

<p><b>Institution:</b> University of Greenwich</p> <p><b>Unit of Assessment:</b> (UoA 19) - Business and Management Studies</p> <p><b>a. Overview</b></p> <p>The Business School ('the School') is the largest School in the university with about 150 FTE faculty members. It comprises five departments: Accounting and Finance (A&amp;F), Human Resources and Organisational Behaviour (HROB), International Business &amp; Economics (IBE), Marketing Events &amp; Tourism (MET) and Systems Management &amp; Strategy (SMS) each with distinctive research capabilities. The School's research capability is centred on five designated research groups that emerged from the 2008 RAE submission. These are the Centre for Business Network Analysis (CBNA), Work &amp; Employment Research Unit (WERU), Public Services International Research Unit (PSIRU), the Supply Chain Management research group (SCM) and the Centre for Governance Risk &amp; Accountability (GRA). We monitor these groups to ensure that they remain vital and relevant and we encourage the development of new research capabilities. We have three emerging research groups, Sustainability, Technology &amp; Innovation Research (STIR); Centre for Communication &amp; Consumption Research (C<sup>3</sup>ORE); and the Centre for Economic Performance, Governance and Regulation (CEPGR). We also encourage research in smaller groupings including individual researchers.</p> <p><b>b. Research strategy</b></p> <p>The research strategy of the School is based on the University's research strategy of strengthening its position as a research-informed University (<a href="http://www.gre.ac.uk/governance/vc/strategic-plan-2012-2017">http://www.gre.ac.uk/governance/vc/strategic-plan-2012-2017</a>). This includes increasing the proportion of staff research active (the publication of at least one output at 1* level or above each year) to 75% by 2017 and regularly publishing 3* or 4* level research to 25%. The University also has a target to increase research &amp; enterprise income by 10% annually which the School confidently expects to exceed. Achievement of this objective is a key element of the strategy to achieve the other two objectives.</p> <p>We aim to nurture research clusters that achieve a 'critical mass' in their research areas and undertake excellent research which has a beneficial impact on society. The number of researchers needed to achieve critical mass will vary according to the breadth of the research area. Groups with critical mass are large enough to have good coverage of their specialist field, can provide strong internal support for researchers, for example, through providing critical comments on bids and publications and can respond quickly and effectively to funding opportunities. In order for this strategy to be implemented, we aim to increase the level of our external funding and improve our competitiveness in the current and future REFs. Externally generated research &amp; enterprise income has been increasing strongly, and the number and quality of bids has also increased, providing a good basis for income growth. Ensuring our research achieves the impact it deserves is an important part of our strategy and the four impact case studies submitted to REF2014 reflect the strong impact our research has had. This ranges from triggering a change in the law to ensure those on the minimum wage receive their entitlement to our pioneering work on 'public-public partnerships' as a way to promote good delivery for key public services, which now forms an important element of European Union strategy.</p> <p><b>Evaluation of RAE2008 strategy and subsequent changes.</b></p> <p>The current strategy has evolved from the one set out in RAE 2008, building from a higher base with more research active staff publishing more high quality research and generating more income than five years ago and correspondingly more stretching ambitions for the future. 22.6 staff FTE were submitted to RAE2008 while 30.7FTE staff (including to two submitted to other UoAs) have been submitted to REF2014, on the basis of a more demanding quality threshold, publishing internationally excellent research, reflecting the increase in strength and depth of the School's research capability.</p> <p>The five established research groups have built on the four in existence at the time of RAE 2008, with one having grown from a single researcher into a fully-fledged group (SCM); one having changed its name and broadened its focus (GRA); and one new group (CBNA). PSIRU was the</p>
--

**Environment template (REF5)**

major component of the former Emerging Markets and Developing Economies group

At the School level we:

- Determine the overall research priorities for the School, currently based around the five established research groups
- Monitor and review the performance of those groups (in terms of e.g., range and quality of research outputs; income generation).
- Encourage potential new research groups (currently STIR, C<sup>3</sup>ORE and CEPGR) and assess their long term viability
- Allocate internally generated resources available to support research: principally, Strategic Research Investment (“SRI”) (i.e. allocated time for academic staff to carry out research funded internally) and the project grants scheme (see below)
- Compete strongly for internal research resources (e.g. the VC’s PhD studentship scheme; centrally funded research professors; RAE Competitive funding scheme)
- Provide support for staff making bids for external funding, both through a peer review process (see below), input from Business Development Manager and by providing extensive match funding and other financial support.
- Determine recruitment and retention policies to ensure that the School has an increasing number and proportion of research active staff.
- Encourage research groups and individual researchers to build and strengthen their networks with researchers working in similar areas in other institutions, including through entering into institutional-level partnerships.

This overall strategy is then delivered through the research groups, which have their own strategies within the domains in which they operate, as set out below.

**The Centre for Governance, Risk and Accountability (GRA)** is the newest of the designated groups, launched in July 2010 in order to give focus to the work of research active staff in the Accounting & Finance Department in the School. A distinctive feature of the group is that it has a high proportion of members who have had significant previous careers in the banking, finance and accountancy sectors. This helps the group focus on research areas which are of direct interest to practitioners and thus with a strong propensity to have extra-academic impact. The group is also notable for the high proportion of ECRs, some of them younger staff but a number of whom are staff with previous professional experience who have joined the School in mid-career. Accordingly, one of the main objectives of the group has been encouraging and mentoring them, including through the appointment of two Visiting Professors, Professor Laura Spira (Oxford Brookes) and Professor David Otley (Lancaster). The group places emphasis on engagement with practitioners (leveraging off the contacts and relationships held by the former practitioners in the group) and has hosted a number of mixed academic/practitioner workshops. Members of the group have published more than 20 outputs since 2010 in journals ranked at 2\* and above according to the Association of Business Schools (ABS) journal rankings.

**The Centre for Business Network Analysis (CBNA)** is a world-leading centre for the application of social network analysis to business problems. It has built up an outstanding group of mainly younger researchers who between them have submitted more than 20 outputs to the REF, the great majority of which have been published in journals with ABS rankings of 3\* or 4\* or other journals with high impact factors. The Centre has focussed on impact by seeking opportunities to apply and test theoretical developments in Business Network Analysis (e.g., recent projects for the NHS and one of the Big 4 accountancy firms), generating £500k research funding from these sources; and organising a series of workshops demonstrating how network analysis can be applied to the strategic priorities of corporates, public sector agents and consultants. For example, the recent NHS project examined how managerial careers were influenced by their position in complex networks of information and advice and identified strategies for improving career progression of Black and Minority Ethnic managers with targeted networking and mentoring.

The Centre has contributed to the development of this research area internationally by:

- Showcasing applications and theoretical developments at UK and international conferences in the field;

## Environment template (REF5)

- Regularly hosting the UK Social Networks Conference;
- Being selected to organise the 2015 international conference of the International Network of Social Network Analysts;
- Building partnerships with the major Universities active in business network analysis (University of Chicago, University of Kentucky, University of Virginia, Sciences Po, University of Lugano);
- Launching a journal focused on Business Network Research (pilot issue in preparation)

**The Work and Employment Research Group (WERU)** has been led since November 2011 by Professor Ian Greer, who has taken over from the two founders, Professor Geoff White and Professor Sue Corby, who continue to contribute on a part-time basis. The group has been strengthened by the arrival of six additional new staff, two of them at professorial level. The group has the twin objectives of developing and mentoring a cadre of very promising ECRs and (building on the recruitment of more experienced staff members) raising WERU's profile externally through research funding bids, organizing conferences and workshops, seed-funding research initiatives by PhD students and new members of staff, and an expanded internet and social media presence. This focus has been successful, with external bids worth around £1m approved for funding since July 2012. This will enable the group to incorporate its ECRs into ambitious research projects. The strategy over the next five years is to build on this enhanced profile through an intensified focus on publications, external research presentations, and delivering on research contracts. In academic years 11/12 and 12/13 members of the group published 16 outputs in journals with ABS rankings of 3 and 4.

**The Supply Chain Management Group (SCM)** was established in 2009, and aims to establish an internationally leading research and teaching team in the subject of logistics and supply chain management. The group has so far published 48 papers in international journals, including 18 in journals with ABS rankings of 3\* and 4\* ranked journals, and conference proceedings. The group has been actively involved in building research network across the UK, Europe, and China, which has led to research bids to FP7, Switch Asia, Defra, and ESRC. At present, the SCM research group members are involved in a multi-million EU funded project called "ECOTEC 21", supported by the Interreg Programme France (Channel)-England. The project seeks to improve energy efficiency by promoting cogeneration of electricity and exploitable heat simultaneously using biomass or bio-fuel in Combined Heat and Power (CHP) systems. The SCM group contribution is based on a detailed mapping out the supply chain for the innovative glycerol based energy plant and realising how to define and evaluate the various supply chains which can support CHP plants as well as assessing the environmental benefits of them.

**Public Services International Research Unit (PSIRU)**, the longest established of the research groups, founded in 1997, has continued to publish high visibility, high impact research in its core areas of competence: ownership and governance of water supply; health and social care policy; energy policy, especially nuclear power economics and energy industry structure. The scope of its work is international with much of its work focused outside the UK.

Its research is marked out from more typical university research by three factors:

- The research is policy research rather than traditional academic research so the primary objective is to contribute to and stimulate public policy debates;
- The four core members are highly experienced and all have strong international reputations. They frequently receive commissions to carry out research by overseas sponsors, for example, the ILO and European Commission.
- The funding pattern comprises a mixture of trade unions (national and global), NGOs (e.g. Oxfam), international agencies as well as more traditional funders.

PSIRU aims to have impact outside the academic world by shaping and informing public debate. To that end, its members have a profile in serious non-academic media as well as publishing in academic journals. For example, Professor Stephen Thomas has been quoted in the Economist, as well as in specialist non-academic outlets. PSIRU has generated total research income of over £2.5million since it was located at UoG in 2000. This income stream is underpinned by a rolling 3-year core research funding contract, renewed in February 2013, with Public Services International (PSI) (a global trade union federation representing public sector trades unions in 150 countries),

which provides about £100k per year.

**The Centre for Communication and Consumption Research (C<sup>3</sup>ORE)** is a fledgling research group that has resulted from a strong effort to build up the research capability of the Marketing Events & Tourism Department. This Department has a strong record in enterprise through its London Centre for Events Management but C<sup>3</sup>ORE will provide a focus for more traditional academic research. Several staff now have articles published in high quality journals (including one in a journal with a 4\* ranking) and for successors to REF 2014, we expect a strong contribution.

**The Sustainability Technology and Innovation Research Group (STIR)** was established in February 2012. The group's research effort is organised around three interdisciplinary themes concerned with knowledge management, innovation, and sustainable business practice. Staff undertake research in areas as diverse as sustainable transport, micro-generation and urban sustainability and small firms' access to business knowledge. The aim is to contribute high quality research to leading academic journals as well as providing insights to policymaking, while enhancing business practice and community engagement. There are currently ten active members of the group who regularly contribute to academic peer reviewed journals as well as international conferences and seminars. Recent publications have appeared in journals such as Research Policy, International Journal of Production Economics and Energy Policy.

**The Centre for Economic Performance Governance and Regulation (CEPGR)** was established in November 2012. CEPGR will encourage and support research that investigates the interaction between economic performance, governance and regulatory quality, addressing two inter-related questions: (i) to what extent do governance and regulatory quality mediate economic performance at the firm, national and international levels? (ii) what is the scope for building governance and regulatory frameworks that support sustainable economic policy and business models? Research within CEPGR will combine effective use of large datasets with state-of-the-art data analysis methods. It will also encourage evidence synthesis through systematic reviews and meta-analysis.

Members of staff can be part of more than one research group and collaborations between groups are encouraged. Within the school, PSIRU is developing closer working links with WERU in a number of collaborations, including: a joint research contract with the civil service union PCS; a successful joint bid for UoG funding for a joint project on precarious workers and austerity; a joint bid for an EU-level research project on social dialogue in central government; and a joint article for journal publication on public and private sector pay. Each of the five established research groups receive core funding from the University's RAE income, for the achievement of annually set and assessed objectives.

### **School-wide development priorities**

The School has set itself seven main development priorities, which are described in more detail in subsequent sections:

- Increasing the proportion of research active staff to meet the 2017 target of 75%;
- Increasing the number of researchers publishing at 3\* and 4\* level; towards the University-wide target of 25%;
- Recruiting senior researchers at professor level in order to provide research leadership and role models for more junior staff;
- Attracting distinguished researchers to the University as Visiting Professors and Fellows to help mentor more junior researchers and to expand research networks;
- Providing support to existing members of staff who have strong research records to be promoted, for example to Reader or Professor status;
- Reforming and strengthening the PhD programme;
- Increasing the win rate on funding bids.

At present, approximately 50% of staff are research active with a specific time allocation for research and have to account for how they use that time. Two main policies are being pursued to increase that proportion. First, research activity is a key criterion in any new staff appointment, and there is a strong presumption that no new staff member will be appointed unless they have a PhD



**Environment template (REF5)**

or are very close to getting one. Exceptions are only made with the approval of the VC and on the basis that the candidate has other exceptional qualities e.g., high level professional experience. Secondly, we have supported existing staff to gain PhDs and move on to research careers by allocating them time to carry out their doctoral research. Over the period 11/12 and 12/13 3 members of staff have been awarded PhDs and 2 MA by Research as a result of such support.

The School is taking a number of steps to increase the number of staff publishing at 3\* and 4\* level, currently about 20%. It has recruited four research professors since 11/12 who have contributed personally towards this objective and who are also mentoring and developing other staff. Their contribution has been reinforced by the appointment of Visiting Professors who are also acting as mentors. For example, Professor Alessandro Lomi of the University of Lugano, a leading researcher in social network analysis, has co-authored publications in top ranked journals with some of the outstanding young scholars in CBNA. We are providing additional research time for the best researchers in the School through a reform of the SRI policy (see section on Resources).

We are taking two main steps to improve the external funding win rate. First, staff are able to apply for seed corn funding to initiate projects and take them to the point where they can make a bid for external funding. There are two sources of such funding: the School's project grant scheme introduced in June 2012; and the University's RAE competitive funding scheme (both explained below). Secondly, we provide bid support from a Business Development Manager and through a system for supportive peer review of all major bids. In particular, we encourage staff to see major bids as an iterative and developmental process: while an initial bid may not be successful, lessons can be learned and applied to give it a greater chance of success when the material is recycled for a future bid. This process has been the basis for the success of several of our major funding successes e.g. Professor Greer's ERC bid.

The action being taken on the other two developmental priorities - professorial appointments and the PhD programme - is set out in the People section.

**Resources**

The University and the School back the priorities set out above with targeted resources. The School targets its resources to help staff launch research careers and to stimulate the development of new capabilities and the strengthening of existing capabilities to bring them to the point where they can attract external funding. These resources include SRI, project grants and RAE funds (see below).

Staff can bid for SRI, an allocation of time, free of teaching or administrative responsibilities, through an annual competitive process. The amounts of SRI allocated can be 10%, 20% or 30% of overall contracted hours. Allocation decisions are made on the basis of track record (publication; external fund raising; contributions to the research environment and culture; contributions to research profile and impact) and future plans (covering the same areas as track record). The top allocation was increased from 23% to 30% in a recent review of policy, on the basis that this would be available to facilitate research of the very highest quality. These SRI allocations are on top of any externally funded research time (subject to a minimum teaching requirement of 25%) and also the Research & Scholarly Activities provision in the national contract (see below). Overall, SRI equivalent to 15 FTEs or approximately £1.35m in full economic terms. The School generates the funding to pay for this through its enterprise and international activities.

From June 2012, we have offered project grants, allocated on a competitive basis twice yearly with an indicative annual budget of about £100,000 (subject to funding availability). These are worth up to £5000 each and the expectation is that they will lead to a bid for significant external funding. The University allocates part of its RAE funding competitively and School staff bid successfully for £50,000 in 2012/13.

The increasing requirement from funders for the School to provide matching funding is being met by the School and in 2011/12, the School allocated £420k in matching funding. Support to meet the expenses for staff speaking at internationally reputable conferences and for specific training needs can be requested and is generally granted.

Under the national contract staff have five weeks per annum of time amounting to approximately 10% of the working year available for self-administered Research & Scholarly Activities. Research

active staff are expected to use much of this time for research or putting together funding bids.

All research outputs from the Business School that are accepted externally are deposited in the Greenwich Academic Literature Archive (GALA), an open repository which is used to track and assist in the dissemination of research outputs from the University.

### c. People, including:

#### i. Staffing strategy and staff development

The University is a signatory to the *Concordat to Support the Career Development of Researchers* developed by Vitae and has created a comprehensive Researcher Development Framework. The University has extended this work and was given the HR Excellence in Research Award of the European Commission (<http://gre.ac.uk/hr/concordat>). The University has a dedicated equality and diversity champion who leads on initiatives in this area for the Human Resources Department.

The School's ambitious research strategy depends on recruiting, retaining and developing high quality staff. We have increased the proportion of research active staff through recruitment and by supporting existing staff to become research staff through SRI. We also give staff sabbaticals, principally to complete PhDs.

We recognise that staff need stability in order to build research careers. The policy of the School is to make appointments on a permanent basis and the proportion of staff on fixed term contracts is negligible. As well as being the right way to behave as an employer we consider that this policy is a competitive advantage in recruiting high quality staff: staff previously employed on a succession of short term contracts at prestigious institutions have joined Greenwich, and flourished here, because employment security allowed them to make longer term research decisions and they could not manage family responsibilities on the basis of more precarious employment terms.

The School spends a considerable amount on development of academic staff (£61.6k in 12/13). Two main applications of such funding are: support with fees for staff studying for research degrees; and leadership and management programmes, including research leadership. The University operates a sabbatical programme, which allows staff members to take periods of time to concentrate on particular research projects, or to develop their research experience by working at other institutions (<http://www2.gre.ac.uk/about/policy>).

The School has recruited four senior research staff from outside the University over the past two years not only on account of their own personal research and grant winning contribution but also in order to provide research leadership and to act as role models for ECRs (Professors Greer, Onaran, Gray and Adebajo). Professor Greer was the first of these appointments (October 2011), and the benefits in terms of impact on his wider research group (WERU) and external funding are already clear, giving early signs of the success of this strategy. Professor Gray is forming a new research group, Leadership & Organisational Behaviour, which will open up an important new area of research and its first meetings took place in June 2013. The University's Promotion Panel has also approved the internal promotion of four members of staff with important research leadership roles to senior positions in 2011-13: two to Professorships (Cronin and Ugur) and two to Readerships (Kuenzel and Zhou). All four of these members of staff lead research groups.

The School has also attracted distinguished researchers to join as Visiting Professors, including:

- Professors Spira and Otley who work with the GRA group. The latter has British Accounting and Finance Association (BAFA) funding designated for mentoring the ECRs in the group;
- Professor Lomi who works with the CBNA group, and has co-authored articles with several members of the group;
- Professor Cross, leader of a University of Virginia consortium of 200 blue chip corporates, has shared consulting methods with the CBNA.

The average age of Business School staff is relatively low so replacing retired staff is not a major issue. However, the School does plan succession carefully to ensure continuity of capability and, for example, the retirements (as full time staff members) of Professors White and Corby, key members of WERU, has been met by the appointments of Professors Greer, Onaran and Gray who have related research interests. We are planning now for new recruits to replace David Hall (Head of PSIRU) and Professor Thomas (a member of PSIRU). Only one other member of staff

submitted to REF2014 will reach the age of 65 before 2020.

Replacing staff that have been recruited by other universities is difficult to plan for and the inevitable result of success in research is that the staff concerned will be attractive to other universities. We try to reduce this risk by offering career progression at Greenwich and by assessing the motivations and commitment of potential appointees, particularly senior ones, as well as their academic qualifications.

Professor Greer won an ERC starter grant in 2012, which will last for four years. As well as paying for 50% of his time, this will support the development of the research careers of two other Greenwich staff; fund a PhD student; and also fund a post-doctoral researcher.

We have recruited a cadre of excellent ECRs over the past two years and seven of these are being submitted to the REF2014. They benefit from specific criteria when applying for SRI (recognising that they will have had less scope to build a research track record than more experienced researchers). They are also supported by the University's programmes to nurture ECRs. One of them (Dr Vanina Torlo) won an award in the University's early career researcher communicator competition in 2012, and has now moved on from ECR status

We have a large number of staff who combine academic work with family responsibilities and take seriously the obligation to ensure that part time staff, those on career breaks or on maternity leave are not disadvantaged in any way. For example, all staff are eligible for SRI on a pro rata basis to their contract hours.

All researchers with projects with particular ethical considerations must submit their proposal to the University's Research Ethics Committee detailing how these ethical issues will be mitigated.

### **Research students**

The Business School recruits students for postgraduate research through an MPhil/PhD programme with students transferring from MPhil to PhD after about 18 months by demonstrating through their written work and an internal viva, that they have the capability to complete a PhD. We also recruit students for MA by Research and this has proved a useful way to establish whether the students involved have the capability to go on to complete a PhD.

The School has conducted a thorough reform of its PhD programme with the aim of improving the quality of the students, increasing the relevance of the research and reducing the completion time. To achieve these goals, our initial focus was to provide additional support to help long-standing students to complete their studies. We also allocated all new students to one of our research groups to increase their integration into our research capabilities and prioritised applications from strong candidates expecting to work in areas that will advance our existing research strengths. 3 PhD students completed in 2011/12 and a further 9 PhD in 2012/13 and 2 MA by Research completed in 2012/13.

In 2011, the School funded 4 studentships allocated on a competitive basis, on topics of central relevance to our research groups. In 2012, we allocated a further 7 studentships, 4 funded by the University (allocated on a competitive basis after submissions from all Schools) and 3 by the School. In 2013 we won, and have recruited to, a further 3 studentships centrally funded on a competitive basis by the University, together with a further 3 funded studentships associated with the recent professorial appointments and a studentship funded by the School. We have also recruited a PhD student funded by Professor Greer's ERC grant. This makes a total of 18 funded studentships since 2011. The quality of applicants gives us confidence that these studentships will bring a significant improvement to our postgraduate research programme. For unsolicited applications, we are only considering excellent candidates with interests close to our main capabilities. The funding of further PhD studentships will continue to be a high priority, subject to the availability of resources. In the medium term we aim to have around 50 postgraduate research students, with the objective that full time students should complete within 4 years.

We encourage PhD students to publish their work and have recently launched a Working Paper series (see below) which provides one ready outlet for publication. We also fund PhD students to attend conferences and present papers.

The School provides strong support for staff without PhDs to gain this qualification. Staff taking

**Environment template (REF5)**

PhDs are given a 10% SRI allocation to carry out their research and are also generally given a sabbatical in the term before submission to allow them to concentrate on writing-up. In 2012/13, 3 members of staff completed their PhDs. In July 2013 11 business school staff (and 2 other UoG staff) were carrying out PhD work and seven were completing EdD work. In addition, 4 members of Business School staff (and 1 other member of UoG staff) were engaged in MA by Research.

During term time we run fortnightly seminars for PhD students at which two of them present on the progress of their research in front of an audience of PhD students and academic staff. This has provided them with an opportunity to test their emerging work on a critical but supportive audience.

**d. Income, infrastructure and facilities**

Income for the Business School for research has grown significantly since 2008 and the University via the Greenwich Research & Enterprise facility provides strong support through training and workshops for subjects such as research bidding and through Early Career Researcher initiatives (<http://www2.gre.ac.uk/research/ecri>). The School has a Business Development Manager who provides excellent support to researchers seeking funding sources, and developing bids.

All the research groups are expected to develop funding strategies based on the funding sources appropriate to their discipline and research areas. This will include traditional and highly prestigious funding sources (e.g. ESRC and European Commission funds), but also trades unions, Government Departments, NGOs and professional bodies. Such sources not only provide potential sources of additional funding but also ensure that research is grounded in, and responds to, the interests and needs of professional practitioners- a key point in shaping the research programme of a Business School. It also helps ensure effective dissemination and policy impact. Notable grants include:

- Professor Greer's ERC grant, worth approximately £0.9m;
- Professor Ugur's ESRC grant on research and development effort, firm growth and employment creation (£126,632);
- Professor Ugur's DFID-funded systematic review and meta-analysis research on education and growth, corruption and growth and innovation and employment in low-income countries (£102,838).

The Business School is housed in two of the buildings in the historic Old Royal Naval College at the Greenwich site. This has outstanding transport links and its central, strategic position makes it easy to attract external speakers, for example, from the City and from Government. The School also has the benefit of occupying Hamilton House, a handsome Georgian house 5 minutes' walk from the main campus, which provides excellent workshop facilities for groups of up to 75 people. The University Library is being replaced by a new, purpose built Library expected to open in 2014. The Library has one of the best collections of e-books and journals in the UK

The School provides generous support for staff in the form of regularly updated IT equipment, purchase of access to key databases. The postgraduate students have their own fully equipped offices in the Mews Building of the Old Royal Naval College.

**e. Collaboration and contribution to the discipline or research base**

The School aims to make a contribution to the disciplines and research areas in which it operates. The research groups are problem rather than discipline-based, which often requires an inter-disciplinary or multi-disciplinary approach. For example, CBNA incorporates staff with backgrounds in economics, sociology, management and communications. WERU operates on the boundaries between management, sociology, political science, economics, geography and psychology; and we have recently appointed a senior macro-economist to join the group. PSIRU is an interdisciplinary policy research group, covering a range of disciplines including economics, politics, public administration, social policy, geography, industrial relations, international relations, development, law, and environmental studies, as well specialist sectoral expertise in water, energy, health and social care, and waste management. PSIRU researchers collaborate with international colleagues in all of these disciplines, and are regular invited speakers at leading international conferences in all these disciplines.

We encourage staff to participate in academic and research networks outside the University; and



this often leads to partnerships to bid jointly for funding. For instance, we have participated recently in multi-institution bids for FP7 and ESRC funding.

Staff also participate in joint academic/industry networks and organisations (e.g., members of GRA take part in activities of the Management Control Association); and network with the users of research (e.g., PSIRU staff engage regularly with the trades unions and NGOs who commission and utilise their work).

Staff in all research groups collaborate on research with colleagues in other institutions, both nationally and internationally. This is particularly true of researchers in CBNA, who co-publish with fellow researchers in the UK, Switzerland and the Netherlands; and WERU who co-research and publish with colleagues in Austria, Belgium, Denmark, Germany, Finland, the Netherlands, Spain, and Switzerland

Research groups organise seminar series and international conferences. In the summer of 2013, a number of major events were held by Greenwich Business School. In June, CBNA hosted the 9<sup>th</sup> UK Social Networks Conference. The Business School (in collaboration with the Open University) STIR put on a two day 'Workshop on Smart Urban Transport Policy Futures with a focus on Electric Vehicles'. A series of seminars each with about 4-5 speakers entitled 'Water Talks' was launched by PSIRU May with the second following in June. In September 5-7 2013, the CEGPR Group hosted the 7th in the series of international conferences organised by the Meta Analysis of Economic Research Network (MAER-Net) at Greenwich. The Business School also launched its 'Big Picture' seminar series at which high profile speakers from business and industry share their expertise on topics ranging from entrepreneurship and management to economics and the media (<http://www2.gre.ac.uk/about/news/articles/2013/a2717-big-picture-seminar-series,-jane-howard,-8-oct>)

Staff support the activities of peer-reviewed journals through editorships (for example, Dr Julia Mundy is the editor of the Journal of Applied Accounting Research), membership of editorial boards and as reviewers.

The School has recently launched a Working Paper series, which provides a vehicle for researchers, particularly PhD students and ECRs, to expose work in progress to comment to help prepare for publication in highly ranked journals. It also provides an opportunity for PhD students and ECRs to become accustomed to the disciplines of reviewing colleagues' work. This series is open to contributions from non-Greenwich staff, including colleagues from other institutions, staff from the School's overseas collaboration partners and visiting professors and fellows.

The School is building its network of Visiting Professors and Fellows. We make such appointments with a specific objective in mind, and where the relationship will be of mutual benefit. For example:

- Professors Otley and Spira have been appointed specifically to assist with mentoring ECRs in the GRA group
- Professor Alessandro Lomi has been appointed to mentor, and co-publish with, the outstanding young scholars in CBNA. The reciprocal benefit for him is that it enables him to work with researchers whom he may not be able to attract as staff at his home institution.
- Sir Leigh Lewis, a recently retired senior civil servant (former Permanent Secretary at DWP) has been appointed as a Visiting Fellow. His professional experience gives him unique insights into the development of welfare to work policy, which will be invaluable to the WERU group. In the other direction, the School is mentoring him in undertaking research on an important topic (leadership and governance in central government).
- Alastair Hatchett is an acknowledged expert on incomes as a former senior member of Income Data Services, and will collaborate with WERU members on bidding for and carrying out research projects.

We extend the impact of our research by providing research-informed CPD, for example Professor Corby leads the Post-Graduate Certificate in Individual Employment Dispute Resolution designed for ACAS conciliators.