



Dean Emeritus Dan Maddox Retires

Dean Emeritus and one of the School's premier scholars, Daniel Maddox recently retired from WIT. He led the School through a period of transition from 1998 until early 2002. He took over the School on the retirement of our first Dean, Brendan Rowe, who had led the School through its first thirty years.

Dan's period at the helm was marked by distinguished developments in professional education and research, themes he was particularly passionate about. After significant achievements he soon returned to his first love-teaching and scholarship - especially building the management capacity of the region. A Waterford man, his personal development paralleled the development of the Institute and it was this innate understanding of the role of the Institute that framed his many achievements. Dan has promised that it will not be a quiet retirement, with plenty of new challenges. "He's going to be missed by colleagues and by his students who are already asking for him at Alumni events" said current Head of School, Dr. Thomas O'Toole.

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.....from the Head of Graduate Business at WIT

Another busy term draws to a close, one that saw both momentous and modest changes at the School of Business at WIT. Most notably our Dean Emeritus Danny Maddox retired after a long and distinguished career and in this edition we mark some of his achievements and contributions.

We also saw the start of our new 'International Everything' agenda, with a broad policy of greater international engagement on our postgraduate programmes. In this edition of The Edge you can see photos from the international study trips that are now at the heart of the postgraduate experience at WIT. Building on the successful piloting of the international study trip concept, a hugely successful part of the eMBA programme, the MBS and MBSI undertook a visit to Leuven and Brussels, the MBS in Accounting programme visited London and the HD in Management programme visited a leading MNC site– Dell in Limerick. In a similar vein the Executive MBS [Management of Change] will take an action learning research residential in Kilkenny this September.

These new endeavours strengthen the student experience, giving a real opportunity for meaningful team work by taking the student groups out of their comfort zone and leading them through course work in an international setting. Each programme has a bespoke series of activities, talks and events organised in support of the programmes learning outcomes, exploiting the best of their host college and context. These trips take a great deal of organisation, and I would like to thank the lecturers for their outstanding efforts on behalf of their students.

As profiled in our first newsletter, our CEO in Residence programme has allowed for this new type of engagement and strategic learning within the School, facilitating as it does deep and meaningful interactions with a range of senior industry practitioners. For example this semester witnessed the largest and most successful entrepreneurship awareness event organised and run by the Centre for Entrepreneurship. Chaired by David McWilliams, many of the countries top entrepreneurs were on hand to share their insights to a packed audience of students.

Through these initiatives and our Graduate Network Evenings we are keen to provide opportunities for our postgraduate business students in WIT to network, share ideas and insights. This provides a forum and an opportunity for graduates to deepen their knowledge of business research and practice and also to reflect on their career goals going forward. Now as this semester draws to a close, I would like to extend best wishes to all students and I look forward to meeting you at alumni events planned for later in the year. Finally warm best wishes to all our staff for an enjoyable summer break, bon voyage!



EFMD Competition Win

Congratulations to WIT's Dr. Felicity Kelliher and Chris O'Riordan who saw off some formidable competition from some of the world's top business schools INSEAD, IMD, ESCP-EAP to win the Public Sector Innovations category of the European Foundation for Management Development (EFMD) Case Writing Competition. Their award-winning case study, 'ESB International - A Bright Future', examines the role of the ESB in an increasingly competitive, open and internationalised market. Commenting on the win, Dr. Thomas O'Toole, Head of School of Business said that "The win is great news for the School and again ranks us among the very best"

Entrepreneur's Wanted

If you are interested in setting up a business, we want to hear from you. The South East Enterprise Platform Programme (SEEPP) has been supporting start-up companies in the South East region since 1998 and has worked with over 140 new enterprises in industry sectors including e-learning, software development, education, entertainment, food, engineering, manufacturing, environmental/waste management, energy, medical devices, pharmaceuticals and more.

We have a comprehensive range of supports, that have been proven to dramatically improve your chances of success. Supports provided include:

- Business management and development training (over 30 days) leading to a fully-accredited Level 9 Post Graduate Diploma in Enterprise Development from WIT
- Incubation facilities and business address
- Business mentoring
- Business networking

SEEPP is a one year support programme, run by WIT Centre for Entrepreneurship in conjunction with Enterprise Ireland and Tipperary Institute. There is no charge for participation on this programme. However, places are limited. The next programme starts in September 2008. Applications are currently being accepted. If you want to talk it over in confidence, please contact Eugene Crehan (Tel: 051-302953 or E-mail: ecrehan@wit.ie), or visit www.seepp.ie for further information.

London Chapter of Alumni Association

Launched at the Irish Embassy last May, the Alumni Association's London chapter is bringing together many of those who have graduated at the Institute in the 39 years since it welcomed its first students in September 1969.

Initiated by Michael Walsh (BBS '97), along with Tim O'Riordan (BBS '98) and Aidan Cooney (Social Studies '97) the chapter is primarily a social forum for our Graduates resident in London. At the launch Michael Walsh said, "While the days of forced economic migration from Ireland to the UK and US are thankfully long behind us, there is a substantial body of Waterford Institute of Technology alumni working in London with a particular concentration in the financial services sector which is still such a large part of the economic life of this city." Redmond O'Donoghue, Chairman, Waterford Institute of Technology told the London launch, "Graduates of the Institute now operate at the highest levels of companies and public bodies throughout Europe as well as in Asia and north America". WIT's Alumni Chapters in Dublin, New York and London are always interested to hear from any WIT Graduates, they can be contacted by email at [alumni\[at\]wit.ie](mailto:alumni[at]wit.ie) or by calling +353 (0)51 302192.



Above: School of Business Graduates enjoy the celebrations

Below: BBS Graduates 1997,1999,2000



Formerly Bank of Ireland's Regional Manager for the South East, and Chief Executive of the SAP group of companies (the Cahir based market leader in Landscaping, Nurseries & Retail Garden Centres), Freddie is one of the 45 students set to become the 2008 MBA graduates. His current business, FPConsulting Ltd (www.fpconsultingltd.com) is a leading consultancy in the area of Finance, Property and Health & Safety.

Is the MBA Student stereotype entirely accurate?

Certainly, the workload is very demanding and challenging, but there is great camaraderie, and also competition within the group. Everyone on the programme is ambitious for themselves, and it shines through.

Many times I have posed this question to myself with over thirty years work experience and nearly as many out of a formal learning setting, why should I bring this amount of pressure on myself but I was up for the challenge. I am self employed, so it's not about direct career advancement; for me it is about a personal experience, I am here for the learning, for the space to think and reflect, hopefully to balance my practical business experience with an academic perspective. I have no doubt that there will be personal benefits and knock on pieces for the business. Many clients, associates and friends have been through an MBA programme and so whilst they carry the scars- most heartily recommend it.

Could you tell us more about your first year of study?

The first year at WIT was my most demanding year ever! It is a radically different lifestyle while you are doing an MBA, the heavy workload, lecture time, assignments and projects is difficult to balance whilst making the same contribution to work. What struck me most was the diversity of my fellow classmates. Very bright ambitious people with very different professional and personal backgrounds. It is not all about formal learning there has been a good social piece which is really part of the learning experience and has been of great value and benefit to all. Furthermore, there is a slew of fascinating visiting speakers coming to the School to share their experience with us.

Interview: Freddie Hatton, MBA Class of '08



What classes are you learning most from?

My learning has been across all subjects many of which I have had lots of practical experience such as accounting and marketing. But some were very new to me such as Operations Management, where I had the opportunity was to mix the practical with the academic. WIT's reputation for strong business learning is well justified. I have been very impressed with the practical view in an academic forum. I have developed deep academic skills in Marketing and consolidated my learning and experience in Leadership and Human Resources.

I think I also gained a broader view of how companies are, or should be managed and why they make some strategic moves.

How is the atmosphere at WIT?

I was expecting competition from my fellow classmates. It is actually the opposite. People are not only very friendly but also willing to help as much as they can. The 1st year is strongly team-oriented and you will get to know your colleagues pretty well. Through team projects, MBAII associations events, social events and trips you develop a strong sense of community.

If you had to do it again, would you apply to WIT?

In a heartbeat, definitely! I had great expectations when I first came to WIT. My experience so far goes well beyond those expectations! I met great, smart people, made friends, I developed strong academic skills. In a couple of months it will be all over and I can already see the personal benefits to me which no doubt will translate to the business.

Photo's from Class of '08 International Study Trip



MBS in Accounting Group: London



MBS/MBSI/MBA-IB Groups: Brussels & Louvain



MBS/MBSI/MBA-IB Lecturers: Brussels & Louvain



MBS/MBSI/MBA-IB Groups: Brussels & Louvain



Bill Charitsis BSc MA

I graduated from the University of Athens with a BSc in Mathematics and then went on to do a MA in International Event Management at University of Brighton. I joined WIT in October 2007 to undertake an intriguing project on “Brand Communities” at the Waterford Crystal Centre for Marketing Studies. Working with my supervisors Dr. Susan Whelan and Markus Wohlfeil and the other generous fellow researchers at W.I.T. that have helped me adjust to my new environment.

The starting point for this research project emanated from two very significant changes in consumers’ attitudes. Firstly, in the past marketers thought consumers decided to buy a product if they liked it or needed it; we are now starting to think that people buy products because it gives them access to a network of relationships that they feel will enhance their lives. Rational consumption where choices are based on the utility of products and services will always be an important part of marketing, but we also need to think about experiential marketing, which takes a more holistic approach by acknowledging that consumers are emotional beings; who strive to accomplish pleasurable experiences. We are seeing a growing number of specialised consumption communities, called brand communities, and marketers are realising the importance of understanding these communities as they seek ever closer relationships with their customers. The second evolution in consumers’ attitudes relates to the decreasing effectiveness of advertising. It seems that after years of being bombarded with advertising messages consumers are becoming inured to their lure. Marketing communication and budgets that are based on a ‘push strategy’ are being superseded by ones that attract consumers by engaging them with a brand through real live experiences.

With these two changes in mind, this study is going to examine event marketing strategies that build and substantiate brand communities. The most important trait that brand communities and event marketing have in common is that they empower the consumer to be part of the marketing process and create his or her own meaning of the brand. This is why it is expected that both event marketing and brand communities will grow substantially in the future as marketing will no longer be an act organised by marketers and then conveyed to consumers but a process that will be carried out with the collaboration of marketers and consumers. It is early, but exciting days on this research journey.

Centre for Management Research in Healthcare Seminars

The Centre for Management Research in Healthcare and Healthcare Economics in WIT, in association with the Health Service Executive, held a health management seminar in March. Chris O'Riordan, head of the centre at WIT organised two exceptional speakers to lead this event. Professor Duncan B. Neuhauser the Charles Elton Blanchard M.D. Professor of Health Management at Case Western Reserve, University in Cleveland is a widely published author on Healthcare Management, including excellence in health care and cost control. His research interests include clinician decision analysis, health services research, medical technology assessment and continuous quality improvement. Professor Neuhauser spoke engagingly on the way quality improvement thinking can transform evidence based medicine, nursing and health management. Professor Patrick C. Flood, Professor of Organizational Behaviour at DCU and Honorary Professor at Northeastern University, China also addressed the group. Prof. Flood has published extensively in the areas of management of top teams, managing knowledge based organisations and managing strategic implementation. Professor Flood's talk on "Strategic HRM and Performance – The implications for Healthcare" was very well received.

News in Brief

The [Hooper Dolan Scholarship](#) was awarded to Andrea McNamara, in recognition of her outstanding achievement during her time at WIT. Andrea received a 1st class honours Bachelor of Business Studies, and is currently continuing her studies at WIT for her Master of Business in Economics and Finance at the School of Business. Andrea received her scholarship prize of €2,000 and a specially commissioned award, made by local artist Pat Cunningham, who also lectures in the Institute.

In Dublin Castle on Friday, 18th April 2008, An Taoiseach, Bertie Ahern T.D. presented the [Public Service Excellence Award](#) for training and development to Fáilte Ireland Tourism Learning Networks, including WIT's TLN. The South and South East TLN, at WIT has helped 442 owners and managers across the region to develop their businesses, while working alongside other local enterprises.

Congratulations to the Centre for Entrepreneurship team who put together the [E-Factor day](#), to inspire WIT students. Over 300 students took part in the one day conference with great seminars by some of Ireland's leading entrepreneurs- Brian and Eamonn Fallon of Daft.ie, Jerry Kennelly of Stockbyte, WIT CEO-in-residence Sam McCauley, Paul Curran of Curran Road Markings, Helene Haughney of Nubiq; Joanna Gardiner of Ovelle Pharmaceuticals; Ann Heraty of CPL Resources and John Price of JAM Media.

How we build an environment which fosters [female entrepreneurship](#) and activity was the focus of a day-long conference this Semester, presented and managed by the WIT Centre for Entrepreneurship and Aberystwyth University. The day-long event was addressed by an international panel of experts. The conference is part of the INTERREG IIIA-funded Female Entrepreneurship in Ireland and Wales (FEIW) project.

Congratulations to the team behind the [MBS in Accounting](#), particularly John Casey Course Director for securing the programmes exemptions from the professional bodies examinations.

Funded Postgraduate Research Opportunities 2008

The School of Business, funded under the TSR Strand 1 R&D Skills programme, is currently recruiting seven paid Masters by Research studentships for the following projects.

- Examining the affect of interpersonal relationships & interpersonal communication patterns on knowledge transfer efficiency in collaborative networks
- Managing rural innovation networks for enhanced firm competitiveness
- Examining customer-relating capability at front line levels in the tourism and hospitality sector
- Assessing the innovativeness of tourism firms and its antecedents
- Overcoming the customer generation barrier
- Users as co-inventors: A model for involving users in the early stages of new product development
- A critical review of entrepreneurship policy in Ireland

Please see www.wit.ie/Research for project information sheets on all of the above funded research opportunities. The closing date for receipt of applications is Friday 11th July 2008.



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