



# FSB FOCUS



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# Message from the CEO



Welcome to the debut edition of FSB Focus, where we spotlight the achievements and milestones of our fantastic FSB community.

We proudly announce the launch of our Research Centre (p05), dedicated to fostering innovation and excellence. This initiative underscores our steadfast commitment to leading academic and industrial advancements. We also extend a warm welcome to Giedrius Zilionis, our newly appointed Vice Principal (p09). His leadership heralds an exciting chapter for FSB promising positive impact and growth.

Our dedication to impactful discourse is demonstrated by our FSB Croydon lecturer's recent engagement in a critical debate on animal testing at Parliament, showcasing our commitment to addressing pertinent societal issues (p19).

Additionally, we are delighted to unveil landmark partnerships with Birmingham Newman University (p24) and Ravensbourne University (p22) expanding our academic offerings to encompass Business, Marketing, Health, Accounting, Counselling, and Criminology degrees. These expansive collaborations promise exciting opportunities for both our students and faculty.

Within this edition, you will also discover insightful and expert staff articles such as 'The World's Best Frenemy - AI and Marketing' and 'Never Too Late to Pursue Your Dreams,' (p18) reflecting the diverse and dynamic essence of FSB's community.

Thank you for your unwavering support and engagement with FSB Focus. Please continue to submit your articles. Together, we are all forging a brighter future for our students, staff, alumni and partners.

Warm regards,

**Mohammed Zaidi**  
CEO of FSB



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# FSB Unveils Pioneering Research Centre to Drive Innovation and Excellence

By Kunal Chan Mehta, FSB's Public Relations Manager

FSB heralded the grand unveiling of its groundbreaking multidisciplinary Research Centre on 16 May 2024, underscoring its firm dedication to pushing the boundaries of contemporary knowledge. The centre aims to foster interdisciplinary collaboration and drive impactful FSB research outcomes that shape the future by advancing research horizons.

The day commenced with welcoming remarks from Mr Mohammed Zaidi, FSB's CEO, reflecting on the pivotal role of research in higher education and its impact on societal progress. 'At FSB, we recognise that research is the lifeblood of higher education. Our research has already started to fuel innovation, drive discovery, and empower us to address complex challenges facing our world today.'

FSB staff and researchers assemble at FSB's Research Centre inauguration. Photo: FSB.

The day was bolstered with engaging research presentations and discussions, featuring research papers by esteemed scholars such as Laura-Loredana Butnaru, a MA Business and Management student at FSB Croydon and Marie Ann Green also a MA Business and Management at FSB Croydon; and Dr Nadia Liaquat, a Business Lecturer at FSB Croydon. Their studies explored pressing issues, from investor decisions in the London residential property market to the gender pay gap within NHS England, and the transformative effects of employee empowerment on organisational performance at Ziauddin Hospital in Pakistan.

The research centre includes experts across FSB's London, Luton, Leicester and Birmingham campuses from business management, digital marketing, leadership, health, social care, psychology and nursing.



'The Research Centre embodies our ethos of excellence and collaboration,' remarked Dr John Pomeroy, FSB's Principal. 'It serves as a dynamic hub where scholars from diverse disciplines converge to tackle global challenges and drive positive change.'

A highlight of the event was the announcement of Full Paper Awards by Giedrius Zilionis, FSB's Vice Principal, honouring outstanding contributions to research excellence across FSB.

'We are immensely proud of the remarkable research conducted within our faculty,' stated Giedrius Zilionis, FSB's Vice Principal. 'These awards recognise the dedication and ingenuity of our researchers, inspiring us all to continue pushing the boundaries of knowledge. As attendees departed, they carried a renewed sense of purpose and a shared commitment to advancing research excellence at FSB.'

'Our interactive workshop sessions provided attendees with an invaluable platform to engage with FSB's researchers directly and this fostered knowledge exchange,' said Ana-Maria Buta, FSB's Student Academic Coordinator who facilitated the agenda. 'The day was also a phenomenal success in networking session, offering FSB researchers the invaluable opportunity to forge new connections, exchange ideas and explore collaborations.'



Mr Mohammed Zaidi, FSB's CEO, opens FSB's Research Centre. Photo: FSB.



A FSB Research Centre cake and branded mugs for FSB research delegates. Photo: FSB.



Giedrius Zilionis, FSB's Vice Principal, welcomes research delegates at FSB's Research Centre. Photo: FSB.



Laura-Loredana Butnaru, a MA Business and Management student at FSB Croydon, presents her research looking at an analysis of the factors influencing investor decisions in the London residential property market. Photo: FSB



FSB staff and researchers assemble at FSB's Research Centre inauguration. Photo: FSB.





## 'Start-Up Synergy' Symposium Fuels Entrepreneurial Spirit at FSB

By Kunal Chan Mehta, FSB's Public Relations Manager

**In a dynamic and intellectually charged atmosphere, FSB's inaugural 'Start-Up Synergy' symposium provided budding students with a transformative experience, offering expert insights into entrepreneurial journeys and the development of crucial entrepreneurial traits.**

**M**r Mohammed Zaidi, FSB's CEO, said: 'The symposium served as a compass, guiding FSB student participants through the intricacies of entrepreneurship and offered practical strategies for establishing and scaling successful ventures.'

Dhan Chooramun, Academic Dean of FSB Croydon, added: 'Start-Up Synergy, hosted at FSB Croydon, was more than an event – it was a catalyst for student personal and professional growth. The expert speakers fostered an environment where passion met with knowledge, setting the stage for the next generation of business leaders to flourish.'

Dr Ozlem Ozdemir, an Assistant Business Professor and Entrepreneur, and speaker at the event, who formerly worked at FSB, commented: 'It was a pleasure discussing and learning from the enthusiastic students. The insights about their inspiring ideas and experiences were remarkable.'

Dr Anish Patel, a Dental Surgeon and Entrepreneur and one of the keynote speakers, inspired



Dr Ozlem Ozdemir, an Assistant Business Professor and Entrepreneur, speaks about entrepreneurship with empathy and empowerment. (Photo: FSB)

students with his views on having a positive mindset and creating opportunities from dreams: 'A positive mindset is the first rule of entrepreneurship. You will fail, but it is never an option so never give up.' Dr Anish went on to offer his 6 reasons for success: 1) Work hard, 2) learn continuously, 3) be proud of what you do, 4) reflect on your mistakes, 5) craft your communication and 6) do things that make you happy for your Mental Health.

The symposium at FSB Croydon was not one-sided; it thrived on active engagement. Attendees had the opportunity to interact directly with seasoned entrepreneurs, posing questions that sparked insightful conversations. This interactive element ensured that the symposium transcended theoretical discourse, providing practical insights that resonated with the real-world experiences of both speakers and participants.

As we reflect on the success of 'Start-Up Synergy' at FSB Croydon, we extend our gratitude to the speakers, participants, and everyone who contributed to making this event a resounding success. The symposium showcased Entrepreneurial Month's vibrancy and underscored the importance of such initiatives in shaping the future of business leadership at FSB.

Start-Up Synergy is a one-day symposium held annually at FSB to promote student entrepreneurship and innovation. The event unites entrepreneurs, innovators, and business leaders in a purposeful exploration of how both individuals and businesses can contribute to the transformative evolution of our world.



Participants gain a deeper understanding of the challenges inherent in entrepreneurship along with the knowledge required to navigate and overcome them. (Photo: FSB)



Event organisers (l - r), Dr Arjun Raj, Business and Health Lecturer, Ana-Maria Buta, Academic English Tutor, Stephane Halawe, Business Lecturer and Sen Rajan, Health Lecturer at FSB Croydon (Photo: FSB)



(l-r) Dr Shabnam Quazi, Academic Lead, Dr Arjun Raj, Business and Health Lecturer, Ali Ahsan, FSB Croydon Operations Manager, Sen Rajan, Health Lecturer, Zerka Sahak, Student Support Coordinator and Mustafa Majid, Health Lecturer at FSB Croydon. (Photo: FSB)



# A New Chapter Unfolds: Giedrius Zilionis Appointed Vice Principal at FSB

By Kunal Chan Mehta, FSB's Public Relations Manager

Fairfield School of Business proudly announces a significant milestone as Giedrius Zilionis assumes the role of Vice Principal. His appointment marks a transformative moment, emblematic of FSB's steadfast commitment to visionary leadership and unwavering innovation, ushering in an era of academic excellence and growth.



Giedrius brings with him a wealth of expertise garnered over nine illustrious years in the educational sphere, spanning from secondary to higher education domains. His tenure, primarily entrenched in higher education, has seen him excel in various pivotal roles, including lecturer, module leader, course coordinator, academic team lead, and Dean of Learning and Teaching. His academic background, encompassing disciplines such as Finance and Accounting, Business Management, Human Resources, and Education, underscores his unwavering dedication to educational excellence.

In accepting his appointment, Giedrius said, 'I accept this role with profound honour and humility, pledging unwavering commitment to FSB's thriving community across its diverse campuses.' His vision transcends traditional boundaries, envisioning an educational environment where every student is nurtured, valued, and empowered to navigate the complexities of the contemporary world. Giedrius's steadfast belief in the transformative power of education is underscored by his commitment to fostering character, empathy, and critical thinking among FSB's students.

Furthermore, Giedrius's pursuit of doctoral studies and affiliation with esteemed

educational and professional bodies highlights his dedication to scholarly pursuit and professional growth. His collaboration with Mr Mohammed Zaidi, FSB's CEO, has been instrumental in propelling FSB to new heights, enriching its vision and strategic trajectory.

Mr Mohammed Zaidi, FSB's CEO, comments, 'Giedrius has been an invaluable asset to FSB, previously serving as the Dean of Learning and Teaching. In his new capacity, I am confident that he will continue to leverage his expertise and dedication for the benefit of our institution. His appointment signifies a new chapter in FSB's journey towards academic excellence and growth, underpinned by his unparalleled commitment to advancing education.'

Dr John Pomeroy, FSB's Principal, adds, 'Since joining FSB more than two years ago, Giedrius has excelled in the role of Dean of Teaching and Learning and played a leading role in the college's partnership programme with Universities. His promotion reflects not only his achievement but also the growth and development potential of FSB.'

Giedrius's appointment heralds a new era in FSB's pursuit of academic distinction and transformative impact, propelled by a steadfast dedication and unwavering passion for educational advancement.

# Maintaining Excellent Dental Hygiene

By Dr Arjun Raj, Module Leader and Lecturer in Business, FSB Croydon

I am Dr Arjun Raj, a dentist with over 8 years of clinical experience. As a Lecturer, I am attuned to the various health and dental hygiene challenges that affect us all. My aim is to curate a series of health-related articles that I believe will offer valuable insights for both students and the teaching community. Part 1 below is targeted to lecturers and Part 2 is for students:



Source: FSB Marketing / Microsoft Designer with dental prompts

## Maintaining Excellent Dental Hygiene:

### PART 1: A Lecturers' Guide

Teaching can be a demanding job, which requires long hours of talking and engaging with students while maintaining a professional demeanour. Amid all the responsibilities and obligations, it's easy for teachers and lecturers to overlook their dental health. However, maintaining good oral health is crucial for overall health and well-being in addition to having a wonderful smile. In this blog, we will review some important and crucial dental hygiene tips tailored especially for teachers.

#### Stay Hydrated

As an educator, you may often find yourself speaking for long periods of time. It's important to stay hydrated for both your overall health and oral hygiene. Drinking water helps remove food particles and harmful bacteria that can cause bad breath and tooth decay.

#### Snack Wisely

It's not always possible for teachers to take extended breaks in between lessons. Choose fruits, veggies, or nuts instead of sugary or acidic snacks when you're snacking. Avoiding sugary foods on a regular basis can help prevent cavities.

#### Mind Your Coffee and Tea

Teachers rely on coffee and tea to stay alert. These beverages, however, may cause discolouration of teeth and may also lead to tooth sensitivity. Try to limit your intake of these beverages or use a straw to reduce contact with your teeth to help lessen this.

#### Oral Care Essentials

It is crucial to keep a consistent oral hygiene practice. Use fluoride toothpaste to brush your teeth at least two times every day. Every three to four months, or sooner if the bristles are frayed, be sure to replace your toothbrush. Daily flossing is also crucial for removing plaque from between teeth.





### Consider Sugar-Free Gum

It can be convenient to chew sugar-free gum to stimulate saliva production, which helps neutralise acids and protect your teeth. The sugar alternative xylitol, which can inhibit the growth of harmful bacteria, should be sought out in place of sugar.

### Dental Checkups

Do not skip routine dental checkups despite your busy schedule. By having biannual dental checkups, you can identify any problems before they worsen and become more expensive to resolve.

### Manage Stress

Teaching may be stressful, and stress has many different manifestations, including bruxism, which is the grinding and clenching of the teeth. Stress can also induce gum problems such as bleeding of gums and acute gingivitis which may lead to other periodontal diseases. To alleviate these conditions and safeguard your teeth, think about stress-reduction methods like yoga, meditation, or deep breathing exercises.

### Set an Example

Teachers have a special chance to favourably affect the minds of

students. You can teach your students the value of oral hygiene by setting an example for them by maintaining proper dental hygiene.

Teaching is a noble profession, and educators play a vital role in shaping the future. Setting your own health, especially your oral hygiene, as a priority is crucial if you want to keep doing well in your job. These pointers can help you keep a cheerful and healthy smile while encouraging your students to do the same. Remember, a healthy smile goes a long way in making a lasting impression in and out of the classroom.

## Maintaining Excellent Dental Hygiene:

### PART 2: A Students' Guide

The lives of students' – especially adult students – are frequently hectic, with balancing employment, family, and academic obligations among others. It may be quite difficult for them to maintain good dental health because of their busy schedule. Regular dental checkups may be neglected due to time constraints, which can delay the early detection of oral health problems and preventive therapy from being received. Furthermore, bad eating habits and poor dental hygiene might result from the stress and strain of being an adult student. Financial difficulties – and cost fears – may also make it difficult to afford dental care, which could lead to ignored or delayed procedures. Adult students may experience long-term oral health issues as a result of these restrictions, which may eventually result in more significant dental issues. This part of the blog will act as a guide for you to maintain good oral health.

### Brush properly

Brushing your teeth is the primary way of maintaining one's health. Brush at least twice a day with a medium bristles toothbrush and fluoride paste. Brush in a circular motion keeping your brush at a 45-degree angle. Make sure you cover all the surfaces of the tooth including the chewing surface. Make gargling mandatory in your life, make sure to gargle every meal.

### Floss and use of mouthwash

Food fragments and grime between teeth must be removed with flossing. Take an 18-inch piece of dental floss. Gently move the floss up and down between your teeth while wrapping it around each tooth, as this may damage your gums, never snap or force the floss.

Mouthwash comes in many variations, such as fluoride, antibacterial, and cosmetic versions. Select a mouthwash that is appropriate for you by consulting your dentist. Use the product according to the directions on the label.

### Diet and Hydration

Water removes microorganisms and food particles from the mouth, maintaining dental hygiene. Avoid consuming sugary and acidic foods and beverages in excess as they might cause tooth damage. Eat a

balanced diet that is high in fresh produce, whole grains, lean proteins, and healthy fats. Gum without sugar can increase salivation, which helps wash away bacteria and neutralise acids in the mouth.

### Use of mouthguards

75% of students are into sports. Even adult students find stress relief by engaging in different kinds of sports and physical workouts. Some may have the habit of grinding teeth at sleep, this may be due to childhood habits or stress (more about this will be discussed in coming parts of the blog). To avoid damage to your teeth while playing or by grinding your tooth you might want to wear a mouth guard. The finest protection is offered by custom-made mouthguards from your dentist.

### Registering with NHS and Regular Checkups

For preventive care, routine dental appointments are crucial. Dentists are able to spot problems early on and take action to fix them before they worsen. Plaque and tartar accumulation are removed during dental cleanings because they can cause cavities and gum disease. Seek immediate dental care if you feel discomfort, develop bleeding or swelling, or if your oral health changes. Treatment postponed can result in more serious and expensive issues.

For this, the first thing to be done is to get yourself registered in an NHS dental practice. Registering with an NHS dentist is just as important as registering with an NHS GP. Adult students can apply for discounts and benefits from NHS for dental treatments. Talk to your registered dentist to learn more about it.

### Avoid excessive drinking and smoking:

Gum disease and oral cancer are two conditions that might develop as a result of smoking and binge drinking. To break these habits, think about getting help and your dentist can help you in the cessation of such habits.

### On-the-Go Oral Hygiene:

Students tend to travel a lot, for such scenarios where you can't brush at home, always carry a travel toothbrush and a small tube of toothpaste. In an emergency, sugar-free mints or gum can assist in freshening your breath and increase salivation.

### Resources for Education:

As students, you should update yourself on all possible knowledge. Reading articles, viewing videos, and going to seminars or webinars on the subject will help you stay knowledgeable about dental health.

You'll be better able to maintain excellent oral health while a student if you carefully follow these comprehensive instructions. Remember that a healthy smile improves your quality of life overall as well as your self-confidence and physical well-being. You are, after all, tomorrow's future.

In summary, it is evident that maintaining dental health is extremely important for adult learners. Neglecting dental health is not an option, even when the responsibilities of adult life—work, family, and education—can be too much to handle. A healthy smile is a reflection of our confidence and general well-being, not just our physical attributes. Our everyday routines, relations at work, and self-esteem can all be impacted by poor dental health. Students who prioritise dental health are investing in their own future, as they will be able to meet life's obstacles with a confident and radiant smile. Let's continue to put our dental health first and keep it that way because it leads to success in both personal and professional endeavours.

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Website: *National Institute of Dental and Craniofacial Research*. (<https://www.nidcr.nih.gov>)

Website: *Health.gov*. (<https://www.health.gov/oral-health>)



## The Hidden Reality of Laboratory Testing in the UK

Savita Nutan, Health and Social Care Lecturer, FSB Croydon

**3 million animals in the UK are used in laboratory experiments each year<sup>1</sup>. This number does not include the scores of animals bred for research but killed as they are “surplus” and are no longer needed. These experiments performed are either research into basic biology and diseases, assessing the effectiveness of new medicines or safety testing of products ranging from cosmetics to household cleaners for human health and/or environmental safety. Surely these outdated and cruel practices should come to an end?**

**T**he animals that are used in various experiments include, but are not limited to, mice, rats, fish, rabbits, guinea pigs, hamsters, birds, cats, dogs, mini-pigs, and non-human primates (monkeys, and in some countries, chimpanzees). All animal laboratory procedures (even those classed as “mild”) can cause physical and emotional distress and suffering. Imagine a sentient animal, with the ability to have feelings, being caged for the rest of their lives and either undergoing painful procedure(s) or seeing these procedures being done to a fellow animal. For that reason alone, we should be looking towards the end of animal testing.

Sadly, if that were reason enough, we would have all left animal testing a long time ago. However, the argument purported by the animal research community is that animal testing is necessary to test these chemicals, including medicines, for the safety of human health.

What if I told you animals hold no guarantee that these chemicals will be safe for us humans? I have studied genetics and worked within the NHS identifying and reporting genetic diagnoses and even a single mutation in our DNA (the genetic code which makes us who we are) can cause such profound symptoms of a disease. So, what makes



Photo: Animal-Free Research UK Conference, Maddingley Hall, Cambridge

University of Cambridge Institute of Continuing Education (ICE), did not disappoint.

### Day One: Innovation in NAMs Research and Technology

We need to deconstruct the big question, if we want to replace animals in science, we need to look at how the science is conducted. Are we replacing a whole animal in the procedure with a different “model” or are we replacing the ingredient or material in the experiment that was derived from an animal? Developing accurate testing “models” which either replaced the animal or animal-

derived ingredient and accurately captured the human disease in question was what the first day of the conference was all about. Exciting talks from leading animal-free biotechnology companies and researchers from universities in the UK and abroad had covered innovative replacement models and materials.

Interesting to note that there are several diseases for which the animal model is completely unsuitable. Take mesothelioma, for example, an aggressive form of cancer developing in the lining which covers certain organs in the body<sup>4</sup>. It is particularly linked

us believe that other species of animals, who are quite different from us at a DNA level, will prove a product is safe for humans? These differences at the DNA level between us and them are imperative when considering how effective a medicine is and, equally important, which chemicals are toxic to human health.

Around 90%<sup>3</sup> of clinical drug development fails, meaning approximately 1 in 10 drug candidates successfully get regulatory approval. With the average costs of these clinical trials ranging between \$1-2 billion, the pressure is on to successfully trial a candidate drug. Replacing animals in science is therefore no longer an ethical question. It's a vital race against time for the betterment of human health. So naturally you ask, how do we replace animals in science with better, more effective techniques?

Scientists, medical professionals, and animal welfare advocates across the globe have been instrumental in answering the big question. Here in the UK, we are lucky to have charities like Animal-Free Research UK, to support scientists aiming to replace animals in medical research and move towards the future with non-animal methods (hereafter shall be referred to as NAMs).

**“Replacing animals in science is therefore no longer an ethical question. It’s a vital race against time for the betterment of human health.”**

Having personally left a career in medical research and diagnostic genetics behind, my resolve to champion animal-free science is further strengthened upon hearing the outstanding progress in NAMs. And this two-day conference set in the picturesque Maddingley Hall, home to the



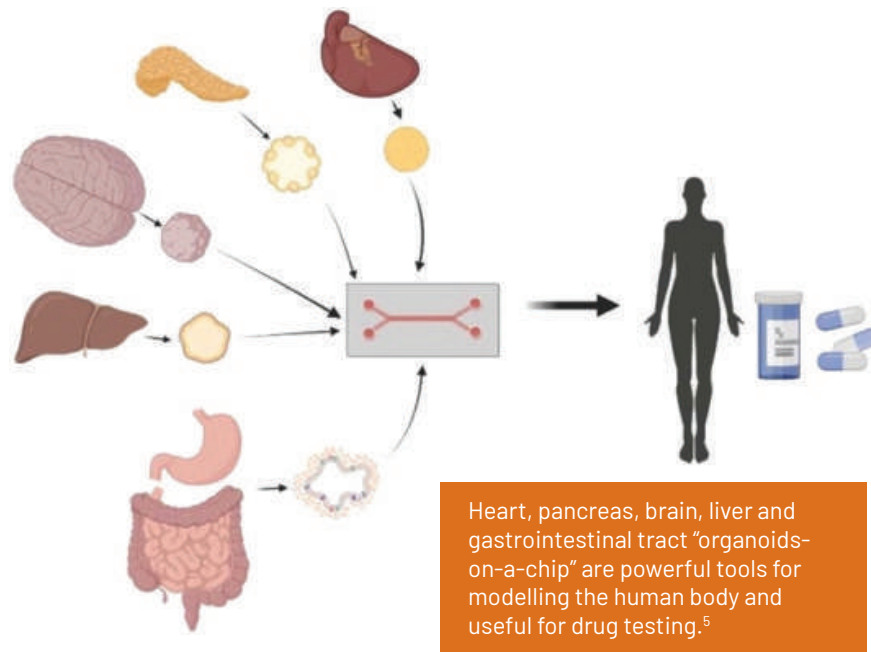
to asbestos exposure and more than 2,700 people are diagnosed each year in the UK. The problem with current models of this deadly disease, such as genetically modified mice or asbestos-induced tumours, is that drivers of disease progression cannot be accurately recapitulated.

To address this problem, Dr Fiona Murphy and the



team at the University of Strathclyde presented the development of a human organ-like model grown in a dish, completely outside of a human body, known as 'mesobags'. Mesothelioma cells can grow in this 3D matrix and the application of microfluidic technology enables high control of fluids such as nutrients. This approach enables tumour development to occur organically, accurately highlighting potential pathways which can be the target of clinical drugs. This platform can be scaled up and in the future patient-derived cells could be utilised to truly personalise medicine.

Recreating human tissues and organs into 3D models is a powerful tool and, in addition to drug discovery, it has a range of applications such as screening drugs for potential side effects. For example, drug-induced liver injury (DILI) is the



leading cause of liver toxicity and is the leading cause of failure in the drug development process<sup>7</sup>.

We are now in the exciting era of multi-organ modelling, where we can create synthetic models of multiple organ-like tissues connected to each other, with organ-on-chip technology. With applications ranging from modelling multi-organ system diseases to the spread of cancers, Maurizio Aiella, CEO of React4Life, and their product MIVOTM (image left)<sup>10</sup> shows just how far we can go without the need for animals.

What surprised me about the list of companies being represented at the conference, was the inclusion of Unilever. This parent company owns several well-known brands, from Dove to Ben & Jerry's ice cream. What we are seeing with these big

corporations, Procter and Gamble (P&G) included<sup>11</sup>, is that whilst many brands they own are certified cruelty-free, they are certainly not a cruelty-free parent company. This is highlighted by their own position statement on alternative approaches to animal testing:

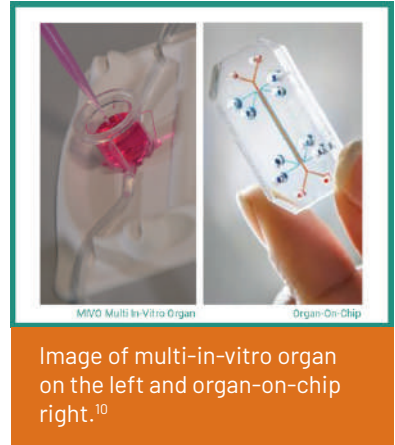


Image of multi-in-vitro organ on the left and organ-on-chip right.<sup>10</sup>

**“Occasionally, across Unilever’s broader portfolio of brands, some ingredients that we use must still be tested by suppliers by law, to comply with regulatory requirements in some markets; and some government authorities test certain products on animals as part of their regulations.”**

A country may require animal testing by law, such is the case in mainland China, but there is no requirement for the company to sell there. Hence, can we really say that these corporations such as Unilever and Procter and Gamble are pushing

forward the animal-free revolution? Or are they supporting animal-free safety assessment where necessary by law and presenting themselves as an animal-free championing company?

## Day 2: Changing the Paradigm

Day 2 opened with a fantastic keynote talk from the Pioneer Award winner, Dr Merel Ritskes-Hoitinga. One of the key takeaways was how the COVID-19 vaccine timeline was fast-tracked by reducing the number of animal studies and promoting alternative methods. Public health disasters have long held the key to forcing acute decisive regulatory action. With hope for the future, Dr Merel highlighted the transition at the government level was already underway with the US FDA Modernisation Act 2.0 allowing animal replacement testing to be

accepted in drug development pathways. After having worked on a multitude of projects to secure an animal-free future, she encourages us all with her words. “Change coincides with resistance. It needs perseverance and managing transitions”. We now must place pressure on the EU Parliament for a roadmap out of animal testing.

**“Change coincides with resistance. It needs perseverance and managing transitions”.**

Throughout the conference I wondered, with its clearly enormous potential, why aren't NAMs present in mainstream academia? After all, we were discussing this in a University of Cambridge venue, a university with a global reputation for outstanding academic achievement<sup>9</sup>. Among the answers received to this question one of them was that staff expertise is sorely needed to set up these complex and challenging methods. Here at the De la Roche lab, department of Biochemistry at the University of Cambridge, a pioneering non-animal method was introduced. An unprecedented organoid (organ-like) technique was developed which is completely free from animal ingredients. In the poster presented at the conference Professor Marc de la Roche and team have been looking into how colorectal cancer can be modelled using this novel animal-free organoid effectively, with implications for future cancer research.

On the one hand, there's an unprecedented NAM poised to outperform animal studies, and on the other is the academic institution, the University of Cambridge. In 2022 the university of Cambridge was the 2nd organisation in Great Britain to carry out the largest number of procedures on living animals for medical, veterinary, or scientific research<sup>9</sup>. And while the institution continues to defend animal research, real progress is stunted. Staff expertise is limited to a very small number of individuals, and it's the university that ultimately loses.

The future is animal-free. Not just for the safety of animals but, for the safety of humans, we need better solutions. Conferences like these are imperative to bring together creative thinkers for the centuries-old problem of animal testing.

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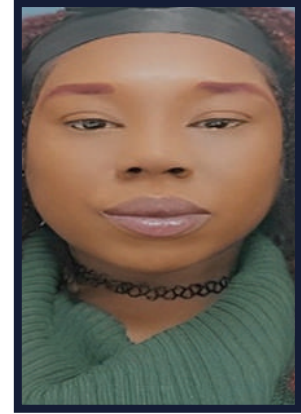
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# Never Too Late to Pursue Your Dreams

By Savoy Roach, Career & Employability Officer at FSB

**Have you ever considered pursuing a degree? What thoughts hold you back? "I'm too old!", "I don't have the time!", "I can't balance work and studies with my responsibilities and family commitments!"; "I won't fit in with the young campus crowd!"**



While these concerns are valid, it's important to remember: that it's never too late. Just take it from the stories shared on "Reddit," an online platform where individuals share experiences, offer advice, and engage in discussions. There are many accounts from individuals in their 40s, 50s, and even their 60s venturing into higher education. The truth is, it's never too late to chase your dreams.

If you're contemplating higher education, perhaps FSB could be the perfect fit for you. As a mature student, one of the criteria is having 2-3 years of work experience, among other qualifications. Chances are, you may already meet this requirement.

So, why choose to study at FSB? We pride ourselves on providing exceptional support for our students. Unlike many universities that predominantly cater to younger demographics, we prioritise the needs of mature students with diverse responsibilities.

At FSB, we celebrate a truly inclusive academic community, welcoming students from all walks of life. Students are here from around the world, like various parts of Africa, Asia and Europe. And we are all one big family! While some pursue traditional study routes, many others are returning to education or leveraging their years of professional experience. With the dedicated support of our staff, success is within reach.

Our Academic Support team is available seven days a week to assist with course-related queries, exam preparation, submission tracking, assignment structure, grammar, referencing, and more. Additionally, our Student Support team offers guidance on financial matters, student engagement, welfare, extension requests, pregnancy planning, mental health support, and acts as a liaison with personal academic tutors (PATs).

We also have an in-house career advisor to help our students with employment support and career guidance. The career advisor also arranges guest speakers (employers) to talk to the students about the roles, workshops on employment, job fairs on and off campus. These types of events help the students to network and make connections. Building a rapport with employers before employment.

So, remember, it's never too late! Regardless of your circumstances, you're warmly invited to embark on your educational journey with us. We take pride in our students and staff, and if you're ready to commit to your goals, we wholeheartedly welcome you to immerse yourself in the vibrant learning and student life at FSB. Come and experience the amazing support we offer!

Visit our campuses to discover the incredible support awaiting you at FSB! Discover more at [www.fsb.ac.uk](http://www.fsb.ac.uk).

"SUCCESS IS NOT FINAL;  
FAILURE IS NOT FATAL: IT IS  
THE COURAGE TO CONTINUE  
THAT COUNTS."

— WINSTON S. CHURCHILL



# FSB Croydon Lecturer Debates Animal Testing at Parliament

By Kunal Chan Mehta, FSB's Public Relations Manager



## There is no room for animal cruelty in the 21st Century

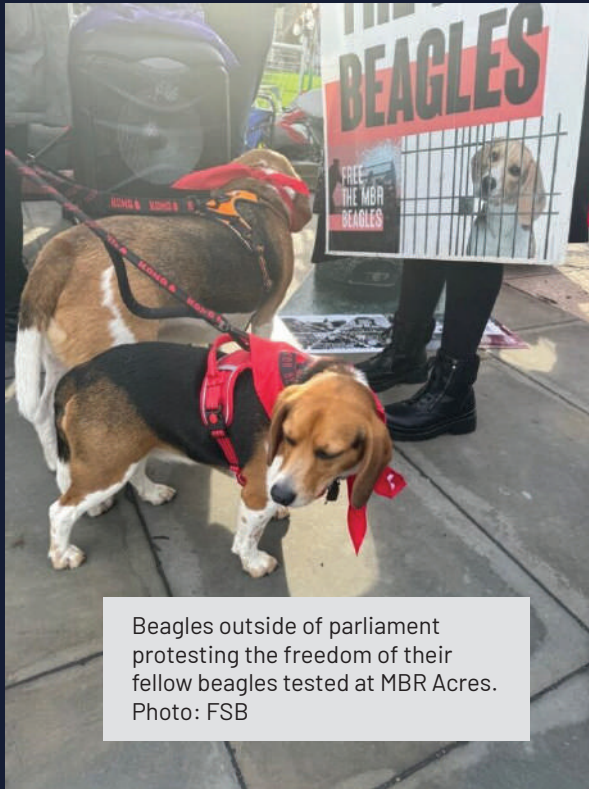
— Savita Nutan



The hallowed halls of Parliament once again echoed with impassioned pleas and reasoned discourse as Members of Parliament fervently debated the contentious issue of animal testing. Gathered amidst this assembly was Savita Nutan, a distinguished healthcare lecturer from FSB Croydon, and founder of non-profit organisation, Medicine Without Cruelty, who lent her voice to the urgent call for change.

The catalyst for this momentous debate lay in the submission of two petitions, together bearing the weight of over 100,000 signatures from concerned citizens across the United Kingdom. The first petition, a clarion call to cease the use of animals for toxicity tests, resonated deeply with those who advocate for humane and scientifically sound practices. The second petition, no

less impactful, demanded a ban on the use of dogs for all testing and research endeavours in the UK.



Beagles outside of parliament protesting the freedom of their fellow beagles tested at MBR Acres. Photo: FSB

In a stirring address outside of parliament with her fellow campaigners, namely Camp Beagle who spearheaded the first petition, Savita underscored the urgent need for action, dismissing any notion of impossibility in achieving this noble goal. "Let us be unequivocal," she declared, "the time for change is now." "If the government was truly keen on reducing, refining, or indeed replacing animals in science, then they would have stopped breeding more animals. But it has persisted - with immense pain and agony - these animals suffering has persisted".

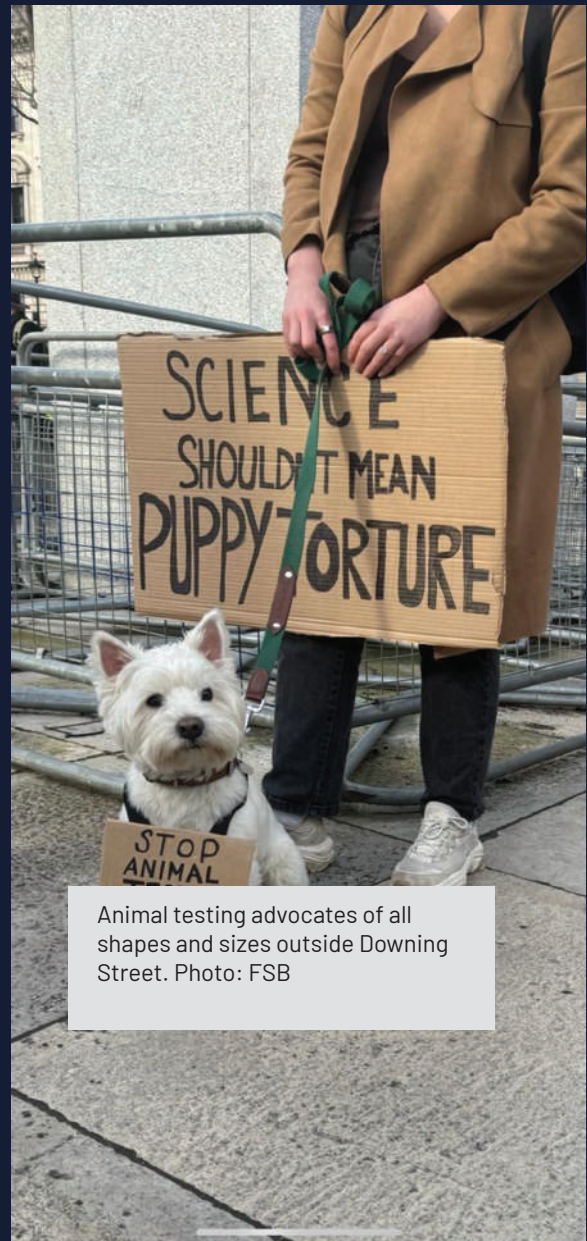
Citing compelling evidence that animals often fail to reliably predict human responses to chemicals, Savita revealed a staggering statistic: "an estimated 92% of drugs fail in human trials despite prior testing on animals." She challenged the prevailing paradigm, asserting that the relentless pursuit of animal testing persists despite its glaring scientific inadequacies.

Following a series of erudite speeches by Members of Parliament, including Andrew Griffith, the Minister for Science, Research, and Innovation, the government's stance was unveiled. Commitments were made to double investment in research aimed at achieving the 3Rs - Reduction, Refinement, and Replacement however critics like Savita were quick to highlight the shortcomings of such initiatives. Emphasising that the 3Rs framework fails to

address the fundamental flaws inherent in animal testing, she urged for a radical shift towards non-animal methods based on robust scientific evidence (see Position paper on 3R concept, Doctors Against Animal Experiments).

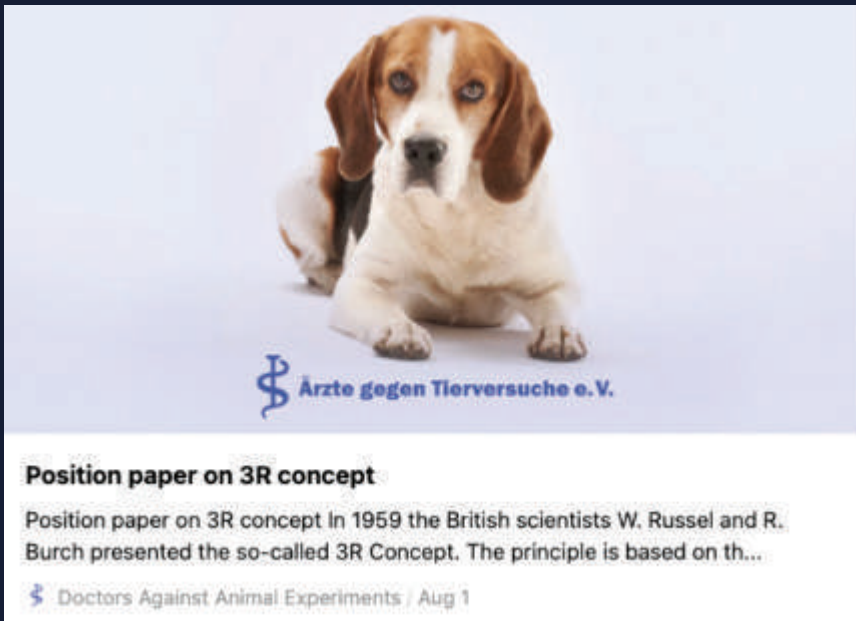
See <https://www.aerzte-gegen-tierversuche.de/en/about-us/position-papers/position-paper-on-3r-concept>

Moreover, the government's decision to restart the public attitudes to animal research surveys drew disbelief from Medicine Without Cruelty. Despite the overwhelming support garnered by the petitions and the unequivocal backing of renowned experts against animal testing, it was disheartening for Medicine Without Cruelty to see these voices had not truly been heard.



Animal testing advocates of all shapes and sizes outside Downing Street. Photo: FSB





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In a move that underscored the government’s reluctance to enact substantive change, an increase in Home Office fees for animal project licenses was announced. While superficially aimed at curbing animal testing, Medicine Without Cruelty argued that such measures only serve to perpetuate the status quo, allowing well-heeled corporations who can very well afford the price hike to continue their operations unabated.

For Medicine Without Cruelty, the government’s response fell short of expectations. “We cannot accept token gestures instead of meaningful action,” Savita asserted. “The barbaric suffering of animals must end, and it must end now.”

As the debate reverberates across the nation, the tide of public opinion swells in favour of compassion and progress. With advocates like Savita

leading the charge, the call for an end to animal testing grows ever louder, a clarion call for justice in the pursuit of scientific inquiry.

Savita will be conducting seminars on the future of medicine, a path of real progress without animal cruelty towards the betterment of human health and will offer debate sessions on ‘How to argue your stance professionally yet passionately.’

Find out more: <http://debate.medicinewithoutcruelty.com/>



Savita inside Parliament. Photo: FSB

FSB FOCUS MAGAZINE



## FSB and Ravensbourne University Forge an Innovative Partnership to Launch Business and Digital Marketing Programmes

By Kunal Chan Mehta, FSB's Public Relations Manager

FSB is proud to announce an innovative partnership with Ravensbourne University, renowned for its cutting-edge approach to creative education, to introduce a series of transformative academic programmes across its London and Leicester campuses. This collaboration aims to empower the next generation of business leaders and digital marketing professionals with a unique blend of academic excellence and industry-focused expertise.

The newly established programmes include:

**BSc (Hons) Business and Management with Foundation** – This programme is designed to equip students with a strong foundation in business principles and leadership skills. It will provide a comprehensive understanding of global business dynamics, preparing students for a wide range of career opportunities in the corporate world.

**BSc (Hons) Digital Marketing with Foundation** – In an increasingly digital world, this programme will offer students a deep dive into the ever-evolving landscape of digital marketing. From SEO and content marketing to social media strategy and data analytics, students will gain hands-on experience and expertise to thrive in the digital marketing sphere.

**MSc Digital Marketing** – This Masters's program

will delve into advanced concepts and strategies in digital marketing. It will challenge students to think critically, innovate, and lead in the dynamic field of digital marketing.

To apply visit: [www.fsb.ac.uk/courses/](http://www.fsb.ac.uk/courses/)

Andy Cook, Vice-Chancellor of Ravensbourne University, expressed enthusiasm for this collaboration, stating, 'The partnership with FSB is brilliant news. Our values and goals are aligned, and we have been impressed with FSB ever since we first met. We believe the partnership offers great value and we are looking forward to our long-term partnership and the exciting things we will achieve.'

Mr Mohammed Zaidi, FSB's CEO, echoed these sentiments, saying, 'We are excited to join forces with Ravensbourne University to offer these groundbreaking programmes. As an organisation deeply invested in higher education, we recognise the need for skilled professionals who can navigate





Fairfield School of Business



Ravensbourne University London



the complex landscape of business and digital marketing. Together, we will empower students with the knowledge and skills they need to excel in these fields.'

Dr John Pomeroy, FSB's Principal, added: 'The partnership between Ravensbourne University and FSB is set to reshape higher education by bridging the gap between academia and industry. This collaboration is a testament to both institutions' commitment to fostering innovation, nurturing talent, and driving positive change in the world of business and digital marketing.'

To find out more about our accredited courses from Ravensbourne please visit [www.fsb.ac.uk/courses](http://www.fsb.ac.uk/courses) or email [admissions@fairfield.ac](mailto:admissions@fairfield.ac).





(l – r) Daniel Tasker, BNU Director of Student Services, Michael Harris-Hill, BNU Head of Academic Partnerships, Tony Sharma, BNU Chief Financial Officer, Professor Peter Childs, BNU Deputy Vice-Chancellor with Mohammed Zaidi, FSB CEO and Giedrius Zilionis, FSB’s Dean of Learning & Teaching. (Photo: FSB)

## FSB and Birmingham Newman University announce landmark partnership offering Business, Health, Accounting, Counselling and Criminology degrees

By Kunal Chan Mehta, FSB’s Public Relations Manager

Fairfield School of Business (FSB) and Birmingham Newman University are delighted to announce a landmark partnership – based on a coalition of shared values – to offer degrees dedicated to community service, innovation, and educational excellence.

The degrees, delivered by FSB and accredited by Birmingham Newman University, commencing in September 2024, include:



### BA (Hons) Business Management with Foundation Year

This programme helps students develop competencies and skills essential for a range of careers in the private, public, or third/voluntary sector.



### Accounting and Finance BSc (Hons) with Foundation Year

By studying a university degree in Accounting and Finance, as opposed to other routes into the profession, students will be able to take advantage of the full higher education experience, developing a toolkit of vital transferable skills that can be applied to a wide range of careers.



### Counselling, Mental Health and Wellbeing BA (Hons) with Foundation Year

This degree is designed to offer students the opportunity to learn about a wide range of theories within counselling, mental health and psychological wellbeing, whilst enhancing employability in the field of mental health and wellbeing.





### Working With Children, Young People and Families BA (Hons) with Foundation Year

The course offers students the opportunity to develop a critical understanding of issues impacting on family and communities at a local and international level.



### Criminology BA (Hons) with Foundation Year

This degree explores crime and the criminal justice system from a critical perspective and with a focus on social justice.

Mr Mohammed Zaidi, FSB's CEO, said: 'This milestone partnership heralds a new era of opportunity, fostering interdisciplinary collaboration and equipping students with the necessary tools to confront the modern challenges in higher education. It serves as a gateway to broader participation within our communities and campuses, amplifying inclusivity and diversity.'

Professor Peter Childs, Deputy Vice-Chancellor at Birmingham Newman University, expressing his delight with the partnership, added: 'We are very pleased and proud to be in partnership with FSB and we are looking for a long and happy relationship for many years.'

FSB and Birmingham Newman University jointly commit to collaborating on enriching, enhancing and empowering students through joint training initiatives, pooling ideas and expertise to optimise outcomes for both institutions. Moreover, students and staff stand to gain from the promising cross-cultural connections that will flourish as this partnership evolves.

Mr Mohammed Zaidi, FSB CEO (l) speaking with Michael Harris-Hill, BNU Head of Academic Partnerships (r). (Photo: FSB)

The FSB and Birmingham Newman University partnership aims to shorten the skills gap, help widen participation and ensure FSB's students and graduates access employment opportunities to meet their career aspirations.

To learn more about our accredited courses from Birmingham Newman University please visit [www.fsb.ac.uk/courses](http://www.fsb.ac.uk/courses) or email [admissions@fairfield.ac](mailto:admissions@fairfield.ac).



Professor Peter Childs, Deputy Vice-Chancellor, Birmingham Newman University (l) shakes hands with Mr Mohammed Zaidi, FSB CEO (r). (Photo: FSB)



Mr Mohammed Zaidi, FSB CEO (l) speaking with Michael Harris-Hill, BNU Head of Academic Partnerships (r). (Photo: FSB)



# Nobody's Listening Unveils Fourth Spellbinding Virtual Reality Showcase to FSB Croydon MSc Digital Marketing Students

By Kunal Chan Mehta, FSB's Public Relations Manager

FSB Croydon once again played host to the awe-inspiring journey of 'Nobody's Listening', an immersive Virtual Reality (VR) experience that has captured student and staff hearts and minds since its inception. The fourth instalment of this groundbreaking event provided a perspective on the Yazidi genocide in northern Iraq in 2014, drawing attention to its enduring relevance in today's world.

Coordinated by Dhaneswar Chooramun, FSB Croydon's Academic Dean, the event revolves around a poignant exploration of extremist ideologies and their implications within the framework of Prevent duty. Chooramun's leadership ensures that attendees are not merely spectators but active



Nathan Emmerich of the Counter Terrorism Project informs FSB students about the creative use of technology to increase awareness of genocide and terrorism. (Photo: FSB)

FSB's MSc Digital Marketing students with Debbi Gordon and Nathan Emmerich (far end by window) from the Counter Terrorism Project (Photo: FSB).



participants in crucial conversations about global crises.

Zerka Sahak, Student Support Coordinator at FSB Croydon, said: 'Through a blend of cutting-edge technology and poignant storytelling, our students were able to confront the stark realities of genocide, fostering empathy and understanding in the process.'

'It is wonderful to be back at FSB, the students are once again

Lukombo Ndudi, a MSc Digital Marketing student at FSB Croydon, listens to the vivid testimonies of the Yazidi genocide. (Photo: FSB)

really engaged, and it is a pleasure to meet them,' added Debbi Gordon, an Education Consultant from the Counter Extremism Project (CEP). 'Students could identify with some of the situations because of their similar backgrounds. I felt privileged to speak with FSB students again and learn about their experiences.'

Through breakout sessions and interactive discussions, Debbi contributed invaluable insights, emphasising the imperative of remembering and reflecting on past atrocities to prevent future ones and encouraged attendees to engage critically with prevailing narratives and champion empathy as a force for change.

Jonne Smith, a MSc Digital Marketing student at FSB Croydon, uses the virtual reality headset to witness the Yazidi genocide and its aftermath. (Photo: FSB)



Miss Rhymes Shakti, Trainee Lecturer in Business at FSB Croydon, (far left) with students, making use of the VR headsets. (Photo: FSB)



Dhaneswar Chooramun, FSB Croydon's Academic Dean, commented: 'This event exemplifies FSB's unwavering dedication to experiential learning and holistic education, showcasing our faculty members as trailblazers in confronting uncomfortable truths by leading through example.'

Chooramun reiterates the event's overarching mission to 'cultivate a community of compassionate leaders who are equipped to confront global challenges with empathy and resolve'. As Nobody's Listening continues to captivate audiences with its potent blend of technology and humanity, FSB Croydon remains at the forefront of innovative education, shaping tomorrow's leaders with every immersive experience.



One of the Nobody's Listening banners at the event. (Photo: FSB)



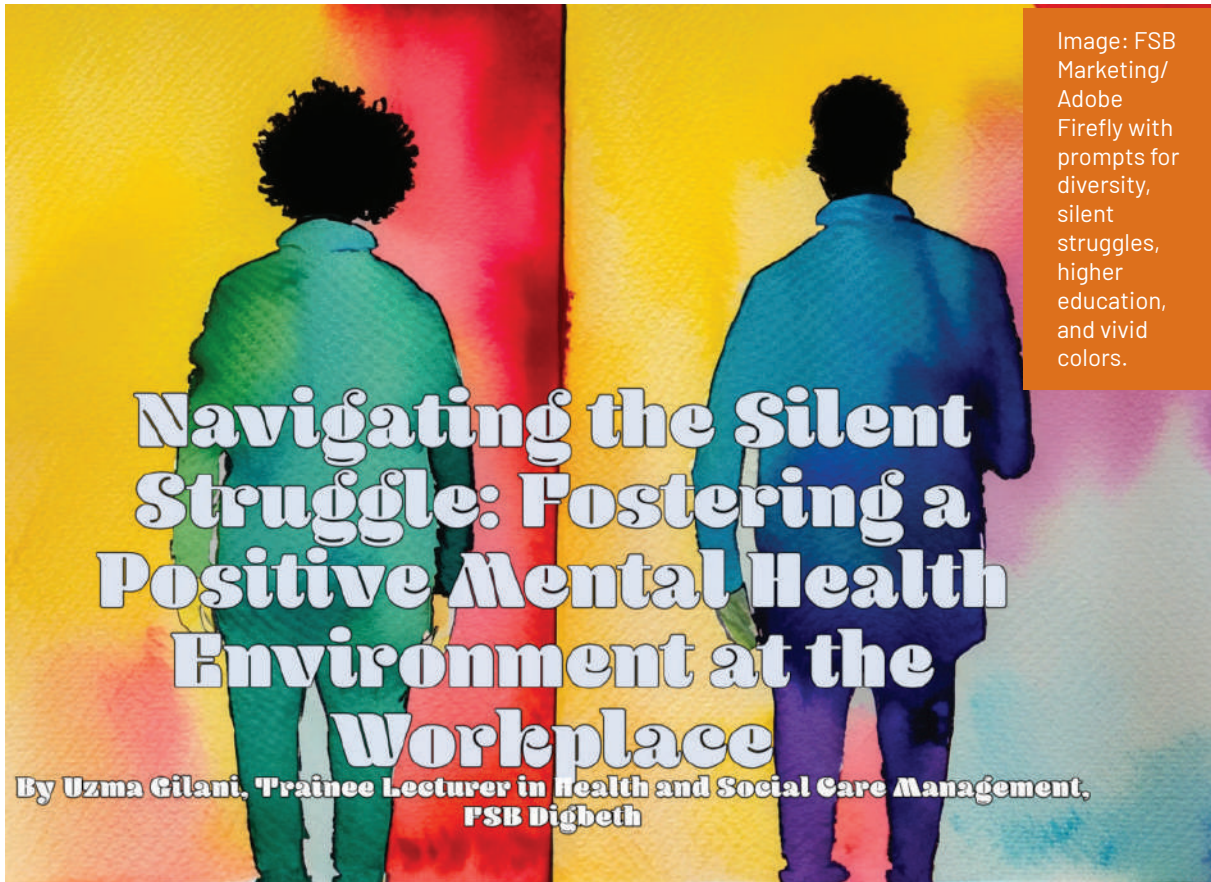


Image: FSB Marketing/ Adobe Firefly with prompts for diversity, silent struggles, higher education, and vivid colors.

Every morning when a new day starts, the world awakes, and millions of individuals embark on a journey that consumes a substantial portion of their lives – their journey to work (not everyone works from home). From throbbing city streets, peripheral lanes, and bumper-to-bumper roads the path daily leads us to a place where we pass a significant portion of our day – our workplace. Whether it is an office or the virtual orbit of remote work, our workplace holds an exclusive role in our lives. But...has anybody ever stopped and taken into consideration the effect the work environment has on our mental health? For the majority, the workplace is not only a physical space: it is a psychological realm where feelings, emotions, aspirations, and vulnerabilities run over. It is the landscape where positivity can flourish, where not only productivity develops but also the substance of our mental health. If you toss it over, when negativity spreads its shadow, it can inaudibly crumble our well-being, causing scars that affect beyond the boundaries of the office walls.

While exploring this, we undertake a journey to reveal the difficulties and complexities of the work environment and its influence on our mental health. We will explore the stories of those who have undergone the transformative power of positivity and resilience of those who were able to navigate

the challenges of negativity. As the shadows illuminate and the rays of hope reveal, it becomes important to give a voice to the silent struggle many of us face and a platform to bring about a positive change with a collaborative effort.

As we carry on our journey through the convoluted tapestry of the workplace and its impact on our mental health and well-being, soon we navigate the landscape we discover the colourful hues of positivity that can transmute our workplace into something enriching.

Imagine this: a room echoing with the buzz of collaborative discussion, ideas streaming freely, and circulating feedback. This is the wizard of open communication. An environment where ideas are encouraged and a sense of unity and mutual respect is developed. Such casual catchups, brainstorming sessions, and exchanges of thought foster the seeds of positivity (Hoeven & Zoonen, 2023).

Let's take a moment to recall, when it was the last time, someone recognised your effort, celebrated your success, or simply said: "Thank you". These apparently small gestures hold enormous power. At the workplace, appreciation spreads like wildfire which kindles enthusiasm. Shoutouts in team meetings and giving some thank you notes, all these



Image: FSB Marketing/Adobe Firefly with prompts for diversity, silent struggles, higher education, and vivid colours.

actions thrive our positivity (Chapman & White, 2019).

Leaders! Take a step forward. Your leadership matters more than you may realise. An empathetic leader always heeds, values, and offers a helping hand. When the employees are valued and supported, it develops a sense of security and makes them able to overcome challenges with grace (Wibowo & Paramita, 2022).

The symphony of positivity sounds more beautiful when it is composed of diverse melodies. Embracing diversity and inclusion is not about ticking the box, it is about honouring unique perspectives and fostering an atmosphere of tolerance. When everyone is heard and respected, it develops an atmosphere of harmony (Nair & Vohra, 2019).

Leaders are the torchbearers of positive change, your actions set the strong base for a successful organisation. Showcase positivity, resilience, and commitment to overall well-being. You lead by example and inspire others.

Summing up, building a positive environment is a collaborative effort. Each recommendation given is a brushstroke on the canvas of workplace wellbeing. Let all of us pick up these brushes and paint the workplace that raises and supports our spirits and reminds us that within the realm of work, positivity can flourish.

Stay tuned with our exploration, together we are creating a story of positivity in the workplace that booms far beyond the office walls.

### Acknowledgements:

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Istock. 2020. Happy young employees giving support and help each other stock illustration

Support, Teamwork, Illustration, Staircase, Steps

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Source: Adobe Firefly/FSB Marketing with prompts for AI, connections and marketing

# The World's Best Frenemy – AI and Marketing

By Mr James William Coppen, Lecturer in Digital Marketing, FSB Croydon

Are you feeling scared? Fear is a natural reaction when it comes to artificial intelligence (AI). Regarded as a menace by some and a boon by others, AI stands at the forefront of innovation across every sector, from education to art. With AI making its way into every industry, it's time to look at how AI might make its way into marketing.

AB

Can you give me a philosophical quote about the power of large language models in the style of the Greek philosopher Diogenes?

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In the bustling agora of the digital age, where ideas flow as swiftly as the currents of the river, one cannot help but ponder the emergence of colossal language models.

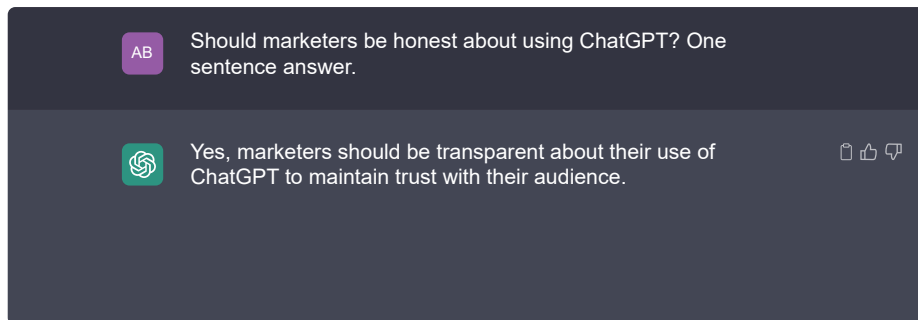
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Marketing has not been exempted from the discussion. ChatGPT has even offered a premium service to perform copywriting (ChatGPT, n.d.). This opens important questions such as: Why pay for a team of copywriters? Why worry about sick days? Why worry about minimum wage?

## Honesty and AI

The sci-fi writers of the past thought about the world we would live in, where technology replaced labour and ushered us into a beautiful post-work utopia. When really, what we've seen is that creatives become a field in danger. A world where a Prompt Engineer is a valid thing to put on a LinkedIn Profile.

It's already the belief of some of the industry to think that we should carry on afoot, and simply play 'dumb' to the consumer. Hide the weak and elevate the strength by not disclosing the fact that it's a tool that we are using (Holland, 2023). After all, isn't hiding the flaws and shouting the benefits from the rooftops all we've ever done as marketers?



### Is this the end of Marketing as we know it?

It's a hard question to think about, emerging technologies have always started at the top of business and trickled down. The death of marketing comes with every change. The Cluetrain Manifesto (Levine et al, 1999) said that the Internet would be the death of conventional marketing.

The difference comes from the fact that once, everything was a tool that had to be conquered. The industrial printing press didn't kill the printing industry. It made things easier. This is an opinion that some people in the industry currently have. Marketing Week (2023) has published editorials highlighting the subtle balance between using man and machine. That the human creative touch will always shine when it comes to the field of Marketing.

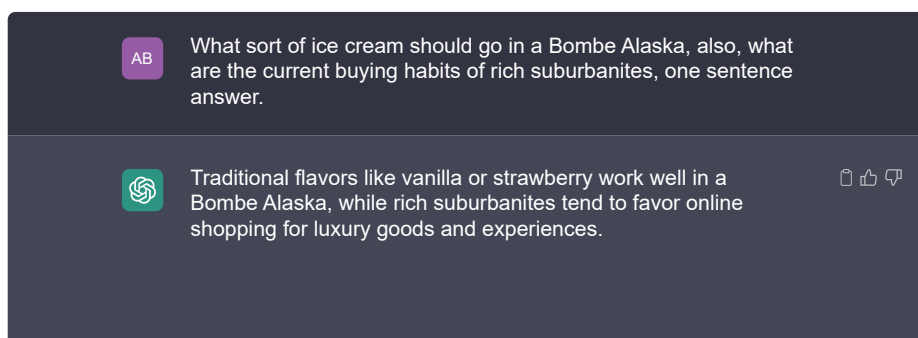
Will Marketers be able to stand shoulder-to-shoulder with their AI compatriots? Looking forward into a brave new world of the art of persuasion, selling together as both trusted friends and esteemed

allies. Maybe go look at a field. Ask the horses how good a car invention was for their job prospects.

### So, do I need to be worried now?

This is tomorrow's issue. It's next week's problem. It's the bailiwick of those in a far different period than me. The future is now. Tom Roach (2024) in an opinion piece, already spoke on many of the ways the wriggling, dubiously plagiaristic tendrils of large language models and image generation programs are inserting themselves into marketing right here, and right now.

It takes a team of highly trained professionals, and skilled masters of the craft to segment audiences. To brief you on strategy. To make a lookbook, or to manage your audience data. Now the kind of hot-blooded talent you used to find in a Sachi and Sachi office is in your pocket. The suave Don Drapers has been replaced with a blank screen that can tell you how to sell best to B1 customers and the ideal type of ice cream to make your Bombe Alaska with:





Is it all doom and gloom though? Does the entire sector have to truly worry about the developments in large language models threatening marketing jobs?

AB

Do you think ChatGPT and other large language models will threaten the jobs of marketers? One sentence answer.



Large language models like ChatGPT may augment marketing tasks, but human creativity and strategic thinking will remain crucial, likely transforming rather than replacing marketer roles.



### Does AI actually work?

ChatGPT doesn't seem to think so, and in an editorial for Meltwater, Lance Concannon (2024) mirrored such sentiments. Homogeneity comes with the territory of large language models like ChatGPT. Some of the fear of large language models comes from a lack of understanding of how they work. The quickest way to find out how they work is to ask directly from the source.

AB

How do large language models actually work, one sentence answer.



Large language models like GPT use deep learning techniques, particularly transformers, to process and generate human-like text based on vast amounts of pre-existing data.



The issue with large language models comes from the very core of how they work. The process generates human-like content, based on pre-existing data. Like a massive remix machine, everything produced is a chimaera of thousands and thousands of pre-existing ideas and material.

One of the biggest controversies involving AI and processing models comes from the Artistic community. Where the belief that AI Art is a plagiaristic process is commonplace. The soulless squeezing of different variations of existing material leaves little room for what the human element can provide, innovation.

### Getting Creative

What can we say about AI and creativity? When you begin to understand how large language models work, you can begin to see the real issue at hand. The creative process is one where we are so often

informed by what we've seen before. What inspires us and what do we think we could do better?

Brian Uzzi (2023) at Kellogg School seems to think that this is a problem. With the mass generation of creative content, it sets a higher bar for effort on the part of all creatives, regardless of industry. However, this isn't the only opinion people have on the matter.

### The Data Crunch

Writing for Forbes, James Schiefer (2022), CEO of SCS spoke about how this issue might not be exactly as clear cut as we think. AI's ability to parse through truly astonishing amounts of data makes it a potentially ideal creative partner for marketers. All of our decisions are first and foremost influenced by customer needs. Their wants, their needs, and dozens of more different factors.

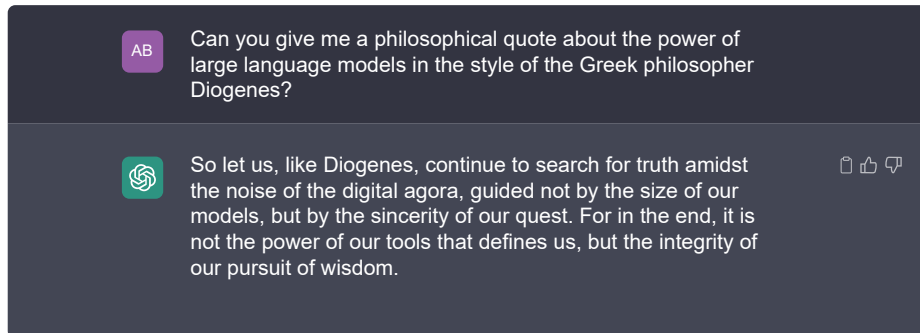
With social media metrics, big data, and the variety of tools that marketers and marketing firms have at their disposal, we no longer have a lack of data. The key choke point for any successful campaign is how to process it all, and how to turn that into a meaningful road map on how to be successful.

### So, what does it really mean?

Marketing has always been and continues to be, powered by innovation. If anything, the biggest

threat posed by AI to Marketing is not replacement, but an issue of dependency. For the small business owner, operating out of their living room.

Maybe ChatGPT can handle that tagline, it can write that copy for your website. For the seasoned professional, the aspiring copywriter, or the brand manager, we cannot fall back on a novel tool, built on things that we've left behind, on old ideas and tired cliches.



Will AI replace all of us as fine marketers? Not anytime soon. Maybe it represents something of a useful tool, but there still isn't anything in the industry that doesn't benefit from the human element.

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# The Impact of Employee Empowerment on Organisation Performance in Ziauddin Hospital Pakistan

By Dr Nadia Liaquat, Business Lecturer at FSB Croydon



Image: Adobe Firefly/FSB Marketing

A successful organisation relies on more than just skilled employees – it needs an empowered workforce, especially in the healthcare sector, where employee engagement directly impacts patient care. In my latest study at the University of West Scotland, I explored Ziauddin Hospital in Pakistan, where a focus on employee empowerment led to significant improvements in organisational performance. Empowerment, in this context, involves giving employees more autonomy and a voice in decision-making. The research revealed that when staff feel valued and have a say in how they work, morale increases and outcomes improve. This blog will discuss how Ziauddin Hospital's approach can serve as a blueprint for other organisations looking to foster a positive and successful workplace culture.

## Empower to Excel

Employee empowerment has emerged as a crucial tool in Human Resources, fostering a sense of ownership and belonging among employees. By empowering employees, organisations can cultivate a workplace where individuals feel comfortable, confident, and valued, ultimately leading to improved quality of service and enhanced organisational performance. This concept was the focus of my study, where I examined the impact of employee empowerment on employee performance and overall organisational success in Ziauddin Hospital, Pakistan.

For this study, I analysed various departments within Ziauddin Hospital, exploring the influence of employee empowerment on different aspects of organisational performance, including employee satisfaction and quality of service. This hospital setting provided a unique opportunity to delve into an area with limited published research and to understand how empowerment strategies could be effectively implemented in a complex environment like healthcare.

The concept of employee empowerment has been defined from various perspectives in academic literature. Conger and Kanungo (1988) describe

empowerment as a process designed to increase workers' self-awareness and self-efficacy at all levels within a company. Similarly, Bateman and Snell (2014) view empowerment as a technique that grants authority and power to employees, allowing them to make decisions that influence their work and the broader organisation. Jha (2013) suggests empowerment contributes to a sense of self-efficacy by addressing situations that foster feelings of failure and powerlessness.

In this academic blog, I aim to discuss how these different interpretations of empowerment converge and the specific ways in which they can be applied within a healthcare context. My research at Ziauddin Hospital serving as a case study, illustrates how empowerment can transform an organisation and enhance its performance through improved employee satisfaction and engagement. Through a deeper understanding of these dynamics, we can identify best practices that support both employee and organisational growth.

threatening the development of business structures. This underscores the importance of employees and employers understanding their roles, accomplishments, and targets. In Pakistan, private hospitals like Aga Khan Hospital and Al-Shifa International Hospital have excelled in providing high-quality care without compromising their standards. Their customer satisfaction and loyalty are largely a result of the efforts and dedication of empowered employees.

The focus of this research is a critical analysis of employee empowerment and its impact on organisational performance in Pakistan. By exploring the key factors that contribute to effective empowerment, we can better understand how it influences employee morale and ultimately drives organisational success. Through a comprehensive study of employee empowerment, this research aims to shed light on practices that can enhance productivity and foster a culture of continuous improvement in Pakistani organisations.



Image: Adobe Firefly/FSB Marketing

### Rational of the research study

The global economy has grown substantially, driven by the competitive nature of modern organisations. Competition compels companies to devise innovative strategies for sustainable growth, focusing on key factors like employee empowerment, satisfaction, involvement, and productivity (Timothy & Abubakar, 2013). Organisational success and goal achievement often hinge on the implementation of these strategies, with a strong correlation between employee satisfaction and company growth (Dahou & Hacini, 2018).

However, a lack of job satisfaction can lead to reduced productivity and poor work performance,

### Significance and overview of the research

This study employed a mixed-methods approach for data collection, targeting both management and employees within the organisation. By using a combination of quantitative and qualitative techniques, the research provided a more comprehensive and nuanced understanding of the subject matter. This approach, known as triangulation, allows researchers to study a phenomenon from multiple angles, thereby increasing the robustness and credibility of the findings (Downward et al., 2005).

Triangulation involves integrating different methods, theories, techniques, or sources of research data to examine a common theme.



The advantage of combining qualitative and quantitative methods is that it can offset the limitations inherent in each approach when used separately. Quantitative data provides measurable, objective insights, while qualitative data offers depth and context, enabling a richer interpretation of the results. This dual approach strengthens the reliability and validity of the study by providing a more holistic view of the research question.

### Employee Empowerment Model



### Conclusion

The primary aim of my research was to explore how employee empowerment contributes to job satisfaction, ultimately enhancing organisational performance. The study focused on understanding the importance of empowerment and identifying the most effective strategies to improve employee productivity, thus bolstering the organisation's overall success. The findings suggest that these insights could be instrumental in refining the work environment at Ziauddin Hospital in Pakistan, leading to improved employee performance and establishing a more effective management system through the implementation of innovative programmes.

While the significance of employee empowerment is widely acknowledged, our findings at Ziauddin Hospital reveal a discrepancy between theory and practice. Employees often lack the autonomy needed to address challenges independently, indicating a need for systemic shifts in the hospital's management approach. Empowered employees are more proactive, display critical thinking, and show greater commitment to their roles, which in turn benefits patient outcomes and strengthens the organisation's resilience.

As Ziauddin Hospital progresses on its journey of organisational development, the insights from this study offer a blueprint for reimagining the healthcare management landscape. These findings have implications not only for Ziauddin Hospital but for healthcare institutions worldwide, reinforcing the idea that when employees are empowered, the entire organisation thrives. We invite you to join the conversation and help us redefine what it means to empower employees in healthcare.

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# Embracing Diversity: A Vital Pillar in Health and Social Care Management

By Uzma Gilani, Lecturer in Health and Social Care Management, FSB Digbeth

As health and social care management educators, our foremost aim is to equip our learners with the knowledge and skills necessary to effectively direct the intricacies of the field. In this journey, one topic stands out as paramount: promoting diversity and inclusion in health and social care settings. This article serves as a reminder for educators, emphasising the importance of consistently integrating diversity and inclusion principles into our teaching practices. We understand that many educators are already dedicated to these principles, and this article seeks to provide additional insights and strategies for enhancing our efforts.



We need a healthcare environment where every individual, regardless of their background, feels valued, respected, and understood. This vision is not just idealistic; it is essential for fostering a culture of empathy, equity, and excellence in care delivery.

## Understanding and Importance

Why is promoting diversity and inclusion crucial in health and social care management? The reasons are manifold. Firstly, our patient populations are incredibly diverse, comprising individuals from various cultural, ethnic, linguistic, and socioeconomic backgrounds (Kirton, and Greene, 2021). To provide truly patient-centred care, we must recognise and embrace this diversity (Nazar, Kendall, and Nazar, 2015).

Moreover, research consistently shows that diverse teams are more innovative, adaptable, and adept at problem-solving (Mannix, and Neale, 2005). By fostering a culture of inclusion, we not only enhance the well-being of our staff but also bolster the quality of care delivered to our communities.

## Challenges and Opportunities

Promoting diversity and inclusion is not without its challenges. Ingrained biases, systemic barriers, and cultural misunderstandings can hinder our efforts. Legislations such as the Equality Act 2010 in the UK (GOV.UK, 2024), provide a framework for addressing discrimination and promoting equal opportunities in

the workplace. However, translating legal mandates into meaningful action requires a concerted effort at all levels of the organisation.

One notable case study that highlights the challenges and opportunities in promoting diversity and inclusion in health and social care management is the "Mid Staffordshire NHS Foundation Trust Inquiry" (GOV.UK, 2024) in the UK. The inquiry uncovered serious failings in care at the Mid Staffordshire NHS Foundation Trust, including instances of neglect and mistreatment of patients. Among the key findings was a lack of leadership, compassion, and inclusivity within the organisation, emphasising the need for a cultural shift towards valuing diversity and prioritising patient safety and well-being.

## Practical Strategies

Despite these challenges, there are practical strategies that health and social care organisations can implement to promote diversity and inclusion effectively. Cultivating cultural competence through ongoing training and education (Boucher, and Johnson, 2021), diversifying leadership to reflect the communities served (Quezada, and Martinez, 2022), creating inclusive policies and practices (McConkey, Taggart, DuBois, and Shellard, 2020), and fostering collaborative partnerships with community organisations (Boivin et al., 2022) are just a few examples.

As an educator, I believe it is crucial to bridge

theory with practice especially when introducing the topic of diversity and inclusion. Encourage learners to explore theoretical frameworks such as critical race theory (Cole, 2009), intersectionality, and cultural competence models (Li et al., 2023), and challenge them to apply these theories to real-world scenarios.

By integrating theoretical concepts with practical exercises, such as case studies, role-playing simulations, and reflective discussions, educators can empower learners to develop a deeper understanding of the complexities surrounding diversity and inclusion in health and social care management.

Additionally, it is imperative to ground these discussions in the context of Fairfield School of Business policy. Informed by statutory legislation such as the Equality Act (2010) in the UK, Fairfield School of Business' Equality, Diversity, and Inclusion Policy reflects a commitment to fostering an environment where all individuals are treated fairly and respectfully (FSB, 2024).

To sum up, promoting diversity and inclusion in health and social care settings is not just a moral imperative; it is a strategic necessity. By embracing diversity, we enrich our learning environments, enhance the quality of care, and ultimately, improve outcomes for all. As educators and leaders in the field, let us commit ourselves to creating inclusive cultures where everyone has the opportunity to thrive. By integrating theoretical concepts with practical exercises rooted in Fairfield School of Business policy, such as case studies aligned with the Equality Act's principles and discussions on lawful discrimination in real-world scenarios, educators can empower learners to foster inclusivity, enhance patient care, cultivate cultural competence, and drive innovation. In this way, organisations can create environments where everyone thrives.

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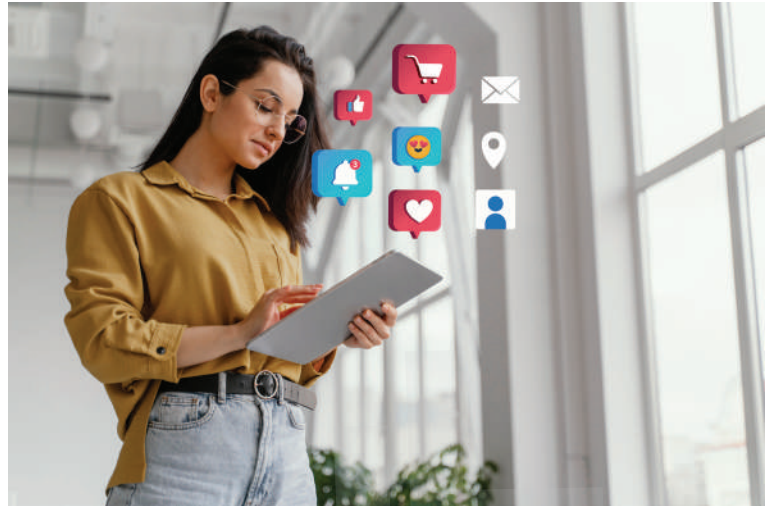


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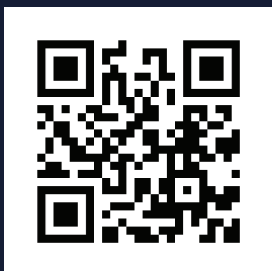
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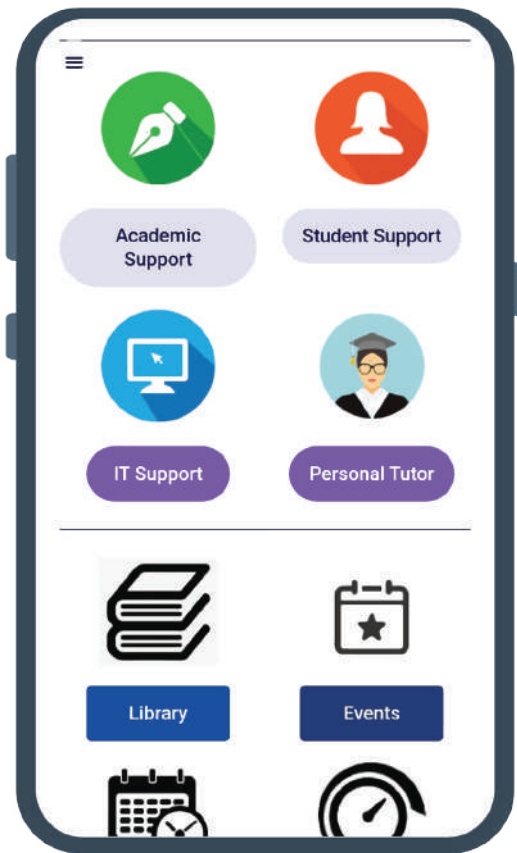
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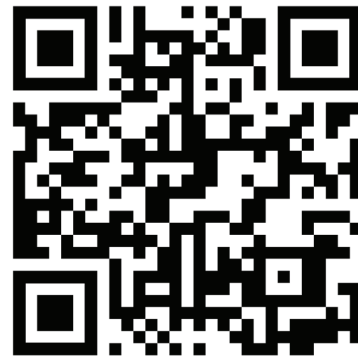


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