

Institution: University of St Andrews



## Unit of Assessment: 19, Business and Management

**A. Overview**

The School of Management is a community of scholars, distinctive in our research focus and approach, our relatively small size and our thematic organisational structure. Our strapline of 'responsible enterprise' is an invitation to unpack what responsibility might look like, how it might be achieved, and the inherent tensions therein. Faculty (26 FTE Category A staff, 3 Research Fellows, 7 Teaching Fellows, supported by 8 administrative staff) are organised around intellectual themes rather than functional silos, with many staff contributing to more than one thematic group. This structure has facilitated the development of a distinctive, active and motivated community that is focused on high performance in research, teaching and engagement with policy and practice. The five thematic groups are: Cultural & Creative Industries (CCI); Ethics, Sustainability & Accountability (ESA); Financial Institutions & Markets (FIM); Knowledge & Practice (K&P); and Organisations & Society (O&S). The School also contributes to three research institutes (which engage in teaching and research) and hosts three research centres. Research institutes comprise: the St Andrews Sustainability Institute (SASI); the Social Dimensions of Health Institute (SDHI); and the Institute for Capitalising on Creativity (ICC). Research centres comprise: the Centre for Responsible Banking & Finance (CRBF); the Centre for Social & Environmental Accounting Research (CSEAR); and the Research Unit for Research Utilisation (RURU).

**B. Research strategy**

Our past research strategy and evidence of achievement during the assessment period are outlined below. This is followed by an account of future strategic aims and approaches.

**From RAE2008 to REF2014:** Our mission in RAE2008 was to be a Europe-leading research-intensive School of Management (albeit small) measured by research performance, quality of teaching programmes, and innovativeness of outreach and policy activities. The School achieved a strong performance in RAE2008, with 60% of its research categorised as internationally excellent or world leading. Since then there has been some good continuity of staff, particularly at senior levels, but also significant renewal (with 18 new appointments). This has enabled the School to build on strengths identified in RAE2008, while taking advantage of new opportunities and capabilities; it has also facilitated the building of a new collaborative ethos within the School.

**Strategic review:** Since 2008 we have retained as our key strategic aim the ambition to be an excellent, focused School of Management, balanced across research, teaching and engagement. We have also refined our approach, identifying 'responsible enterprise' as the overarching focus of our activities and reputation. This focus was developed in 2010 through a School-wide discussion of our research interests, values and ambitions. The focus on responsible enterprise brings to the fore our concern with accountability, sustainability and ethics as we explore a wide variety of enterprises – private, public and social – and their formal and informal ways of organising. Responsible enterprise also reflects not just *what* we research but *how* we operate: a set of values that shapes our research, the manner in which we undertake and communicate that research, and how we interact with each other in the School (we aim to be fair, transparent, and open to challenge). Given that the majority of our research is funded directly or indirectly from public and charitable sources, we believe that much of our research should be of demonstrable benefit to society, and this is reflected in a distinctive impact strategy (see REF 3a), one emphasising interactive knowledge exchange and knowledge co-production. In addition, we continue to recruit, support and develop early-career researchers (discussed in more detail in Section C).

**Revised School structures:** Our 2010 research review also considered how we could best (re)organise ourselves to deliver on our ambitions. Again, the collectively agreed answer pointed to both continuity and change. The existing research institutes and centres associated with the School were seen as well-aligned with our ambitions: five of the six research institutes/centres listed in Section A were already established during the previous RAE period and continue to thrive as dynamic interdisciplinary hubs. One new centre was added – the Centre for Responsible Banking & Finance (CRBF), launched in 2011 – building on growing expertise in this area.

The strategic review did identify a need to rethink the configuration of informal research groups and to develop their role and direction. The result was the five thematic groups listed in Section A.

The focus of the previous organisation studies group broadened to encompass organisations and society; the social accounting group expanded to consider ethics, sustainability and accountability; while the finance group retained its strong focus on banking and finance. The increasing number of staff interested in the creative industries was formalised with the creation of the cultural and creative industries group, and it was recognised that an important area of research interest had emerged around the theme of knowledge and practice. From this participative review, we emerged stronger, more collegiate and more focused as a School; there is now a clearer alignment of strategic aspiration and operational decision-making.

**Processes to support the new strategy:** Each thematic group is led by a group co-ordinator, who convenes meetings to discuss emerging research, publishing strategies, grant applications and career development. Members of staff can (and often do) contribute to more than one group; PhD students are also affiliated to thematic groups. The School's senior management team sees its role as facilitating the productive operation of the thematic groups as research hubs and drivers of high-quality teaching. In addition, the School has an inclusive research committee, which meets monthly. The committee takes an holistic approach to developing and monitoring research activity by: allocating funding to thematic groups for seminars and other group-level activities; arranging mentoring and developmental activities; overseeing the appointment and activities of visiting academics; managing research-related travel and other research costs; building doctoral recruitment, financing and support; and conducting regular review of the School's performance against its research objectives. Strong emphasis is placed on personal and career development, especially for early-career researchers and PhD students, and this is achieved through regular workshops and one-to-one discussions to explore personal research portfolios and outcomes.

**Performance:** The School's performance in various ranking initiatives supports our claim to be a leading research-intensive School of Management, despite our relatively small size. The Complete University Guide placed St Andrews third in the UK for Business & Management in its subject tables for 2014; the National Student Survey data ranked the School 7<sup>th</sup> in the UK for 2013. Internal audits of process and outcomes are used formatively but reinforce our view that we are meeting our strategic aims. Local staff survey data from 2012 showed that the School of Management had the most positive outlook of any School in the University, with notable agreement with such statements as "*Overall I derive satisfaction from my work*" (93% agreed), "*My motivation at work is generally high*" (90%), "*I have good relationships with people I work with*" (97%) and "*I work in a well-managed School*" (80%). Alongside these metrics, a summary of notable research achievements (2008-13) is provided below for each thematic group.

**Cultural and Creative Industries (CCI)** (Barlow, Beech, Chillas, Gilmore (2011-2013), Greig, Grewar, Gullidge, Lovatt, Stoyanova (2010-2013), and Townley) researches management topics within cultural and creative settings, including: the experience of working lives in the creative industries; festival and event organisation; organising practices and their role in creative outcomes; communities of practice in creative work; and the role of intellectual, social and cultural capital in the economy for symbolic goods. Much of the activity is carried out under the auspices of the Institute for Capitalising on Creativity (ICC), which is a collaborative research consortium involving four Scottish HE partners (University of St Andrews, Royal Conservatoire of Scotland, University of Dundee, and University of Abertay Dundee). Notable achievements during 2008-13 include:

- Securing a £1.5m ESRC Capacity Building Cluster Award *Creative Industries Scotland: Capitalising on Creativity* (Townley et al.). This grant, the only award on the creative industries, comprises four components: 17 CASE PhD studentships (discussed in section C); two Knowledge Transfer Partnerships (KTPs); 25 Business Vouchers; and student placements.
- Publishing books and articles in a range of highly-rated international journals. This includes an influential edited volume (by Beech and Townley) on *Managing Creativity: Exploring the Paradox* (Cambridge University Press), and seminal papers in *Human Relations*, *Organization Studies* and *Organization* (Townley; Beech).
- Organising multiple research events (conferences, seminars and workshops) through the ICC, bringing together researchers from diverse disciplines and institutions, alongside policy makers and practitioners. For example, the Creative Collaborations conference, which featured a keynote address by a Scottish Minister (John Swinney MSP).
- Successfully securing two knowledge transfer partnerships with Creative Scotland and successfully completing 18 business voucher projects by 31 Aug 2013.

## Environment template (REF5)

- Securing research funding in collaboration with other institutions. In 2012, the ICC (through Townley) won £314k for research within the RCUK Knowledge Exchange Hub “Design in Action” (lead institution: University of Dundee) and £245k for research in the RCUK Centre for Copyright and New Business Models in the Creative Economy (led by the University of Glasgow). In 2013, the ICC (Townley) was granted £73k from the European Union programme, Humanities in the European Research Area: Cultural Encounters (lead: Leeds University).

**Ethics, Sustainability and Accountability (ESA)** (Bebbington, Bouslah, Brooks, Christie, Desmond, Gray, Hoepner (2009-2013), Linares-Zegarra, Mansell, McLaren, Roscoe, Russell, Stevenson and Timming) explores the philosophical, theoretical, ethical and practical base from which we might understand and seek to transform our economic system, and the role that management and accounting might play in that task. Much of the research and engagement activity is carried out under the Centre for Social & Environmental Accounting Research (CSEAR) and St Andrews Sustainability Institute (SASI). Notable achievements include:

- Publication of four volumes of *Major Works in Social and Environmental Accounting* in 2010 (Bebbington and Gray), and publication of several award winning papers (see section E below).
- Securing research funding from, amongst others, the ESRC and SSHRC (Canada).
- Developing the CSEAR network, which encompasses members from 29 countries. CSEAR now has satellite offices, in Canada, France and Brazil, and in 2013 saw growth of 11%.
- Hosting annual CSEAR conferences in St Andrews (2008-2013), which now attract over 100 delegates each year from across the world, and supporting international conferences in North America, Australasia, China, South America, France, Spain, Portugal and Italy.
- Advising policy and parliamentary committees on the basis of research findings (Bebbington) and acting as expert advisors on external research projects (Gray, Bebbington).

**Financial Institutions and Markets (FIM)** (Bouslah, Brown, Chen, Chronopoulos, Clayton, Gray, Hoepner (2009-2013) Linares-Zegarra, Scholtens, Tavakoli and Wilson) has developed its research around two themes: competition, risk and performance of financial institutions (especially banks and credit unions); and the information and efficiency of financial markets. Much of the academic and engagement activity is now conducted under the auspices of the Centre for Responsible Banking & Finance (CRBF). Notable achievements include:

- Launch of the Centre for Responsible Banking & Finance in 2011 (directed by Wilson). The Centre links with key players in related industries and policy arenas in several countries.
- Publication of the *Oxford Handbook of Banking* (Wilson, Oxford University Press) and *Banking: Critical Concepts in Finance* (5 volumes, Wilson, Routledge).
- Securing research funding from the PRI Association and SSHRC (Canada) for academic network development and studentships; securing funding from the Institute of Chartered Accountants Scotland for analysis of credit union development within the UK; receiving funding from the ESRC for a seminar series on Financial Modelling Post 2008 (Hoepner; Wilson).
- Organising and hosting three responsible banking and finance conferences (2011-13); and two Environmental, Social and Governance ‘Finance Weeks’ (2012-13).
- Serving as a policy advisor to the Irish Government (Credit Union Commission, Wilson).
- Serving as a policy advisor to the Dutch Government (Committee on Investment Policy and Risk Management; Scholtens).

**Knowledge and Practice (K&P)** (Baluch, Bebbington, Beech, Butler, Chillias, Davies, Dowling, Gray, Greig, Hibbert, Keenan, Moran, Nutley, Orr, Powell, Roscoe, Russell and Timming) conducts interdisciplinary research on the relationship between knowing and doing in various areas of work, including technical, creative, professional and policy settings. Some of the research and engagement activity is carried out under the auspices of the Research Unit for Research Utilisation (RURU) and the Social Dimensions of Health Institute (SDHI). Notable achievements include:

- International award (Nutley) for ‘*distinctive contribution to research that informs public policy*’ (The Robert Boruch Award, from The Campbell Collaboration), alongside several award-winning publications (see section E).
- Securing research funding from a wide range of different funders (including ESRC, NIHR, charitable funders and government departments and agencies) to pursue the group’s research and knowledge exchange agenda, including participation in international collaborations.
- Delivering multiple research events (conferences, seminars, workshops) under the auspices of

## Environment template (REF5)

RURU and SDHI, that bring together researchers, practitioners, professionals and policy makers, working with partners such as charities, NHS agencies and government departments.

- Advising or chairing policy and practitioner *fora* on knowledge and practice, and acting as expert advisors to external research projects (Bebbington, Davies, Nutley) e.g. Nutley chaired the Scottish Funding Council's Public Policy Action Group (2006-09); Davies chaired the expert NIHR panel, committing over £120m of research infrastructure investment in the NHS (2013).
- Organising and chairing the 2011 Organizational Learning, Knowledge & Capabilities (OLKC) conference (Orr).

**Organisations and Society (O&S)** (Baluch, Barlow, Beech, Brooks, Brown, Burt, Butler, Davies, Dowling, Gray, Greig, Mansell, McGoldrick, Moran, Myrseth, Nutley, Orr and Timming) interrogates taken-for-granted ideas about organisations and challenges orthodoxies of managerial practice. At the heart of the group is a concern with the social and cultural contexts of organising, and with the ethical and political consequences of organisations. This includes examining the work of professionals (in accounting, education and healthcare); exploring the social impact of marketing and consumption; and studying the relationships between government policy and organisations in the public, private and third sectors. Notable achievements include:

- Publication of several award winning articles (see section E) and major review pieces e.g. response to the NHS Francis enquiry on organisational culture (Davies, BMJ).
- Securing research funding from the ESRC, Secretary of State for Health and Scottish Universities Insight Institute to pursue the group's research and knowledge exchange agenda.
- Funded research projects include multiple studies in the NHS funded by NIHR (Davies), studies of local government funded by the ESRC (Nutley), two high-profile studies of context in collective learning and enactment of management practice (Beech); and a study entitled Evaluating the Business Impact of Social Science, commissioned by the ESRC to explore the range and nature of business impacts resulting from the work of business schools (Orr).
- Development of a Third Sector Research Forum linking researchers and practitioners (Burt).

### Future research objectives, activities and initiatives

We are committed to forging a distinctive profile of high-quality management research that promotes responsible enterprise and is underpinned by interdisciplinarity, international and local collaborations, and strong policy and practice engagement. We will build on existing strengths and successes, while continuing to respond creatively to changing contexts. Existing research groups, centres and institutes will remain significant drivers of our strategy and will be the foci for strategic investment. However, we will keep our research configurations under review to ensure that they respond to changing opportunities and emerging areas of expertise. More specifically, we aim to increase research income over the next five years by 50% through encouraging researchers (particularly early-career researchers) to become more active in grant-seeking and through further development of cross-School collaborations. This has already involved a substantial investment in capacity building and mentoring (see section C.1). In line with University plans to increase PGR numbers by 15%, we have embarked on a strategy to increase our PGR numbers, through recycling PGT and executive education fees into bursaries and scholarships, and through more active recruitment strategies (C.2). Finally, we aim to double the number of appropriately-sized conferences that we host in St Andrews (where there is clear fit between conference themes and local research interests). The K&P group has already attracted the Organizational Learning, Knowledge & Capabilities (OLKC) conference to St Andrews in 2016; the CSEAR annual event continues to thrive; and multiple events are planned through RURU, SDHI, CCI and CRBF.

### C. People:

#### 1: Staffing strategy and staff development

**Recruiting and developing:** Our strategy has been to grow the School symbiotically with student growth, and to ensure that we maintain critical mass in focused areas of research. We recruit globally, and at a range of levels, to ensure that we bring established and future research leaders to St Andrews. Since 2008, the School of Management has profited from some important continuity of senior staff as well as from substantial renewal elsewhere. The School now has an emphasis on making strategic appointments that align with our intellectual strengths, strategy and ethos (recruitment criteria emphasise collaborative intent alongside individual performance). In this way we have actively sought to recruit strong academics with a deep interest in collaborative working, mentoring and development. We have rebalanced the previously top-heavy staff profile by

**Environment template (REF5)**

recruiting early-career staff and supporting them to maturity as confident and accomplished researchers. One-third of our category A staff are ECRs, one of the highest percentages of any School at St Andrews. Several of our early-career and younger staff (e.g. Chen, Clayton, Greig, Hoepner) were appointed following PhD completion within the School, building a strong bonded community and capitalising on our investments in professional development.

**Visiting faculty:** Local academic staff are augmented with a strong visiting faculty, who contribute to the vibrant research culture through extended stays, staff mentorship, research seminars, doctoral co-supervision and collaborative projects. These include: Lee Parker (University of South Australia); Thomas Basbøll and Martin Kornberger (Copenhagen Business School); James Gifford (Executive Director of the United Nations-backed Principles for Responsible Investment initiative); and Tom Lee (professor emeritus) who has consistently been recognised as one of the most prolific and high-quality accounting academics produced by the UK.

**Developing capabilities:** Staff development is critical to sustaining and enhancing our research environment. All staff participate in an annual review process (Q6), a formative review conducted one-to-one with senior colleagues. This encourages staff to develop career goals, build ambition and access support for promotion (many staff have been successful at internal promotion, including Davies, Wilson, Hibbert, and Roscoe). All staff below professor are allocated personal mentors who offer additional development support and advice; professors get support through Q6, more informal mentorship and, in some cases, paid-for external coaching. Particular attention is paid to ECRs. In addition to support given through personal mentors and the thematic groups, experienced colleagues provide ECRs with article and grant writing support (commenting on drafts), as well as opportunities for research collaboration, co-supervision of PGRs and inclusion in professional networks. Regular half-day workshops for ECRs build skills, confidence and community. Support for staff is also made available via the University's Centre for Academic, Professional and Organisational Development (CAPOD), which delivers professional and career development support across the University and coordinates a university-wide mentoring scheme.

Teaching fellows and research fellows are integrated into the thematic groups and also receive mentorship support, travel money and development guidance (for example, through Q6). We are clear within the School when teaching fellows aspire to be lecturers and when they are committed to a teaching and administrative career, and individuals are supported accordingly. Colleagues have been successful in transferring from teaching fellow to research fellow (Clayton), teaching fellow to lecturer (Chillas), and research fellow to lecturer (Gilmore). In addition, temporary teaching fellow contracts have been made permanent (Barlow, Lovatt), and teaching fellows have been supported to promotion (Dowling).

All academic staff are allocated an annual research budget of £2200 to support participation in national and international conferences and the preparation of grant applications. Additional sums to support collaborations and knowledge exchange are available upon application, with preference given to ECRs. In addition, the School runs a structured research competition for ECRs, which as well as providing seed-corn money includes a process of peer review and formative feedback. The School also supports research leave applications in line with University policy (one semester per four years of service). Requests here are almost always agreed, and staff are given additional guidance and mentoring to enable them to make the most of the protected time. In addition, Senior staff are encouraged and supported to take secondments and senior fellowships outside the School. These include an ESRC AIM Fellowship (Beech; 80% fte; 2009-11), secondment as Vice-Chair (Scotland) Sustainable Development Commission (Bebbington; 20% fte; 2006-11) and secondment to NIHR as Director of Knowledge Mobilisation for the Service Delivery and Organisation R&D Programme (Davies; 60% fte; 2008-10).

As befits a School focused on responsibility and building community, the School is fully committed to the national Concordat to Support the Career Development of Researchers, and meets all the key principles of that Concordat. In addition, St Andrews has recently been awarded Athena Swan 'Bronze', alongside a European Commission HR 'Excellence in Research' award. The University also actively promotes our Stonewall membership and LGBT Charter Mark.

**Looking forward:** Our staffing strategy for the next five years is aimed at further strengthening the quality of research in our thematic areas by: investing in staff with international reputations; recruiting early-career researchers and nurturing them through to success; continuing to support staff development through funding, research leave and mentoring; and increasing the number and diversity of our visiting faculty. Given infrastructure constraints locally (St Andrews is a small town)

and the need for balance across the University, our goals will be on the development of research excellence, theme focus and community ethos rather than on growth as a goal in itself.

## 2: Research students

A strategic priority at St Andrews is to increase the size and quality of its research postgraduate community, with the goal that 15% of the student cohort should be research postgraduates. To this end, the University has set up a Research Graduate School (St Leonard's College) which ensures an appropriate intellectual environment for PGRs across the University.

**Building the cohort:** The School's doctoral programme is a member of the ESRC Scottish Graduate School for Social Sciences through the pathways for Business and Management, and Accounting and Finance. It is therefore eligible for ESRC 'plus three' and 'one plus three' doctoral funding. Nine students have held ESRC studentships during the census period, including those funded by the ESRC Capacity Building Award in Creative Industries; two further studentships were awarded by the Chief Scientist Office of the Scottish Government and the Scottish Funding Council. Since 2011 the School has offered its own competitive PGR studentships, comprising (annually) one full studentship (fees plus maintenance) and four EU fee-waivers. In 2013, through support from the University's 600<sup>th</sup> Anniversary Studentship awards, the number of School-funded studentships increased to 11, comprising six full studentships and five EU fee-waivers. During the REF period, 54 students embarked on doctoral research, 27 completing their studies. The School currently has 34 doctoral students, of whom four combine part-time doctoral study with demanding managerial careers in the arts and banking sectors

The School doctoral programme is managed jointly by two Directors of Postgraduate Research (Greig and Roscoe). Shared leadership provides extra capacity and resilience. Each Director is involved in all aspects of the programme, including: admissions; annual reviews; organising and delivering training and development; supporting supervisors; and engaging with the ESRC Scottish Graduate School Doctoral Training Centre (Roscoe chairs the Business and Management pathway, and the School contributes dedicated training courses to this initiative). The Directors are supported by a named administrator (Stewart), providing a personal contact point for students.

**Supporting students:** Postgraduate research (PGR) students are part of a strong and integrated research culture within the School. A dedicated PGR study area enables doctoral students to interact routinely with peers and a shared common room enables regular interaction with School staff. Each student receives supervisory support from two members of faculty, and additional academic support is provided by faculty with relevant research interests, formally at annual review and informally throughout the year. On an informal level, students attend seminars and reading groups organised by the thematic groups, and become part of the School's intellectual community. There are also bespoke events and 'retreats' run by School Institutes, when students, supervisors, policy makers and practitioners come together to discuss progress and wider issues.

Students also participate in wider university activities, with access to a range of courses. The University's Centre for Academic, Organisational and Professional Development (CAPOD) provides a comprehensive suite of development opportunities and career support. CAPOD oversees an award-winning GRADskills programme, which supports the acquisition of generic transferrable skills with a view to increasing research effectiveness and enhancing the employability of young researchers. The University also provides Masters-level research modules across the social sciences (accredited by the ESRC for 1+3 awards). These modules are provided by staff from a range of Schools, including Management (Gray, Davies, Bebbington and Beech). In addition, the School provides in-house training for doctoral candidates on a needs-driven basis. A range of training events has been undertaken between 2008-2013 including: research methods seminars; writing skills courses provided by professional academic writing coaches; and doctoral retreats. The School also provides financial support to enable students to attend external conferences and to organise local conferences or workshops.

A number of the School's PhD graduates now hold academic posts in St Andrews (see p5) and elsewhere (e.g. Clarke at the University of Dundee; Bowman at the University of Cambridge; Wilkinson at the University of Bangor; Jung at Cass; Hoepner at Henley; and Spence at Warwick).

## D. Income, infrastructure and facilities

**Research income:** Our strategy for generating UK and international grant income is to capitalise on the critical mass represented by our research centres and institutes, and to participate in wider research collaborations. Projects developed have usually had non-academic partners,

## Environment template (REF5)

especially potential research users, and have involved integrated knowledge-exchange activities. The School has been successful in gaining research funds from a wide range of funders including research councils (AHRC, ESRC, the Canadian SSHRC, the Australian NHMRC, and the European Union), government and arms-length funding bodies (Creative Scotland, the National Institute for Health Research, HM Customs & Excise, the Chief Scientist Office - Scotland, the Technology Strategy Board, Healthcare Improvement Scotland, NHS Education Scotland), professional associations (Association of Chartered Certified Accountants, Chartered Institute for Management, Institute of Chartered Accountants of Scotland) and charitable trusts (Carnegie Trust, the Health Foundation). In addition, staff are co-investigators on many collaborative research projects with other universities (in the UK and overseas), including large-scale infrastructure support from the ESRC, the AHRC and the SFC, as well as multiple medium-to-large-scale (>£300k) multi-centre empirical projects.

Future grant seeking is supported in the School by: making success visible and rewarded; running grant-seeking workshops; developing mentorship; running internal seed-money competitions with an emphasis on ECRs; and identifying and targeting major external schemes. Our goal has been to develop sustainable research partnerships and networks, enabled and fuelled by research funding, which tackle important and relevant intellectual and policy questions. Alongside the research, funding is sought for communication and engagement activities to shape impact. Grant success is thus judged by impact criteria as well as the production of high-quality peer-reviewed outputs, and grant income is seen as a means to a research end, not a goal in itself. Grant-seeking efforts are underpinned by well-organised business and finance services in the university, and these administrative functions promote and support the entrepreneurial culture.

**Infrastructure and facilities:** The School is located in a modern attractive building (The Gateway) with excellent IT infrastructure. It contains good seminar and meeting rooms along with spacious community areas to encourage informal dialogue and knowledge sharing. The School benefits from an experienced senior administrator (Deigman) and seven other administrative staff, including an IT officer (Kerr). A web-based 'personal research profile' (PURE) is used to organise and share the activities and outcomes of our research.

The university library recently benefited from a £14 million refurbishment. There is a dedicated Library Liaison Officer for the School (McNae) who provides information skills teaching and guides staff and students to the collections held by the University. In 2010 the School undertook a detailed strategic review of its research resources (subscriptions, databases, software etc.) leading to significant rationalisation and major new investments. This review enabled much greater alignment between School research interests, teaching needs and locally-available research resources.

#### E. Collaboration and contribution to the discipline or research base

**Collaboration and interdisciplinarity:** Faculty members are involved in significant collaborative activity. As indicated in section D.1, faculty members have been involved in many funded research projects with collaborators from other universities and institutions. All the research institutes (ICC, SASI and SDHI) are collaborative ventures involving external partners, and all the research centres (CSEAR, CRBF, RURU) have multiple active international collaborations. Each of these strives for interdisciplinary insights: ICC combines scholarship in creative practice and social science to address management challenges in the creative industries; SDHI seeks multiple social science perspectives on health, wellbeing and their management to complement the natural science/clinical view; SASI works towards the development of a sustainable society, bringing together a variety of natural and social science disciplines, as well as economics, geography and law. The thematic groups within the School are also avowedly interdisciplinary in conception and outlook, and debates across ontological, epistemological and disciplinary boundaries permeate and enrich our collaborative work.

**Contributions to the discipline:** Faculty members have acted as editors, associate editors and guest editors for many of the leading international journals in the fields of accounting, finance, management and organisation studies, and have made significant editorial input into prominent healthcare management publications. Research produced in the School appears in major journals and has shaped, fuelled or contributed to key debates. Notable contributions to the business and management discipline (and social science more broadly) include:

- Organising or co-organising multiple national and international conferences, workshops and symposia (Bebbington, Davies, Gray, Hibbert, Nutley, Orr, Stevenson, Townley and Wilson).

## Environment template (REF5)

- Delivering keynote and plenary addresses at national and international conferences (repeatedly by Bebbington, Davies, Gray and Nutley).
- Editing, co-editing or guest-editing key journals such as: Social and Environmental Accountability Journal (Bebbington); British Accounting Review (Wilson); European Journal of Finance (Wilson), Journal of Money, Credit & Banking (Wilson); Management Learning (Hibbert); Journal of Management Education (Hibbert); Evidence & Policy (Nutley).
- Serving on editorial boards of many journals including: Accounting, Auditing & Accountability Journal (Bebbington, Gray); Accounting in the Public Interest (Gray); Accounting Forum (Bebbington, Gray); Accounting Organizations & Society (Gray); British Accounting Review (Gray); Corporate Governance: An International Review (Scholtens); Creative Industries Journal (Townley); Journal of Banking & Finance (Scholtens); Journal of Business, Finance & Accounting (Wilson); European Research Studies Journal (Wilson); Health Care Management Science (Davies); Health Services Management Research (Davies); Human Relations (Townley); International Journal of Public Sector Management (Orr); Health Services Research & Policy (Davies); Management Learning (Orr); Organization (Townley); Public Money & Management (Nutley); Public Administration (Nutley); Strategic Organization (Townley).
- Supporting disciplinary development through chairing work, such as Deputy Chair of the British Academy of Management (Beech); Chair of British Accounting and Finance Association Special Interest Group on Financial Institutions and Markets (since 2007, Wilson); Treasurer of British Accounting and Finance Association (2009-2010, Wilson); General Secretary of the British Accounting and Finance Association (2010-2011, Wilson); Chair of Executive Board of Organisational Learning, Knowledge and Capabilities (OLKC) (2012-present; Orr).
- Supporting the work of the ESRC, NIHR and other funding bodies through extensive grant reviewing (Wilson, Davies, Nutley), through membership of the ESRC's Evaluation Committee (from 2012, Nutley), and by working as an expert panellist for major funding bodies, such as the NIHR SDO programme (2008-10, Davies), NIHR CLAHRCs (2008 and 2013, Davies), Australian NHMRC Partnership Centres (2012-14, Davies), and UK Department of Health, Policy Research Programme (2013, Davies).
- Visiting expert for external research agencies, for example: a week-long review of Karolinska Institute's health research, Stockholm, (2011, Davies); REF Panel membership (Bebbington).

Other more personal indicators that signal peer esteem include:

- Townley an invited participant (one of only two UK management academics) to Nobel Symposium on Organization Studies, Stockholm (2008).
- Beech and Gray elected as academicians of the Academy of Social Sciences in 2012.
- Gray made a Member of the British Empire (MBE) in 2009 for services to accountancy.
- Hibbert recipient of the outstanding reviewer award from the Management Education and Development division of the Academy of Management in 2009, 2010, 2011 and 2012.
- Nutley awarded Campbell Collaboration's Boruch Award in 2011 for policy-relevant Research.
- Roscoe one of 10 winners of the AHRC's BBC New Generation Thinkers Scheme in 2011.
- Timming elected into the Royal Society of Edinburgh's Young Academy of Scotland in 2012

Best-paper awards and similar, include:

- Emerald Outstanding Paper Award for Chillias et al (2012) 'Every man for himself: team working and customer service in the hospitality industry' (published in Employee Relations).
- Emerald Literati Outstanding Author Contribution Award for Gray et al (2010) 'Some theory for social accounting?' and an Emerald Award for Excellence (Highly Commended) for Gray (2010) 'A re-evaluation of social, environmental and sustainability accounting'.
- The Mary Parker Follett Award 2010 and Emerald Award for Excellence 2011 for Stevenson et al (2010) 'Anglo-American Capitalism: the role and potential of social accounting'.
- Best Paper prizes: at the British Academy of Management (Research Methodology Division) for Hibbert et al (2008); at the British Academy of Management (Cultural and Creative Industries stream) for Beech, Greig et al. (2011); at the Strategy Process Conference for Moran (2013); and at the Public Administration Conference, again for Moran (2013).
- The 2013 Louis Brownlow Award for the Best Article Written with a Practitioner in Public Administration Review (Orr and Bennett, 2012).