context, the mobile payments market is expected to quadruple by 2014, to US\$630 billion in value worldwide. It is predicted that the range and extent of products and services available through Smart Phones will increase exponentially over the coming months and years, as more and more commercial entities realise the potential of Smart Phone based M-Commerce. Thus, the M-Commerce channel is expected to achieve in the next three to four years, what the E-Commerce channel has achieved in the last fifteen years.

The ubiquity of Smart Phones extends the time-space paradigm of traditional marketing of products and services, and amplifies the importance of location, time, and personalisation. This is very evident in the development of Smart Phones, as they integrate functionality that previously required numerous technological artifacts. This functionality is enabling the delivery of a wide range of transactional M-Commerce products and services, including highly individualised, dynamically profiled, location, context, and task based, Smart Mobile Media Services (SMMS), directly to consumers' personal Smart Phone devices.

While Smart Phones present significant M-Commerce opportunities for all organisations, the M-Commerce channel is entirely contingent on consumers' willingness to not only use these devices to engage in transactional tasks such as bookings, ticketing and accessing information on products and services, but rather to actually make an M-Payment using the Smart Phone, and as such complete the M-Commerce transactional loop. Thus, M-Payments are a critical enabler of the true commercial value of the Smart Phone. However, many consumers are reluctant to make an M-Payment using a Smart Phone, as with any Internet connected technology, Smart Phones pose security risks and uncertainty for consumers when connected to the mobile Web. Consumers are concerned about security and privacy when using their Smart Phones to interact and transact with mobile Web vendors. More specifically, authentication, confidentiality, data integrity and non-repudiation are key issues with respect to consumers making an M-Payment using a Smart Phone. This is not entirely surprising, as risk has long been recognised as a key issue in understanding consumer behaviour.

Many businesses are also still trying to understand and establish a clear business case for investment in Smart Mobile Media Services (SMMS) strategies, and have as such, deferred making decisions regarding the M-Commerce channel. This decision making process is significantly hampered by difficulties in identifying mobile technologies, and m-payment platforms and mechanisms, suitable for their business environment and acceptable to their customers.

Thus, it is quite clear, that although growth forecasts for M-Payment services are positive, the reality is quite different, as consumer sentiment toward M-Commerce is influenced by perceptions of risk and uncertainties regarding transactions and data transfers; with many businesses awaiting a further maturity of mobile technology and M-Payment platforms. If the potential of using Smart Phones for M-Commerce is to be realised, the ability of consumers to engage with transactional Smart Mobile Media Services (SMMS), and to make M-Payments for products/services using these devices in an easy, safe, transparent, and reliable manner, is of significant importance. Furthermore, a suite of business models must be developed and advanced that establish clear business cases to justify the significant investment in Smart Mobile Media Services (SMMS) strategies for M-Commerce by businesses.

It is these very issues that have been at the centre of research conducted by the Smart Mobile Media Services Group (SMMSG) which is co-directed by Dr. Aidan Duane of Waterford Institute of Technology (WIT) and Dr. Philip O'Reilly of University College Cork (UCC), in collaboration with Dr. Pavel Andreev of the University of Ottawa, Canada, over the past two years. In the past six months, Dr. Duane has presented research by the SMMSG at the three highest ranked international conferences on information systems in the world, including the International Federation for Information Systems (IFIP) 8.2 Conference, the European Conference on Information Systems (ECIS), and most recently at the foremost conference on information systems, the International Conference on Information Systems (ICIS) in Shanghai, China. Dr. Duane and Dr. O'Reilly are also guest editors for a forthcoming Special Issue of the International Journal of E-Business Research (IJEER) which focuses on Smart Mobile Media Services (SMMS) research.

If you are interested in learning more about our research, or if you believe we can be of assistance to your business, please feel free to contact Dr. Aidan Duane of the Smart Mobile Media Services Group (SMMSG) by sending an email to aduan@wit.ie or telephoning 051-306227.

Another eventful Graduate Seminar Programme for 2011

The most recent Seminar Series was once again a resounding success featuring an eclectic mix of international and local speakers. The School was delighted to have a total of fifteen speakers present over a diverse range of themes in what was the seventh year of the Series.

In opening the Series Professor Sean Kay, Professor of Politics, and Chair of International Studies at Ohio Wesleyan University, USA, and recent author of *Celtic Revival? The Rise, Fall and Renewal of Global Ireland*, presented an interesting insight into how Ireland can be at the heart of a new kind of globalisation citing the cornerstones for our economic recovery. In an extension of this international theme Mr Don Moore, former MD of ESB International documented the journey of this very successful Irish company to date while Visiting Professor Reema Khurana from IMT Ghaziabad in her presentation on a virtual integrated value chain challenged our thinking of value added in an increasingly networked society. In a similar vein, Waterford born Mr Brian Kilgallon, Agricultural Attache of the Agriculture and Fisheries Unit of the Permanent Representation of Ireland to the EU reinforced the influence of Ireland in the EU in his very comprehensive presentation on the work of the EU institutions.

More locally Ms Renee Flynn, HR Manager of Lake Region Medical Ltd, Wexford, in her analysis of her work as a HR professional, truly captured the audience bringing much of the theory learned in the classroom to life. Similarly Shirley Comber provided rich insights into her work as a Procurement Specialist at Bausch & Lomb and the challenges from an organisational perspective when outsourcing services. The Series also showcased a number of WIT graduates including local business man Mr Barrie Rogers, Owner of Chia Bia Ltd whose enthusiasm and hard work in developing his small food business was infectious along side that of another graduate, Mr Michael Veale, CEO of Buy4, who having commenced a career in sales went on to establish what is now ranked one of the biggest e-commerce platform providers in Ireland.



WIT graduate business students photographed with seminar guest speaker, Mr Philip MacKeown, Director of Musgrave Group, finance lecturer Collette Kirwan and graduate seminar co-director, Dr Sheila O'Donohoe.

Huge insights into the world of family business was garnered from the presentation by Mr Philip MacKeown, Director of Musgrave Group as he outlined the pillars of family business leadership in an honest and open manner which stuck a cord at so many levels for all of the audience. Other speakers included recent MBS graduate Lucy Dunne of Brightwater Recruitment who was hugely inspirational in her analysis of her transition from college to the workplace while insights from the current debt crisis in Europe to some positive omens for the Irish economy were provided by Simon Barry, Chief Economist of Ulster Bank. The concluding speakers, Mr Eddie Scaife, Commercial Director of Aramark Ireland presented an analysis of competing in a dynamic environment while Olivia O Reilly, Project Manager of the Tall Ships Races reinforced in her presentation the pride of the city in hosting what was one of Ireland's largest street festivals in 2011 while in the final seminar Senator Jillian Van Turnhout, outgoing CEO of the Children's Rights Alliance captured her vision for Ireland to be one of the best countries to be a child.

