

**Institution: King's College London**
**Unit of Assessment: Sub-panel 19: Business and Management Studies**
**a. Context**

The UK government's implementation of the Wolf review of vocational education, the establishment of new schools of NHS pharmacy and the cross-border adoption of public-private partnership value for money evaluation models, demonstrate the sustained impact of the Department's research on policy making at the highest echelons of government, both nationally and internationally. This impact exemplifies our ambition to shape public policy debate, to advance the College's mission of 'service to society'. This impact is complemented by bottom-up organic work with managers and employees to embed major changes in organisational practices at the Metropolitan Police, programmes to enhance the skills and policy making of a variety of professionals (for civil servants from China and India), and long-term research partnerships (e.g. Cornell, Tilburg, Renmin). The reach and significance of our impact is therefore strengthened by a combination of 'top-down' and 'bottom-up' approaches.

Shaping public policy and management practice is a core element of our research culture and is embedded in our research structures. Governance of research impact is managed by the Departmental Research Committee and impact is achieved through our six research groups: Human Resource Management; International Business and Comparative Management; Accounting and Financial Management; Public Sector Management and Economics; Marketing; and Work, Interaction and Technology. The main audiences and types of impact we achieve relate to:

**Government and international agencies.** The Department's research has influenced public policy, addressing issues of competitiveness, organisational performance and work roles and behaviours. The impact can be demonstrated in a number of ways: through advisory roles, such as Wolf's reshaping of government vocational policy, working directly to the Secretary of State for Education; commissioned research including: Guest's project on pharmacy workforce planning that redirected government policy to increase university provision; Bach's analysis of NHS migrant nurse utilisation for the Home Office that influenced its shortage occupation list; Gospel's research for the Department of Health on social care workforce training that showed how the regulatory framework altered HR practice; and Preda's BIS report on the regulation of automated trading that underpinned the UK government's response to European Commission proposals. Impact on **international organisations**, especially the UN and EU, is achieved by: advisory board positions (e.g. Wolf, UN University council member); authorship of high-profile policy reports such as Gospel's contribution to EU and ILO publications establishing frameworks for managing workplace restructuring and Bach's analysis in the European Commission Report *Industrial Relations in Europe 2012*, highlighting the workforce consequences of austerity; and Schnyder's work that has developed corporate governance indicators, strengthening links with the European Bank for Reconstruction and Development.

**Public and private sector employers.** Impact is achieved by building long-term collaborative relationships to shape organisational practice. This includes: assisting senior managers to develop intervention strategies to reduce absenteeism within public and private sector organisations (Deery); enhancing the Church of England's understanding of the motivation and career aspirations of vicars, thereby improving career management (Sturges and Clinton); demonstrating how visitors experience museums and galleries leading to changes in how museums use information resources (Heath, vom Lehn); assisting NHS managers to translate evidence into altered managerial practice to improve patient care and prevent bullying (Ferlie, Guest and Peccei); demonstrating and understanding the work-life balance challenges affecting the promotional opportunities of women solicitors and informing changes to company HR practice (Walsh) and the WIT group's collaboration with leading edge companies' research laboratories (Hitachi, Microsoft, Siemens).

**Professional associations and institutes.** Strong networks have been formed highlighted by membership of advisory groups (e.g. Florou, European Accounting Association) and research partnerships with leading banks that have improved the HR community's

understanding of employee engagement (Edwards, M. and Peccei for the CIPD); Li's work on pension management policy for the Association of Chartered and Certified Accountants; and vom Lehn and Heath's exploration of client service work for the College of Optometrists.

### **b. Approach to impact**

Research in the Department addresses the challenges confronting a variety of organisations in a more uncertain global context. Our research has achieved impact through three core mechanisms: user involvement; commissioned research and partnerships; advisory roles and alumni networks.

#### **User involvement**

**Industry Networks.** Strong links with industry partners are achieved by two key mechanisms. First, the *Department of Management Learning Board* brings together commercial and public sector organisations with Departmental faculty, establishing strong networks for collaborative research and opportunities to impact directly on company practice. The annual survey of HR directors, organised with a leading city law firm, highlights our capacity to use research to impact on practice. The employment partner at SpeechlyBircham commented: 'The survey provides a unique perspective on the issues which businesses across all sectors have faced...and also key HR interventions.' The Learning Board has cemented other collaborations including: research for UBS on the relationship between employee satisfaction and loyalty on customer service and performance; work with Dow on mergers and acquisitions; research for Standard Chartered Bank on employee engagement that redirected leadership and communication policy within Standard Chartered Bank and with Associates for International Research on the attitudes of international assignees. Second, the *Department of Management Advisory Board* is a strategic mechanism that advances our impact agenda by bringing together senior managers from a variety of private and public sector organisations, committed to working collaboratively with faculty and extending the reach of our impact into new organisations such as the Work, Interaction and Technology group's collaboration with the Tate and RSC (see Heath and Luff impact case study).

**Students.** The Department's students are influential in business networks. The KCL Business Club (led by our business management students) was voted the top student business society for entrepreneurship in the UK. It runs the Santander sponsored entrepreneurship scheme, and brings together top industry speakers including the CEO of Virgin Trains and the founder of Lebara Mobile. Two Department graduates co-founded Vungle, an app software firm, and received a \$2 million investment from Google Ventures. These links extend our research and knowledge transfer capacities in novel ways, linked to our investment in entrepreneurship research (see REF5).

#### **Commissioned research and partnerships**

**Collaborations.** The Department has a variety of collaborations to maximise engagement and the impact of its research. These are concentrated in three fields: public services, especially health; international business and HR policy. In **health**, research on healthcare assistant (HCA) roles, one of many NHS NIHR funded projects, has involved intensive collaboration with a network of NHS trusts and has changed the way NHS trusts recruit and deploy NHS support staff, using values based recruitment, improving care standards (Kessler). Research on knowledge mobilisation has assisted managers to plan and implement change (Ferlie). Our reach in the health sector extends into the pharmaceutical and private health sectors with research funded by Dr Foster Intelligence aiding leading NHS trusts to benchmark performance nationally and internationally as a basis for performance improvement (Guest). Related benchmarking work on HR practice involves close collaboration with The Ministry of Defence to identify HR interventions that improve the wellbeing of service personnel (Clinton, Guest). In **international business**, in 2012, the Department gained two of the five ESRC RAKE (Research and Knowledge Exchange) national awards. These awards have tracked how small micro-electronic firms internationalise their activities and assisted

them to take their first steps into international markets (Edwards, T in collaboration with the Institute of Small Business and Entrepreneurship). Collaboration with entrepreneurs from India has provided data on identifying key success factors (Pruthi) creating new opportunities for impact in emerging markets. In the field of **HRM**, collaborations have redirected the Advisory, Conciliation and Arbitration Service priorities in relation to policy work on public service employment relations (Bach); highlighted best practice in relation to Korean financial services, funded by the Korea Labour Institute and Korean Financial Workers' Union (Kwon); and work with Mind on the 2010 equality Act, has developed a toolkit to ensure effective HR interventions (Lockwood). In addition, collaboration with leading companies such as UBS, Dow and Standard Chartered Bank has indicated the impact of the inter-relationships between customer service, performance and employee engagement.

**UKRC case awards.** The Department currently holds a number of PhD case awards enabling departmental and industry research interests to be aligned. Recent projects include: research jointly funded by the Department of Health that has validated workforce planning models for the pharmacy profession; the EPSRC and Thales research that has shaped the development of advanced command and control systems (Luff and Heath); collaboration with Sapphire Executive Search (Kelan) demonstrating the barriers that women face in gaining board appointments and how these can be surmounted; and partnership working with the QAA examining the finance and quality related problems of HE institutions (Wolf).

**Engagement with academic and practitioner networks.** The Department hosts a substantial number of visitors who have extended the reach of our impact activities and forged links with new partners. For example, Nicholas Timmins, former public policy editor of the *Financial Times* has enabled us to establish research contacts with influential institutions (e.g. King's Fund and the Institute of Government). Timmins, like Maurice Davies (co-Director of the Museums Association), is a visiting professor within the Department. The Department benefits from the King's Policy Institute that links faculty and leading thinkers from industry and government to work on high-profile policy issues. Wolf directs a major strand of the King's Policy Institute (KPI) that is examining the financing, quality and accountability of higher education. This work was launched by the QAA chief executive and the KPI research maintains close links to the high-profile work of the Institute of Public Policy Research Commission on the Future of Higher Education.

#### **Advisory roles and alumni networks.**

Faculty act in a variety of roles to advise on the interpretation and implementation of research findings. Deery acted as an advisor to the National Audit Office enquiry into HM Revenues and Customs use of contact centres which resulted in recommendations for changes to the provision of services to customers. Ferlie's advisory role to the Department of Health on managed clinical networks had a direct influence on the government's decision to retain clinical networks. Ferlie also helps to shape NHS research priorities through his membership of the NIHR (NHS) national research commissioning advisory panel. Gospel is a sector specialist advisor (construction, health and social care) to the UK Commission for Employment and Skills. Kessler advised the Government's (Cavendish) review of health care assistant training and his findings underpinned their recommendations. Kessler also advises the London Assembly on ways to improve workforce value for money in London Transport. Wolf holds a series of advisory roles in government including her membership of the BIS Academic Panel on Skills Strategy. Luff and Heath act as advisors to various industrial research laboratories in the UK and abroad (Pearson, Siemens) providing expertise and impact in terms of systems development and implementation. The Department has developed close links with alumni from our specialist MSc and doctoral programmes, holding regular events for our alumni and drawing on these links for research access and implementation (for example, Dow and the Metropolitan Police). One key mechanism is the Graduate Professional Programme, a set of workshops and seminars in which alumni come back to King's establishing linkages with existing students.

### **c. Strategy and plans**

## Impact template (REF3a)

There has been substantial growth in the Department, broadening our reach in key areas such as Marketing and Economics, and enabling the Department to draw on the impact track-record of our new staff, including the Economics group's close links with The Bank of England. This investment will be harnessed and best practice spread through our evolving research group structures and research governance mechanisms. Group annual reports identify explicitly how impact is nurtured in current and future plans. These plans are reviewed regularly at the Department's Research Committee and cascade into individual appraisal and mentoring discussions. We have established a Departmental impact lead (Heath) who works across the research groups and is particularly focused on staff development, for example, media training.

Five main mechanisms have been used to foster impact. First, **user involvement**, including endorsement of research proposals, is built into the research planning and reporting structures. For example, Schnyder's ESRC bid on corporate governance was supported by the Institute of Directors and the European Bank for Reconstruction and Development. Second, **financial assistance** is available at Department, School and College level to translate academic research into new forms of public policy impact, for example, utilising the King's Policy Institute Public Policy Impact fund or the Department's Research Innovation Fund (see REF5 for details). Third, the Department's **mentoring policy** and research group structure enables early career researchers to draw on the networks of established colleagues. For example, Nath has drawn on ILO networks in London (Bach), facilitating collaboration with the ILO Delhi office linked to research on overseas migrant doctors. Fourth, we have invested in **infrastructure**, opening our financial trading laboratory, enhancing links with Thompson Reuters and with Bloomberg. Fifth, several **College initiatives** are integral to our future plans for impact. The King's Policy Institute provides a bridge between policymakers and the King's academic community to work on high-profile policy issues. Nick Butler, the Director of the King's Policy Institute has joined the Department and Wolf directs the work on higher education. In addition we are developing closer collaborations with the Nursing and Medical schools and with Financial Mathematics and Informatics building on joint research projects – and with other parts of the College, such as the College's Global Institutes (e.g. building on Schnyder's work with the India and Russian Institutes). Over the next five years we plan to strengthen and draw further on our existing networks in industry, government and in international organisations to extend our reach and significance.

#### d. Relationship to case studies

The interdisciplinary and applied nature of the Department's research combined with well-developed links with policy makers and practitioners has enabled us to produce case studies with public benefit. Our selected case studies demonstrate both 'top-down' and 'bottom up' impact and the utility of our three core approaches to impact. They illustrate the Department's commitment to translate research into impact and reflect its significance and reach at the highest echelons of government and industry, nationally and internationally (Laughlin). The case study of national policies for vocational training (Wolf, Gospel, De Coulon) indicates the manner in which a sustained stream of ESRC funded research has shaped government policy and Wolf has been seconded part-time to government to implement the Wolf Review. Guest et al. Workforce planning model underpinned the expansion of Pharmacy school provision. Research by the WIT research centre (Heath, Hindmarsh, Luff) has had a wide-ranging impact on the development and deployment of advanced technologies in varied workplace settings across international borders in leading-edge global corporations. This bottom up approach is also exemplified by the case study of the Metropolitan Police (Deery) indicating the Department's contribution to effective management practice and workforce engagement. Our case studies highlight the diversity in ways that impact emerges by the activity of individual scholars (Deery), small groups (Guest *et al.*; Wolf *et al.*) and via research centres (WIT).

The Department is highly committed to creating new knowledge with practical application to management policy and practice. Our research governance and wide range of networks is enabling the Department to make an important contribution to organisation and management in the public as well as the private sectors in the UK and beyond.