

Institution: The University of Huddersfield

Unit of Assessment: 19 Business and Management Studies

a. Overview

Research in The Business School at the University of Huddersfield has been transformed since RAE2008 when we returned two Category A staff to Accountancy and Finance, achieving an overall profile of 80% internationally excellent or internationally recognised. Our developing environment, staffing policies and user engagement were noted by the RAE panel. Using strong income streams we have developed and refined our research management structure further so that we now return 20 staff (18.8 FTE) whose research falls into three main themes: Responsibility, Business Improvement, and Entrepreneurship & Enterprise. All returned staff are located in the Business School. Since 2008 our research environment and culture have intensified through a broadening and strengthening of research themes as well as through deliberate expansion of the professoriate and of PhD programmes. With a bigger and stronger base our strategy is now to continue improving the quality of our research and to seek continued growth in the key themes. Some of the staff named in this document are not returned to this REF but are included to illustrate the full picture and trajectory of business and management research at Huddersfield.

b. Research strategy

The University of Huddersfield is undergoing a strategic shift towards becoming a research-intensive university by 2020. Research in business and management contributes through its applied nature and by engaging with individuals, organizations and communities. The main national and international challenges that inspire our approach are sustainable business development, financial ethics and socially responsible governance, and innovation in health care; challenges that will continue to shape the research that we do. The University's research strategy is managed by the University Research Committee which includes staff from the Research & Enterprise Directorate and all Schools. Research in the Business School is overseen by a reconstituted Research & Enterprise Committee chaired by the Director of Research and comprising research group leaders, the Professoriate and other active researchers. Progress against targets is reviewed in an annual University-wide 'accountability conference'. Strategy achievement is monitored using a range of KPIs including the number and standing of research papers produced, grant and contract income, the number of staff publishing in journals of at least international quality, PhD enrolments and completions. Progress reports are submitted to the University annually.

Since RAE2008 we have maintained our specialism in financial ethics and governance while growing and better organizing the level of research activity in other fields. Growth has been achieved through a combination of staff development initiatives as well as attracting new research-active staff. The University's growing reputation and greatly enhanced position in league tables makes us increasingly attractive to people whose research is internationally excellent as evidenced not only by recruitment over the period but also recent successes in attracting research income. We have funded seven new professorial posts in the REF period to provide research leadership in our main subject areas. We sought individuals who could bring subject expertise and, critically, the ability to develop others. Eleven early career researchers with PhDs have been appointed plus another five who are very close to completing. Our PhD student base has expanded in-line with our capacity to provide high quality supervision and we now have 90 FTE PhD students.

Our strategy for Business and Management Studies in the assessment period can be summarised as follows: 1) Develop a Professoriate covering the main areas we teach and want to research as a full service Business School. 2) Create Research Groups and a Research Centre to underpin and co-ordinate theme-based research. 3) Implement a staff recruitment policy that attracts research-active people with high potential. 4) Create a stronger research culture through recruitment, training, development and responsive funding to support initiatives. 5) Expand our PhD programme around our main research themes. 6) Put in place a platform for further strong growth to 2018 which includes broadening into marketing and economics. These initiatives are expanded below.

To build on past achievements and ensure continued growth a new five-year research strategy for this UOA was approved in 2012 to align with shifts in the University's research strategy. Strategy achievement will be underpinned by further investment in four key areas: 1) Research leadership – to enlarge our current professoriate of 9.3 FTE. 2) Staff development – through staff development and future appointments of people with demonstrable research potential we aim to have 45% of people in this UOA researching and publishing at least at international level by 2018. 3) Postgraduate research – further supervision capacity will come from our recruitment strategy and be developed from within as more staff complete doctorates. 4) Infrastructure – in addition to five existing Visiting Professor appointments we intend to establish a separate Research Strategy Advisory Board in 2014. To focus staff on their research obligations and manage progress, all academic staff return an annual Research Activity Profile which captures information on outputs, bidding intentions and esteem and which feeds in to their individual appraisal and planning discussions.

The main driver for our strategy is continued specialisation in our strongest areas. With research leadership now much strengthened, these areas centre largely around sustainable and responsible communities, financial ethics and social responsibility, entrepreneurship & enterprise, and business improvement. Our research is organized and presented below under three themes which we believe operate at the interface between organizations and society and which connect strongly to economic and social progress. The narrative shows how researchers at Huddersfield continue to pursue distinctive research agendas noting that some individuals contribute to more than one theme. The themes illustrate our trajectory across the REF period and are not rigidly bounded.

Theme 1: Responsibility

Financial Ethics and Governance. Founded in 2007 and pre-dating the financial crisis, Cowton's Financial Ethics and Governance Research Group (FEGReG) was our single pocket of excellence in RAE2008. FEGReG's work has since expanded in response to the ESRC grand challenge to ensure that market governance mechanisms address risks for individuals and businesses. Cowton's work is focused on accounting and professional ethics; banking ethics and the financial services sector; and, corporate governance. During the REF period, FEGReG projects have been supported by the Leadership Foundation for Higher Education, Financial Leeds, the Building Societies Association, and international law firm Eversheds. The research agenda is informed by Group members' involvement in a range of external roles. Drake has been involved in further education governance for several years and Cowton sits on the Ethics Standards Committee of the Institute of Chartered Accountants in England and Wales (ICAEW) and has given several keynote speeches to both academic and practitioner audiences to disseminate his thinking. A Visiting Fellow (Davis) was until recently ethics manager at the ICAEW reflecting our strategy of working closely with practitioners. This research agenda is enhanced by Beddewela's work on corporate social responsibility. Swaby's research on fraud and how companies deal with clients in 'good faith' contributed to the Law Commission's report *Reforming Insurance Contract Law*, 2012.

Sustainable and Resilient Communities. Wood's research, organized through the self-funding Centre for Sustainable and Resilient Communities, takes place at the human interface between natural resource management and economic development, with a particular focus on exploring the incentives for sustainable use and responds to the ESRC grand challenge to reduce poverty in the poorest countries. During the REF period, Wood obtained two major research grants from the EU's Environment Budget Line (£2m) and from the Darwin Initiative of the Department for Environment, Food and Rural Affairs (£248K) and he managed two other EU grants (£3.27m) obtained before this period. Furthermore, he is a Director of the non-governmental organization Wetland Action which was awarded a grant of £320K from the Netherlands government for work on livelihoods and enterprise development which links to his earlier work. Project funding is in-place until the end of 2015 and the outstanding work of the Centre will be sustained by continued bidding for large grants. Specifically targeted is the EU Environment Budget Line for an eco-region development project to be undertaken by a consortium led by the University of Huddersfield. Wood has already been invited to apply for follow-on funding.

Working in collaboration with Wood, Meaton's interests in sustainable communities range from

urban planning problems to corporate social responsibility. Lever's research on governance and partnership working in Europe and Latin America examines how diverse cultural/political environments and managerial agendas enable or constrain organizational development to bring about change. His work on animal welfare in the Welfare Quality project (www.welfarequality.net) is at the forefront of current debates on the challenges of promoting animal welfare without threatening the competitiveness of the animal farming industry. The arrival of a Professor of Business Economics from RMIT University Melbourne (Farrell) who uses economic methods to analyse social issues such as gambling and health further enhances our work around Responsibility.

Human resource management: Our Responsibility agenda also builds on the School's strong connections with the Chartered Institute for Personnel and Development. Organized through the Learning, Leadership and Employment Research Group, Swailes' research provides organizations with evaluation frameworks to enable more socially responsible employee development and his research in the Gulf states aims to further understand how the region can better resolve the key economic problem of employing local labour. Davies' research on work, age and retirement concentrates on extending working life and responds to the EU grand challenge around healthy ageing and, in particular, increasing participation in the labour market and lifelong learning. She founded the Work, Age and Retirement Research Network in 2010 to connect academics and practitioners concerned with improving the working experiences of older workers and won funding from the Network for Studies on Pensions, Aging and Retirement.

Theme 2: Business Improvement

Business Improvement is a new theme focussing on internal management processes, efficiency and competitiveness and is supported by the recently created Business Operations, Supply Chain and Transport Research Group. Following D Bamford's award-winning work (ESRC KTP award for the 'Best Application of Social or Management Science' 2010 and Technology Strategy Board 'Best Partnership Award', North East England which recognised the best innovation-led research partnership) running six Knowledge Transfer Partnerships, his work on teams in healthcare produced a new input-process-output model of effective team working and identifies issues for organizations relying on team-based strategies. Further work in healthcare established the factors influencing change in a multi-site hospital which led to a further £52,963 from the ESRC matched by the NHS to enable further dissemination between January 2013 and December 2013. D Bamford's health care management reputation and expertise also led to the capture of £35K funding from the Department of Health to investigate the impact and dissemination of the 'Measurement for Innovation Scorecard 2' (the 'Innovation Compass'). Extending his service sector expertise into sports operations, D Bamford was invited to be a Research Fellow for the International Paralympics Committee in London 2012, completing a large scale survey aimed at improving the operational management of the Paralympics in Rio 2016 and he is pursuing a new and distinctive agenda on sports operations.

The international focus of our research is reflected in research on transition and emerging markets. Anchor established the Emerging Markets Research Group in 2008 to examine the relationship between institutional contexts in emerging markets and the conduct and performance of business. Key themes are political risk assessment (Anchor, Davies), risk and organizational performance (Anchor, Tan) and organizational performance (Anchor, Meaton). Research collaborations exist with internationally renowned researchers including Anchor with Urbanic (Prague School of Economics), Williams with Kluev (Ural Federal University) and Grudzinsky (Nizhniy Novgorod National Research University). Anchor is leading our collaboration in a researcher development programme funded by the EU's Erasmus Mundus Action 2 programme [Euros 2,425,500 total value] as a result of which post-doctoral researchers and PhD students from five Central Asian countries will work with our staff from 2013 to 2016. Funding has also been obtained from the New Eurasia Foundation (Williams) and from Syngenta PLC, a world leading international company (Anchor). Our capability in this theme has been strengthened by recent appointments Abdou and Tan who investigate the credit scoring of banks and bank profitability, and by two recent PhD economics graduates from the University of Manchester. The international dimension is further demonstrated by Warnock-Smith's work on air transport. This has deepened the aviation industry's

understanding of the effect of a variety of policy reforms by examining previously under-researched areas including the Caribbean, the Middle-East and Africa. His work is among the first to identify and quantify individual policy levers, which have been used by policy makers to help predict outcomes in fragmented markets.

Theme 3: Entrepreneurship and Enterprise

Research in entrepreneurship and enterprise at Huddersfield is prioritised for investment and growth. Its origins can be found in Emeritus Professor Thompson's thinking about entrepreneurial enablers (he received the Queen's Award for Enterprise Promotion in 2009). This led to the pre-REF, ERDF-funded Huddersfield Business Generator project and the University's involvement as a partner in the Graduate Entrepreneur Project (GEP) then funded by Yorkshire Forward RDA. The University subsequently became leader of the GEP and currently leads an ERDF part-funded project of £2.4 million. Our strong entrepreneurial culture was emphasised with the recent opening of the on-campus 3M Buckley Innovation Centre (3M BIC) which is a flagship for the University's business engagement with its research and which is rooted in Thompson's original ideas. The University won the Entrepreneurial University of the Year Award for 2012. Smith's (now lead contact for the GEP) research focuses on enterprise and entrepreneurship education looking particularly at enterprise skills training needs and barriers and enablers to student and graduate business start-up. Based on her expertise she contributed to the Wilson Review on business-university collaboration and was on the writing panel for the new QAA guidelines for Enterprise and Entrepreneurship Education. Two returned early career researchers demonstrate our investment in this area: Klapper specialises in the cognitive dimensions of entrepreneurship in different audiences and in using artistic interventions to teach entrepreneurship and Thornton researches organizational networking. In addition, Higgins' evolving research explores practices of learning as an aid to effective education and training for small firms and entrepreneurs. His work utilises social learning theories/ideologies, adopting a social constructionist perspective in order to explore the nature of small firm and entrepreneurial learning and the social contextual links surrounding behaviours of learning and educating. New early career appointment Refai has recently completed her PhD on enterprise education. Two Visiting Professors in Social Entrepreneurship (Sheerman) and Enterprise & Entrepreneurship (Leslie) help to connect researchers in this theme to national networks and to the business world.

Emerging themes

Our strategy of using Research Groups to co-ordinate researchers with common interests and strengthen our research culture is demonstrated by the recent formation of the Global Advances in Marketing Branding and Innovation Research Group (GAMBI). This houses Wright's research on the dynamics of the retailer-customer relationship and Cheetham's research on consumer culture and well as several non-returned staff.

Hardaker's interests in higher education in Islamic cultures centre on the interface of sacred knowledge, diversity, pedagogy and individual learning differences. His work on individual differences as seen from an Islamic perspective furthers understanding of pedagogic traditions in Islamic studies of business and management and led to Higher Education Academy funding of £16K.

c. People, including:

i. Staffing strategy and staff development

Delivering on our research strategy has required a major shift in the staff body to one which is collectively more ambitious in research. This has been achieved partly through prioritising the recruitment of research-active staff that fit with our main themes. Of the 30 new staff recruited in the REF period most are research active (83% either have a doctorate or are close to completing) with the remainder being experienced practitioners. We have appointed seven professors and many new hires are early career researchers (not all returned here) who are expected to have a substantial impact on our future strategy achievement. Several early career researchers have international business experience (Al Tabbaa, Aluko, Beddewela, Klapper, Tan, Thornton). Further evidence of our continued commitment to rapid growth in our research culture comes from two new posts already filled post-REF; FEGReG will be strengthened by a new professor of accounting and

finance joining us from Southampton University who specialises in corporate governance, and a Professor of Industrial Economics is joining the School from the University of Lancaster to work with Anchor and Farrell to expand our capacity for research in emerging markets. Three staff left during the REF period for professorships elsewhere.

The University's commitment to providing outstanding support for researchers was recognised by the European Commission's *HR Excellence in Research* award in 2011 recognising the alignment of our processes with the seven principles of the *Concordat to Support the Career Development of Researchers*. The principles apply to all staff from early career researchers to professors. All staff development has been mapped and benchmarked against the RCUK/Vitae *Researcher Development Framework* and specific actions in this UOA following a gap analysis and creation of a human resource strategy for researchers are as follows. During 2011/12, 17 researchers completed a structured 'Building Capacity' development programme designed for Business and Management in which high-profile academics came to Huddersfield to deliver sessions on managing a research career and on strategies for publishing. In 2012/13 we expanded this programme to focus on research methods training using an external provider to run a four-day programme on statistical methods for data analysis attended by 20 researchers. A parallel development programme on qualitative methods uses both internal and outside deliverers. Our staff development ethos is such that all research-active staff can benefit from mentoring. In this period, mentoring arrangements have had a particular, although not exclusive, focus on high quality academic writing and project management and we now have over 20 researchers in mentoring relationships. In addition, four staff participate in a more tailored scheme to support their progress towards a Readership. These continuing initiatives fit with Vitae's *Researcher Development Framework* and in particular with its Knowledge and Intellectual Abilities and Personal Effectiveness domains. Writing Groups and funded residential writing retreats are organized by both the UOA and the University to help staff to enhance the quality of their research outputs.

Across the University, £300,000 p.a. has been allocated to specific schemes to support the development of individual research staff and £250,000 p.a. for research students through conference attendance, international networking and collaborative ventures. In addition, the Business School supported staff to give 40 external conference papers in 2012 and over 70 in 2013; including the U.S. Academy of Management. A School Research Fund provides up to £2500 per application to pump-prime research projects commonly to support data collection and fieldwork. This funding stream evidences our long-term commitment to researcher development and is popular with early career researchers. Publication is incentivised and authors are rewarded through a personal budget of up to £1000 per published output to spend on research-related activities. Our sabbatical policy for staff gives up to six weeks' leave to write-up a doctoral thesis and a lump-sum of £2000 for research-related spending on successful completion. Almost all new appointments made over the assessment period are permanent and full-time. Forty one per cent of staff in business & management hold a doctorate, up from about 20% in 2008, and we expect this proportion to rise steeply during the next assessment period. In keeping with the University's strategy map and its ambitions for staff development, a further 30% of staff in the Business School are registered for a doctorate. A new workload adjustment reflects this requirement. In addition to the staff returned to the REF, another 23 staff are active researchers who, through the support on offer, we expect to be publishing steadily at international level by 2018. Our strong financial position has been used to fund the employment of seven Research Assistants on three-year appointments to work on funded projects and support our Research Groups. Two former Research Assistants have been appointed to Lectureships.

The University is a member of Stonewall's *Diversity Champions Programme* and we participate in the *Every Researcher Counts* project. We are working towards an institutional Athena SWAN Bronze Award relating to the advancement of women in academia and apply Athena SWAN principles across the University. Seventeen non-UK nationalities are represented in our academic staff in this UOA, 43% of whom are women. The age profile of active researchers (ie, including some not returned to REF2014) is evenly distributed across age groups and gender. Fifteen per cent are aged 25-39, 41% are aged 40-49, 35% are aged 50-59 and 9% are 60+. Forty five per

cent of all staff who are research-active at some level in the School are women. The University was an early sponsor of the UK Research Integrity Office and is a member of the Committee on Publication Ethics. We work within the direction of a University Research Integrity Committee which has adopted *The Concordat to Support Research Integrity* and operate a School Ethics Committee which reviews all proposals from staff and PGRs before they can begin fieldwork.

The initiatives described above contribute to a vibrant, diverse and supportive research culture that provides ample opportunities for personal development.

ii. Research students

A strong and vibrant Postgraduate researcher (PGR) community is central to our research strategy and the community in business and management has grown strongly since 2008. Demand for places is high such that about 80% of applications are rejected following a rigorous proposal evaluation process. All new PhD students receive their supervisor's Personal Statement of Expectations which sets out how the supervisor sees the PhD process. Ninety FTE students are now registered for an MPhil/PhD and about 40% are women. PGR students are offered structured programmes of study usually to a PhD although a Masters by research is available. Most PGRs are full time international students drawn from a wide range of countries and have come from, and will return to, jobs in their home country. There is a smaller cohort of part-time PhD students made up of staff and other UK residents. Controls exist to ensure that supervision teams are appropriately experienced and qualified. Supervision meetings must occur at least monthly for full-time students and students complete an on-line supervision record form signed-off by their supervisor. PGR students are located in dedicated rooms situated in the heart of the Business School open 24/7 and each student has their own workspace with personal computer and storage facility. In order to facilitate steady progression, progress monitoring is rigorous with students required to produce formal progress reports and give progress presentations at the end of the first and second years which are assessed by experienced supervisors from outside the supervision team. Graduations by PhD students were 6 in 2008/09, 7 in 2009/10, 10 in 2010/11, 7 in 2011/12, 14 in 2012/13. The School has also run an action learning DBA/DPA since 2011 but there have been no graduations to-date.

The University library offers outstanding facilities to PGR students including a large collection of electronic journals and a specialist subject librarian. All PGR students and staff can access a University-wide platform of research training and career development courses identified in the Researcher Development Framework and can access the Graduate Entrepreneurship Project which Huddersfield leads across ten universities. Additionally, PGR students can take 60 credits of Masters' level modules and the Business School delivers a separate and compulsory 60-credit Certificate in Research Methods for full-time students in their first year. Students who undertake teaching duties undertake the University's Teaching Assistant Preparation Programme. Three PhD graduates have been appointed to Lectureships.

Research Groups hold regular seminars in which PGR students play a key role as both speakers and audience. Funds to support PGR attendance at conferences are provided by both the School and the University. PhD student Yasin was awarded a scholarship by the Bestway Foundation for his research on ethnic minority enterprises in Europe and his work was also recognised through an International Case Conference Award for Case Method Excellence. Many of the returned staff, except early career researchers, are experienced supervisors who are collectively supervising 60 PhD students as Main Supervisors. We are prioritising higher levels of joint publication with supervisors, post-PhD, as a way of disseminating research and furthering the reputation of the School as well as providing training for students to help them develop academic or professional careers.

d. Income, infrastructure and facilities

The context for funded research in this UOA is substantive. By collaborating with partners in the EU and in national governments, in this assessment period Wood has won 3.4m Euros from the EU for the Non-Timber Forest Products Phase 2 project 2007-2013, 2.4m Euros for the Wild

Coffee Conservation project 2010-2015 and 0.25m Euros for Wild Coffee Conservation 2012-2015. Wood has led the partnerships involved in delivering these projects. A further 0.5m Euros has been awarded to our spin-off company Wetland Action to fund field research and training focused on livelihoods and business use of natural resources (see our impact case on Sustainable Enterprise Development and Livelihoods in South-West Ethiopia). As such, the formal record of research grant and contract income does not capture the full picture of funded research outlined above as returned figures show spending against grants was £106K in 2008/9, £133K in 2009/10, £57K in 2010/11, £54K in 2011/12 and £206K in 2012/13. Channelling increased tranches of funding from our large research projects through the School and involving more staff in project management and delivery form part of our future strategy.

Increased bidding activity from competitive sources led to Bamford winning £80K in 2011/12 from the ESRC's Knowledge Exchange scheme with matched funding from the NHS to work on the dissemination of strategic lean thinking. Bamford also secured £35K from the Department of Health to assess the impact of the 'Measurement for Innovation Scorecard 2'. Hardaker won an HEA International Scholarship grant of £16K to research excellence in Islamic studies and Davies won £8K from Netspar to research the role of line managers in retirement decisions. In 2012 Anchor won Erasmus Mundus funding to support the development of researchers from Central Asia which will give £600K over three years as well as £10K from Syngenta PLC to conduct an economic impact study.

The Business School moved into new purpose-built premises in 2010 substantially enhancing the built environment as a place to work. The new premises were instrumental in enabling staff to interact more closely with each other and with PGR students and provide a state-of-the-art location that encourages interdisciplinary collaboration and interaction with businesses. Complementing the new School, the new 3M Buckley Innovation Centre and a Researcher Hub which is used for training and research seminars open to both staff and PGR students are prominent features of the research infrastructure. Business School Advisory Boards influence on our research strategy, e.g., by funding and facilitating research on corporate governance in further education and through funding from South West Yorkshire Primary Care Trust to study innovation in health care.

e. Collaboration or contribution to the discipline or research base

D Bamford was appointed as a Research Fellow to the International Paralympics Committee in 2012. Working with the World Academy of Sport on a voluntary basis, he led a team of researchers undertaking a large survey of service operations affecting athletes at the Paralympics to inform planning of the 2016 Olympics. Cowton sits on the Ethics Standards Committee of the Institute of Chartered Accountants in England and Wales and is on advisory boards of universities in Spain and Australia. He has externally examined ten PhD theses and been an invited speaker at 16 conferences and symposia. Based on her research work, Beddewela is our representative in the UN's Principles of Responsible Management Education initiative for sharing best practice. In 2012, Anchor was recognized by the Technical University of Liberec in the Czech Republic for assisting with the development of its Faculty of Economics. This was the sixth award that he has received from universities in Central Europe with recognition also coming from Tomas Bata University in Zlin, Masaryk University in Brno, the Technical University of Ostrava, and the University of Rzeszow. These links led to the recruitment of PhD students and a doctoral conference at Huddersfield in June 2013 attracted participants from Liberec and Ostrava. In 2011, Anchor became a Visiting Professor at the Faculty of Economics of the Technical University of Ostrava in the Czech Republic and in June 2013 he was appointed as a visiting Professor at the Technical University of Liberec. Williams' specialism on enterprise in Russia is recognised in her appointment as a visiting professor at the Kokshatau State University, Kazakhstan. Mswaka's specialism in social enterprise is recognised in his visiting professor appointments at the Catholic University of Belo Horizonte, Brazil and at Copperstone University, Zambia. Smith is a new member of the Board of the Institute for Small Business and Entrepreneurship and is one of the first five Fellows of Enterprise Educators UK.

In recognition of his expertise in enterprise management and natural resource management in

Africa, Wood has worked in this assessment period with a range of international development agencies such as the UN's Food and Agriculture Organization 2007-2011 as a lead consultant. He has held advisor/researcher roles with the World Bank and UK AID/DFID amongst other bodies. He has also worked with the governments of Zambia, Ethiopia and Malawi, and with the World Conservation Union and the Ramsar Convention. Wood was Chair of the NORAD/NORHED Independent Review Committee on Natural Resources, Climate and Environment reviewing proposals worth over £100m and selected to chair the international panel based on his experience of collaborative research between northern and southern partners. Higgins organized a BAM Research Methods Special Interest Group meeting on career development for researchers held at Huddersfield in January 2013. Based on the success of that event we will be hosting the Group's annual 'Sharing our Struggles' event in 2014. He was chair of the entrepreneurial learning in organizations track at the 2013 ISBE conference and he won ESRC research training bursary awards in 2008, 2010 and 2012, the last of which, on narrative analysis, led to a special issue of the *International Journal of Entrepreneurial Behaviour and Research* on advancing qualitative research in entrepreneurial fields.

Higgins was also guest editor of the *Journal of Reflective Practice International and Disciplinary Perspectives* in 2012 which was later selected by Routledge to appear as a 'special issue in books' volume entitled '*Reflective Learning in Management Development and Education*'. Other editorial roles include Cowton who has edited *Business Ethics: A European Review* since 2004 and is a member of ten journal editorial boards covering governance and ethics. Hardaker has been the founding editor of *Multicultural Education and Technology Journal* since 2007 and he has also edited *Campus Wide Information Systems* since 2003. He is a Visiting Professor at the University of Malaya. Wright has been founding editor of *Qualitative Research in Marketing: An International Journal* since 1998. Klapper is an Associate Editor of the *Journal of Small Business Management*. Anchor is on the editorial board of the journal *Ekonomicka Revue: Central Review of Economic Issues* and Swailes is on the board of *Personnel Review*.

Returned staff are regular reviewers for leading journals including: *Academy of Management Review*; *Accounting, Auditing and Accountability Journal*; *British Journal of Management*; *Group & Organization Management*; *International Business Review*; *International Journal of Management Reviews*; *International Journal of Operations and Production Management*; *Journal of Business Ethics*; *Journal of Occupational and Organizational Psychology*; *HRD International*, *HRM Review* and *Service Industries Journal*.