

<p>Institution: Institution: Anglia Ruskin University</p>
<p>Unit of Assessment: C19 Business and Management Studies</p>
<p>a. Overview</p> <p>The submitting unit resides within the Lord Ashcroft International Business School (LAIBS). During the current REF period, significant changes have taken place in terms of the research environment. The new structure is designed to encourage, support and develop research and is led by the Deputy Dean (Research and Enterprise). LAIBS consists of four Departments and one Research Institute. These are the Department of Accounting, Finance and Governance (AFG); the Department of Marketing, Strategy and Enterprise (MSE); the Department of Human Resource Management, Organisational Behaviour and Tourism (HOT); the Department of Economics, International Business, Operations Management (EIBOM) and the Institute for International Management Practice (IIMP). The Centre for Entrepreneurial Development and Research (CEDAR) is located within the Department of MSE. CEDAR was established in 2009 and has a strong track record for applied and contract research.</p> <p>Research is now closely aligned to the current and emerging strengths of these Departments and the Research Institute. Within this structure the IIMP plays a key strategic role through generating high quality research outputs, securing research funding and supporting the career development of academic staff. These revisions to the structure have had a significant positive impact on research activities and have created a research environment which encourages, supports and celebrates quality research activities.</p>
<p>b. Research Strategy</p> <p>During the REF period the submitting unit embarked on an ambitious strategy to rectify our non-submission in 2008 by growing our research capacity and capability through a series of key interventions aimed at:</p> <ul style="list-style-type: none"> • Increasing the quality and quantity of recognised research outputs • Creating an environment which promotes, supports and celebrates research • Establishing an internationally recognised Research Institute within LAIBS • Increasing research income and knowledge transfer activities • Significantly increasing our doctoral student numbers • Increasing doctoral supervisory capacity • Developing existing academic staff capabilities • Attracting and retaining new research talent <p>A key pillar of our strategic development during the current REF period was to establish a Research Institute, which was achieved in 2012 with the creation of the IIMP. The key objectives of the IIMP are to support the embedding of high quality research into the Business School by supporting and mentoring staff, producing world class research outputs, generating research income and providing an environment that underpins our aspirations to become an increasingly research-informed Business School.</p> <p>During the review period there has also been a large-scale recruitment strategy aimed at revitalising and reenergising the staff profile of the Business School. This has seen the appointment of the new Deputy Dean (Research and Enterprise), the Director of the IIMP, six additional professorial appointments and 34 Early Career Researchers (ECRs). This recruitment has fundamentally changed the staff profile within the unit of assessment, with ECRs now representing 32% of academic staff, and is at the core of our strategic plans for the next five years as we continue to build a high quality research environment.</p> <p>Our strategic intention is to become an increasingly research-informed Business School, whose research has a significant impact in three interlinking ways: shaping and influencing policy; fostering enterprise development; and developing professional and organisational capacity within the region and beyond. Our focus will be academic excellence, with leading edge, user-valued research embedded into our key strategic priorities and activities. Our strategic vision (2013) for the next five years will be to:</p> <p style="text-align: center;"><i>Build on our existing and emerging strengths, ensuring that our world leading and internationally renowned research continues to make a real impact in shaping and</i></p>

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influencing policy, fostering enterprise development and developing professional capacity, locally, nationally and globally for the benefit of business and society.

To achieve this vision we will have the following key strategic priorities for 2014-2019:

1. Invest in research that seeks tangible solutions to key business and societal challenges
2. Pursue research and business engagement collaboration, locally, nationally and globally
3. Encourage and support inter-disciplinary approaches
4. Expand and increase the proportion of our research that is deemed world leading and/or internationally excellent
5. Increase the sources and value of our funded research and scholarship activity
6. Continue to enhance our support for our postgraduate research community

These priorities are supported by the key objectives outlined below:

1. 50% of our research judged as world leading or internationally excellent in terms of originality, significance and rigour
2. Increase our total research grant income awarded to £6 million by 2019
3. 30% of our staff engaged in funded research projects as either principal or co-investigators
4. Establish the IIMP as an internationally renowned and connected research institute
5. Increase the number of postgraduate research students to 150 FTEs by 2019
6. Achieve 50 doctoral completions by 2019
7. Establish three additional Research Centres aligned to our key priority areas.

Through our strategic vision, priorities and objectives we plan to clearly demonstrate our commitment to undertaking leading edge research by building on the foundations of a strong return from the REF 2014. Therefore, for the next five years our research will be increasingly recognised as world leading or internationally excellent. We will continue to shape and influence policy, foster enterprise development through innovation and knowledge transfer and support the development of professionals and organisations. We will also continue to participate in international debates that address the major challenges faced by business and society, with a particular focus on the following priority areas:

- Entrepreneurship and Small Firms
- Technology and Innovation Management
- Leadership and Management
- Accounting, Finance and Corporate Governance
- Public Services and the Third Sector

We will value and support research which cuts across disciplines and challenges pre-conceptions of traditional subject boundaries. During the next five year period we will continue to support our academic staff to take advantage of these opportunities and contribute to interdisciplinary research both within and outside our University. While the professoriate will continue to play a central role in delivering and supporting our research strategy, many of our activities and support mechanisms will also focus on the successful development of our ECRs. We will continue to invest significantly to support these researchers, ensuring that individuals and research groups can undertake ground-breaking, excellent research. Similarly, the development of our doctoral community will continue to focus on the identified priority areas with the view that our research community will be enriched through the interactions between academic researchers and postgraduate research students.

We will therefore continue to invest in the development of a first class research environment for all our staff and research students. Our research strategy is very much targeted at ensuring that the Business School can build on its existing achievements by making another significant 'step change' during the next five years.

c. People

Our research strategy outlines the importance of people in achieving our vision, priorities and objectives. Staff and our doctoral student community remain at the centre of current and future research plans. This commitment is reflected within the Business School in the following ways:

(1) Staffing strategy and staff development

During the period of review we have implemented the key principles of the Concordat to Support

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the Career Development of Researchers. Within this framework we have placed a particular focus on:

- Recruiting, selecting and retaining high quality researchers
- Creating a research environment which promotes opportunities for all and supports research activities
- Celebrating research success and providing staff with career development plans
- Developing a sense of community and shared responsibility for our research achievements
- Ensuring that the importance of our research is both understood and valued by academia, policy and practice

The adoption of these principles has a positive influence on the development of the submitting unit and is reflected in the changing profile and the range of research support available. The Researcher Development Working Group has been formed to oversee and review the implementation of the Concordat to Support the Career Development of Researchers within Anglia Ruskin University. More recently (May 2013), the University achieved the HR Excellence in Research Award from the European Commission which has provided external international recognition of Anglia Ruskin's (and its research units) commitment to developing and sustaining world class research and research careers.

Feedback from staff who participated in the Careers in Research Online Survey (CROS) 2013 showed that Anglia Ruskin staff feel their contribution to a variety of research activities is more highly valued and recognised than the sector average and that they were better integrated into their research community. Similarly, Anglia staff felt better informed about key research strategy and policy in the national environment, such as the REF, the RCUK's 'Pathways to Impact' expectations, the three Concordats on Research Integrity, Public Engagement and Research Careers, as well as the HR Excellence in Research Award.

(2) Staff Profile

The staff profile of the Business School has changed considerably between 2008 and 2013. The most significant changes have resulted in 34 new ECRs being recruited between 2011 and 2013. In addition, six professors have been appointed to take forward the priority areas identified above, which has increased the Business School's complement of senior researchers (readers and professors) from four to ten. Within the figure of 34 new ECR staff, three postdoctoral researchers have also been appointed to work within the IIMP.

In support of our research strategy, an institution-wide policy has ensured that all new staff are expected to hold a doctoral qualification or, in exceptional cases, be able to clearly demonstrate that they will complete their doctoral studies within 12 months of joining. The implementation of this policy means that the submitting unit's profile in terms of doctorally qualified staff has increased from less than 25% in 2008 to 65% in 2013. This figure is expected to rise in the next period to over 85%. To help achieve this target a further 15 staff are currently being fully supported/funded to complete a doctoral programme of study. Through this mechanism, the submitting unit has significantly increased the number of staff capable of undertaking quality research and knowledge transfer.

(3) Research Support for Staff

We have introduced a significant range of research support aimed at ensuring we meet our future strategic goals. All staff are expected to make an individual and collective contribution to the research activities of the Business School. In all cases, staff are provided with the resources and support to undertake research and knowledge transfer activities. By identifying key priority areas for development, the submitting unit is firmly committed to developing research groupings to foster high quality research outputs, securing research funding and engaging with the wider community outside academia. These research clusters currently reside in Departments and are expected to support the structured development of junior researchers, research students and knowledge transfer activity. It is expected that this activity will form the catalyst for the creation of three new Research Centres, to complement CEDAR which was established in 2009.

All staff are allocated a minimum of 25 research activity days per academic year. As part of the appraisal process, all staff agree an individual research development plan, which is clearly linked

to our research strategy. To further support ECRs and new staff in the achievement of objectives more experienced researchers are expected to provide mentoring support. The IIMP is a significant provider of mentoring and career development support for ECRs, running a series of monthly workshops and seminars to raise awareness and support staff development.

Research sabbaticals are available to staff within the Business School and this will continue to be a cornerstone of the staff development plan to support the research strategy. The University offers an annual competitive sabbatical scheme to support up to six months research leave. Since 2008, 12 staff has had the opportunity to benefit from sabbatical leave with a further four being undertaken in 2013-14. This has recently been enhanced by the introduction of an additional sabbatical scheme for ECRs within the Business School. This scheme provides ECRs with an opportunity to contribute to the research strategy and to take forward their career development plans. Currently 6 ECRs have been awarded a sabbatical in 2013-14. The scheme will run over the next three years and will provide an opportunity for another 18 ECRs to take advantage of an extended period of research leave (up to 6 months).

To further strengthen our commitment to the production of high quality outputs, a research publication recognition scheme was launched in 2013 and is funded to a maximum of £30,000 per academic year. It rewards Departments for supporting staff to produce 3* and 4* outputs by providing additional financial incentives that can be used to underpin research activities that support the development of our priority areas.

The University and Business School provide all staff with bid writing assistance, peer review and training to support engagement with UK, EU and International funding bodies. This is supported by a mentoring and peer review system, which ensures that new staff and in particular ECRs are assigned an experienced researcher to assist them with funding proposals. This is operated through the IIMP and the professoriate. The IIMP also operates a seed corn funding initiative for staff from across the Business School and other disciplines to develop new thinking, research ideas and cross-disciplinary research outputs and funding proposals. This initiative is funded to a maximum of £15,000 per academic year.

The Business School has implemented a writing retreat support programme for all academic staff. These mentored writing retreats are operated over short intensive periods of 2-3 days and are aimed at providing peer support for staff either developing high quality research outputs or bid submissions. This is further supplemented by specific targeted support for groups of ECRs to attend externally organised courses (e.g. at the Missenden Centre) to help accelerate career development. Support also extends to facilitating staff to attend key national and international conferences (up to £1,000 per member of staff per annum) aligned to priority areas as well as initial funding to establish local, national and international research networks with other institutions (up to £1,000 per network per annum). This support recognises the importance of forming networks to support research and the value of collaboration in maximizing the scale, scope, reach and impact of our research activity.

Finally, the research integration scheme, available to full and part time staff, will be implemented in 2013-14. This scheme will support staff that have either had their research careers interrupted, undertaken a secondment, or have benefitted from a period of sabbatical leave. This scheme will provide staff with the opportunity to re-engage more effectively with the research related activities of the unit of assessment upon their return.

(4) Support for Research Students

Over the REF period there were 8 completions, five of which (3 PhDs and 2 DBAs) were awarded in 2008-09; these were the only DBA completions. During the same period our doctoral community has grown from 9 FTEs in 2008 to 68 FTEs in September 2013, with 5 FTEs being DBA students. These numbers are set to double by 2019 with new deliveries in Trinidad and Tobago and Malaysia launched in 2013. Furthermore, there has been a concerted effort to shift the emphasis from part time to full time PhD students and to grow the professional doctorate programme (DBA). This shift is indicative of the increasing focus on research and creating a vibrant research culture within the Business School. Recent and future recruitment of PhD and DBA students has also been aligned with our priority areas to further assist our development. As part of our commitment to growing our doctoral community a total of 21 PhD studentships have been awarded during the

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review period, with 15 of these commencing in 2012-13. This is further evidence of our increasingly research-driven focus. Studentships are supported through the IIMP to ensure our research students have access to experienced and internationally renowned research staff through regular research workshops and mentoring.

Research students and supervisory staff are expected to participate in an extensive induction and training programme. Students are required to successfully undertake formal training procedures appropriate for the different stages of their PhD. These are run as university-wide training events related to the stage of research. In addition, students have access to the Epigeum suite of online skills training. Our University has robust quality assurance and enhancement procedures to support and monitor research at University and Business School levels, including an annual monitoring and appraisal scheme. Generic, university-wide, mandatory training for research students is complemented by Business School and Research Institute programmes. Anglia Ruskin's Research Degrees Regulations and Equality Policy Framework reflect the QAA Quality Code. The impact of this is reflected in the fact that feedback from students participating in the Postgraduate Research Experience Survey (PRES) (2009, 2011, 2013) shows that the student experience has improved significantly from 2008 to 2013. In both PRES 2011 and 2013, our respondents rated their overall experience of their research programme at Anglia Ruskin University more highly than the sector average.

Training support does not only focus on the key skills and techniques required to successfully undertake a doctoral programme of study. It also aims to fully embed research students into the unit of assessment's wider research community. All research students within the institution are enrolled into 'Grad Soc', a postgraduate research society that offers peer-to-peer interaction and support. This is complemented by the Business School's own postgraduate research student support group and a monthly research seminar series that encourages the showcasing of research being undertaken in the unit of assessment by all staff and research students.

All research students are provided with financial support to either attend academic conferences or undertake specialist research training to further enhance their research skills. This support equates to £1,125 per student for the duration of their study. In addition, the IIMP and Departments can further augment this financial support available to doctoral students.

The staffing policy implemented by the Business School has greatly enhanced our ability to provide high quality supervision to our thriving research student community. It has been recognised however that ECRs require additional support as supervisors and this has prompted the introduction of an adjunct Business School mentoring programme which aligns experienced supervisors with ECRs. This three-year initiative will ensure that our ECRs become excellent supervisors and that all our research students have access to high quality supervisory support and mentoring. In addition, generic supervisor training is provided to all doctoral supervisors as part of a continuing professional development scheme operated by the University.

d. Income, infrastructure and facilities

Over the REF period, 2008-09 to 2012-13, the submitting unit generated a total of £3,163,389 in research income; an average of £632,677 per year. In terms of trajectory, 35% of total research income was generated in 2012-13 alone. This is indicative of the initial impact of our research strategy. The majority of income has come from UK central government bodies, local authorities, health and hospital authorities, UK industry, commerce and public corporations and the EU. These sources reflect our aims of shaping and influencing policy, fostering enterprise development and developing professional and organisational capacity with the percentages of income that can be attributed to these three themes standing at 29%, 11% and 56% respectively over the period.

The Business School is currently organised into four Departments and one Research Institute. Each Department has a research and business development lead (Director) who assists the Head of Department in leading and coordinating research and business development activities. The Business School's strategic vision, priorities and objectives, led and overseen by the Deputy Dean (Research and Enterprise), are operationalised through its Departments, Research Institute (IIMP) and Research Centre (CEDAR). Targeting takes place at both an individual and Departmental level although the type of activity varies depending on the Department and the relative experience of an individual. Each Department (including the IIMP and CEDAR) is expected to own a set of devolved

targets (linked to the Business School and ARU Corporate Plan) and produce research and scholarship action plans detailing how these targets, key priorities and objectives will be achieved. All Departments (and Research Centres where appropriate) have dedicated research and development budgets that are determined on an FTE basis to support staff development, conference attendance, research networking and research students. This is further supported by Business School funding which supports research sabbaticals, the publication recognition scheme, research placement scheme (for undergraduate and postgraduate students) as well as maintaining access and licenses to key research datasets, databases and analysis software which further support and underpin the research activities within the unit of assessment.

A key component of our infrastructure is the IIMP. The IIMP plays a unique and strategic role within our research environment. Its research focus is on entrepreneurship and innovation. The IIMP is supported by a generous research endowment from Lord Michael Ashcroft KCMG PC of £1.7 million. As a unit of six professors and three post-doctoral researchers, the Institute serves as a beacon of excellence in terms of quality research outputs, Research Council UK income experience and senior research expertise. In a Business School with 34 ECRs, the IIMP is involved in a wide range of mentoring and development activities aimed at supporting the career development of these staff. The Institute has introduced and manages key mechanisms for increasing research power and quality such as an external research seminar series, a working paper series, hosting and supporting staff within sabbatical schemes and various small competitive pump-priming research and proposal development funding schemes.

In addition, CEDAR has developed an excellent reputation for undertaking contract research and projects aimed at supporting local and international entrepreneurship, business creation and development. This largely self-financing project-based Research Centre has attracted £1.2m during the current review period to conduct applied entrepreneurial and enterprise development research in the UK, Europe and South Africa.

As part of the infrastructure, a dedicated Research and Business Development administrative team of eight staff support the research related activities of the submitting unit. This team provides funding advice, guidance and support for academic staff and research students. The team also coordinates current research grant, knowledge exchange and transfer activities by offering project management support to academic teams. It is our intention that within the next two years this team will be recognised as a centre of excellence within our University.

In order to accommodate its growing student doctoral community, the Business School has established an additional 14 permanent computer desks and 13 hot desks for doctorate students in its main staff open plan office in Cambridge. Plans are currently underway to extend this provision further to meet the objectives of the research strategy. This is part of a £200,000 additional investment in the facilities and equipment available to staff based at our campuses in Cambridge and Chelmsford. At our Chelmsford campus we have recently refurbished and invested an additional £20,000 into two dedicated research rooms with computing, printing and telephone facilities. Research students across both campuses also have access to 32 laptops to support off site research activity.

e. Collaboration and contribution to the discipline or research base

The quality and currency of the research output of LAIBS has increased dramatically during the REF period through a major increase in collaborative links with national and international Higher Education Institutions (HEIs) and non-HEI institutions. These collaborative links have been strengthened not only to increase our academic contribution, but also to have an impact in shaping and influencing policy, fostering enterprise development and developing professional capacity.

In terms of shaping and influencing policy, Drydakis has contributed to various annual reports for prestigious and influential organisations, such as UNESCO (2012), the International Labour Office (2011), the Council of Europe (2011), the Institute for Labour Market Policy (2011), the Swedish Ministry of Employment (2012), and the Centre for European Social and Economic Policy (2009). Lloyd-Reason was a strategic advisor and author on an OECD-APEC 44 country study on removing barriers for SMEs looking to gain access to international markets. This led to the production of an OECD Working Paper (2008). As part of his ESRC small business regulation project (RES-062-23-1916), Down participated in "Gaps in the Evidence Base for UK Better

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Regulation Policy”, a workshop organised by the Better Regulation Executive (May 2013). Kautonen was a policy advisor on a consultancy report relating to Senior Entrepreneurship for the Centre for Entrepreneurship, SMEs and Local Development of the OCED (2013). Giovannetti has undertaken extensive consulting for organisations such as the Office of Fair Trading (2008-2011), and the Africa Development Network, consulting for a submission to the South African Competition Commission on Competition in Banking Interchange Fees. Packham is on the Board of Trustees of the Institute of Small Business and Entrepreneurship (ISBE) and a member of the advisory council of the Institute of Enterprise and Entrepreneurs (part of SFEDI, UK Sector Body for Enterprise). In addition, he has acted as a strategic advisor to the Federation of Small Businesses (2008-2010).

In the area of fostering enterprise development and developing professional capacity, Ivory has worked with British Gas and has been invited to participate on three projects for the Advanced Institute of Management. Lloyd-Reason is working on a UKTI South Africa contract (2012) to identify 10 transferable technologies/products into South Africa. In the area of developing professional capacity, Lloyd-Reason has also been working with the Romanian Academy of Economic Studies to establish a new School of Entrepreneurship and Management. This has generated 132 new entrepreneurial businesses (2010-13) and led to a Barclays funded project in South Africa with Stellenbosch University to support the internationalisation of 30 local businesses (2013). Packham has undertaken numerous research and consultancy projects, including Lifting the Barriers to Growth Biannual Survey for the Federation of Small Business, University IP Pipeline Project for the Welsh Government and Perceptions of Social Enterprise and Entrepreneurship in Wales, for the Wales Co-operative Centre (as part of a European Regional Development Project).

Down has been an invited speaker at numerous conferences and workshops, including the keynote address at the Liverpool-Keele Ethnography Symposium and invited speaker at ISBE, Lancaster IEED centre, the Universities of Arizona and Georgia Southern. He is adjunct Professor of Enterprise and Organisational Ethnography at Vaasa University, Finland and, is Editor in Chief of the International Journal of Entrepreneurial Behaviour and Research, an editorial board member for the International Small Business Journal, and a regular reviewer for Organisation, Human Relations, Venture Capital, Entrepreneurship, Theory and Practice, Entrepreneurship and Regional Development, International Small Business Journal, Organisational History, Business History and for ISBE, BAM, ANZAM, APROS and EGOS conferences. Packham is visiting professor in entrepreneurship at the University of Plymouth and University of South Wales. He was guest editor for the Journal of Small Business Enterprise and Development (2013) and the International Journal of Entrepreneurship and Innovation (2010). He has regularly reviewed for the International Small Business Journal, Construction Management and Economics and International Journal of Entrepreneurial Behaviour and Research.

Ivory is an Advanced Institute of Management (AIM) Scholar and on the editorial board of Construction Management and Economics. He gave the keynote address at the Project Management Institute Annual conference (2013) and was an invited speaker for the Centre for Employment Relations Innovation and Change conference. He was co-organiser and chair of the 2008 Management History Research Group’s annual conference and has been invited to review for numerous high profile journals, including British Journal of Management, Long Range Planning, International Journal of Operations and Production Management and the International Journal of Technology Management. Kautonen is a member of the editorial advisory boards of Entrepreneurship Theory and Practice, International Small Business Journal and the Journal of Trust Research. Abdel-Kader is editor-in-chief of the International Journal of Management Accounting Research and on the editorial board of Quantitative Financial Analysis. Lloyd-Reason is Faculty Member of the Romanian Academy of Economic Studies, Visiting Professor at the University of Paris XIII. Giovannetti has refereed for The Economic Journal, International Economic Review Operation Research, Regional Studies, and the Cambridge Journal of Economics. Drydakis is a reviewer for Labour Economics, American Sociological Review and the International Journal of Manpower. He is founding director of the Scientific Centre for the Study of Discrimination (SCSD) and a Fellow of the Institute for the Study of Labor (IZA), Germany.