

<p>Institution: Glasgow Caledonian University</p>
<p>Unit of Assessment: 19 Business and Management</p>
<p>a. Overview</p> <p>The University's research strategy is to: invest further to secure long term growth for a select number of key research strengths; increase the number of research grant application successes; increase Scottish, UK, EU and international engagement and collaboration; deliver successful application of research innovation with industry public and voluntary sector partners; increase the number of PhD students; and further develop the infrastructure support, research capacity, capability and culture focused on the achieving the highest standards of research excellence. In line with this, the Glasgow School for Business and Society (GSBS) was created in August 2011 following the merger of Caledonian Business School and the School of Law and Social Sciences and this merger has given us a distinctive positioning, reflecting the strengths of 2008.</p> <p>The University and the GSBS have continued to build upon UoA19 research strengths since the last assessment period by investing in key areas of research excellence. As identified by the RAE2008, the UoA has particular strengths in public policy and public management and has built upon these areas by investing in complementary business and management disciplines. The research strategy for the UoA is to ensure that these existing and emerging areas of research strength improve in overall quality to ensure a sustainable research environment in the key areas of public management, risk, finance, human resource management, marketing, and social enterprise/entrepreneurship, beyond REF2014. The investment in these emerging areas of research strength is to ensure that research excellence continues to underpin GSBS' mission and reinforce its learning and teaching strategy of promoting social responsibility in management and business. GSBS has made a concerted effort to build upon its existing base of research strength and to invest into related business and management research areas for the common good and social responsibility in business.</p> <p>b. Research strategy</p> <p>In accordance with the aspiration of being recognised for significance, rigour, originality and quality of research outputs in the spectrum of business and management disciplines mentioned, the research strategy of the UoA (building upon the RAE2008 and consistent with the University's overall strategy towards future research assessments), is to: (1) produce published outputs being recognised as internationally excellent; (2) develop further a research environment, culture and structure to facilitate and reflect internationally excellent research; (3) increase the volume of research income by increasing the number of research grant application successes; and (4) increase the number of postgraduate research students. As per the 2008 strategic objective, there has been an increase in the quality of submissions to the UoA by investing in existing (public management and public policy) and emerging (human resource management, finance, enterprise and marketing) areas of research strength.</p> <p>The submissions in the UoA reflect the interdisciplinary nature of GSBS' focus on the relationship between business and society by combining social sciences (research excellence in public policy and public management - which also reflects the changing mixed economy of public service community of practice) and business studies (research excellence in finance, human resource management, enterprise and marketing) to maximise the GSBS contribution to the University's mission, 'for the common weal'. This interdisciplinary approach to research is reflected in the academics in this submission undertaking research in complementary areas such as public finance (e.g., Asenova, Hood); public management and human resource management (e.g., De Ruyter); public management and public policy (e.g. Miller, McTavish); public policy and enterprise (e.g., Whittam, Teasdale); and marketing and operations management (e.g., Kotzab).</p> <p>Furthermore, the research strategy of GSBS, ISSJ and the UoA emerged from RAE2008 which identified public management and public policy as an area of research excellence and GSBS</p>

invested in this area and sought to build upon this research strength by strengthening the interdisciplinary research interests and this has underscored GSBS' commitment to engage in the education and practitioner communities. For example, based on the quality rating the UoA received in 2008, the University became a member of the United Nations Principles for Responsible Management and Education (PRME) and also Business in The Community, in order to promote responsible business development. These efforts have enhanced the research environment, with public and private sector organisations collaborating with academics in the UoA through research and access to the business and public sector environments. For example, there are currently two academics on sabbatical leave conducting research with public and voluntary sector organisations.

Moving forward to ensure the sustainability and vitality of the UoA, there will be continued investment to achieve high quality research outputs by retaining and nurturing staff and research students. The established strength of public management and policy will be expected to be diversified by further investment in the parallel strength of finance and risk management, and the emergent disciplinary themes of HRM, marketing and enterprise (including social enterprise). In line with overall University objectives, further internationalisation of the research agenda, through international partnerships and collaborative bids (e.g., Horizon 2020) will occur and thereby shape the development of strategic direction and increased quality of research outputs in future. Similarly, there will be increased resources and commitment to partnership working with the beneficiaries of research, so as to enhance impact.

c. People, including:

i. Staffing strategy and staff development

The UoA has since the last assessment period retained its research capacity in its area of research strength, given its commitment to the principles of the Concordat to Support the Career Development of Researchers through active succession planning, promotion, recruitment and investment in staff. Since RAE2008 GSBS has actively recruited established and Early Career Researchers (ECRs) to ameliorate natural attrition due to retirements (the number of FTEs in the UoA has decreased from 24 across the RAE2008 predecessor UoAs to 14.8 and to invest in key areas of research. This has been achieved through a targeted and selective approach of research projects and a focus on a staffing policy of recruiting and nurturing talent. The FTEs under assessment within the UoA include five internal promotions and four professorial and three lectureship (ECRs) appointments. The UoA since the last assessment period has seen the appointment of 30 new staff members. This includes 8 Professors, 1 Reader, 1 Senior Lecturer, 16 lecturers and 4 researchers (20 as ECRs). In total, the GSBS has appointed 20 ECRs since 2008. This will retain the research vitality and sustainability of the UoA. In addition, established academics in existing and emerging areas of research strength will continue to nurture and mentor ECRs appointed during the assessment period, but not entered for this UoA, moving forward beyond REF2014. The UoA continues to grow and build upon its areas of strength through supporting research activities, encouraging interdisciplinary scholarship (see below) and through a combination of established and ECR appointments and talent management.

As such, the staffing strategy has been designed to support and encourage research-active staff and ECRs' publications; international research activities; conference attendance; grant applications; editorial work; membership of professional and learned societies; review work for research councils and other grant bodies; and esteem factors. Funding for conference presentations and business travel to support research is benchmarked at an ordinary threshold of £1,000 per person, per annum. In addition, a dedicated fund within the School research budget has been established to provide teaching buy-out for ECRs, so as to further develop their research capabilities. Our Professional Development and Review (PDAR) system encourages, supports and rewards the types of research achievements mentioned above. PDAR supports the maintenance and enhancement of research standards while our research ethics committees (School, University) monitor and safeguard university and sector standards in the conduct of all research projects as well as applications for external research funding.

Since RAE2008 the University has instituted a programme of researcher development run by the Graduate School (created in 2004) providing specific support to ECRs and established staff new to research. Staff without PhDs are encouraged and supported to register for PhD degrees (currently 8 within the UoA), in order to enhance the capacity of the research environment. Courses are also run for research postgraduate supervisors. For more experienced staff, the University has created Caledonian Research Excellence Development Opportunities (CREDO), a forum that provides cross-institutional support for research staff development, which offers interactive mentoring workshops aimed at supporting the development of a culture based on international research excellence and addressing nascent research strategy and policy initiatives. The University has also engaged in cross-sector research staff development and sharing of training provision with other Scottish HEIs via the Scottish Researcher Career Developers' Forum.

To enhance research staff development across the different stages of their research careers, support commensurate with developing a culture focused on research excellence will be achieved by increasing the provision and uptake of staff development opportunities through CREDO, Graduate School, sabbatical leave (of those submitted within the UoA, Miller and Asenova have been awarded sabbatical leave during 2013-14) and teaching buy-out, etc.. For ECRs and established academics new to research, a mentorship programme has been developed under the auspices of the ISSJ and Graduate School. Within the UoA ECRs are supported by established academics towards collaboration on publications, grant applications and workshops on topics of interest (e.g. 'How to get Published'). GSBS and ISSJ have aligned research support for staff activity in order to give priority to strategic objectives of the UoA - i.e., continuing to invest in public policy and public management related activities and supporting staff in emerging areas of strength. For example, established academics in the field of marketing (Shukla) have been appointed to develop this area of research interest and to support and mentor existing ECRs, not submitted for this assessment (e.g., Carey, McColl), towards building this research base as an area of research strength (e.g. research on farmers' markets). Staff and research students are also supported through by Honorary Professors such as Malcolm McDonald in marketing and Tony Blunden in risk.

The UoA has therefore implemented the principles of the Concordat to Support the Career Development of Researchers. Launched at GCU in November 2008, it has involved recognising and valuing key areas of research strength and investing in these areas as part of the overall UoA strategy. Furthermore, GSBS has recruited and selected staff reflecting investment in key areas of research as well as retained staff by supporting personal and career development plans. Integral to the values of the UoA – social responsibility in business - has been to mainstream diversity and equality in research and the environment. As such the UoA has seen the recruitment, selection, promotion and training staff with due regard to protected characteristics. Our commitment to supporting research through good HRM practice is reflected in having recently being awarded the HR Excellence in Research Award by the European Commission in recognition of our adherence to the principles of the European Charter for Researchers and the Code of Conduct for their Recruitment.

ii. Research students

There are currently 73 PhD students within the UoA. Since RAE2008 the percentage increase in PhD students of the UoA is almost 50%. There have been 23 PhD completions (which represents approx. a 90% increase in doctoral degrees awarded since RAE2008), as shown below. The increase in research students is consistent with the University's research strategy objectives to develop and support research capacity in order to achieve excellence in key areas. The University has enhanced support for postgraduate students by the creation (in 2004) and expansion of a successful Graduate School. This includes the provision of a workshop programme for researchers that has been recognised by a THES award and which is aligned with the Vitae Researcher Development Framework.

Year	2008-09	2009-10	2010-11	2011-12	2012-13
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Environment template (REF5)

PhD	5	5	3	3	7			
Professional Doctorate				0	0	0	0	0

The Graduate School operates in a dedicated facility which creates a sense of community in which postgraduate students can mix across disciplinary boundaries leading to an enriched research experience. The Graduate School offers specific research skills' training including an academic writing centre and utilises both internal and external facilitators in workshops. All PhD students must, formally, satisfactorily complete a research skills programme prior to completion. It also supports an MSc programme in research methods and a professional doctorate programme. The UoA will continue to develop a successful postgraduate community around the Graduate School facility and develop an estates investment plan to support the strategy for research infrastructure and environment. The continued and increased number of PhD students is indicative of the interest in the research undertaken by academics within the UoA. Graduate students consistently rate their satisfaction with the research environment and infrastructure highly, through the Postgraduate Research Experience Survey. The increase in PhD enrolments and completions demonstrates the strategy of the UoA working in conjunction with the Graduate School to increase the number of postgraduate students, enliven their research and educational experience, and contribute to the research culture and environment.

d. Income, infrastructure and facilities

There has been an investment in the research environment through the Institute for Society and Social Justice (ISSJ) and the Yunus Centre for Social Business and Health (named after Nobel Laureate and Chancellor of the University Professor Muhammad Yunus). The University provides key support to the development of research activity and related knowledge exchange through its Research Innovation and Enterprise Office (RIE), which works closely with the GSBS and ISSJ in supporting and evaluating research bids. In addition, the University has invested in desktop information systems to support academic staff in their research activity. The PURE research information system is used to manage the UoA activities and to monitor progress by capturing and associating research activities in relation to publications, impact, esteem funding applications, projects and press clippings. A linked repository system provides public access to research outputs. The UoA uses Research Professional for identifying sources of research funding which is integrated with the institution wide staff portal research area that provides access to resources and information, document sharing and discussion groups facilities. Generous provision for technologies both desktop and mobile is central to an enabling research environment and to networking opportunities.

The infrastructure to support research is linked to the strategy of investing and strengthening the extant and emerging research strengths. The research strategy to develop a research environment, consistent with the objectives defined in RAE2008, has been achieved through the establishment of an effective infrastructure of the ISSJ and Yunus Centre, to support UoA research clusters (those representing: Responsible Leadership and Innovation, Public Management and Risk, Gender, Inequality and Public Policy, and Culture, Consumption & Communication). This approach has created an enabling and attractive environment for research in order to integrate key research areas of the UoA. The research strategy to invest in the research environment has also been designed to provide academics with more effective and coherent infrastructure and facilities to engage in the wider Scottish, UK, European and international academic networks and practitioners in the areas of public policy and the business environment. This has enhanced research capacity by facilitating and increasing collaborative research activities intra-organisationally, nationally and internationally. The (ISSJ-themed) research clusters mentioned above have thus developed as key areas of the overall research strategy of GSBS to create an enabling research environment and sustainable research culture. This is consistent with the GSBS' focus on the relationship between business and society. In addition to clustering researchers in terms of thematic similarities, it provides a platform for mentoring of ECRs and provides a healthy environment for the exchange of research and related activities in existing and emerging areas of research strength.

Environment template (REF5)

The UoA therefore hosts a number of conferences and seminars to show-case research undertaken by academics within it. The School has established an integrated ISSJ-GSBS annual Seminar Series to facilitate interdisciplinary discussion, provide an additional outlet for PhD students to present their work and enable ECRs to receive critical feedback. In addition, themed public seminar presentations, such as the impact of public expenditure cuts on communities linked to Asenova's Joseph Rowntree research project, enable the UoA to showcase areas of research excellence to a wider stakeholder audience. Research at GCUL has also received further promotion through the establishment of a seminar series on Culture, Consumption and Society, in addition to key ECR appointments in the areas of marketing, finance and HRM. There are also on-going staff development workshops organised by GSBS, ISSJ, and the Graduate School for ECRs such as research grant application writing and publication strategies and for established workshops on PhD supervision skills.

Hence, the UoA has benefited from investment in the research infrastructure of ISSJ and RIE support with a number of successful research grant and contract applications. During the assessment period, the total research income amounted to £934,144. This represents a 23.5% increase in research income since the last assessment period. The most significant research grant awards have been the European funded Innovation for Competitive Enterprises (£293,058); The European Regional Development Fund tourism and marketing funded project, 'Kit out the Park' (£230,574); the First Scotrail funded operational management project (£126,014); and the Joseph Rowntree funded public policy and public finance project on 'Mitigating risks for Scotland's disadvantaged communities' (£87,887). Emergent research findings of these projects have been published in company, funder and government reports with expectant quality peer-reviewed publications in the foreseeable future (see for example, <http://www.jrf.org.uk/publications/public-spending-cuts-scotland>).

e. Collaboration or contribution to the discipline or research base

Academics within the UoA actively engage in collaborations and contribute to the discipline through academic and practitioner networks. Within the Public Policy and Public Management disciplines, McTavish, Miller and O'Connor (ECR) actively engage as members of learned societies and collaborate with academics in scholarly activities. McTavish and Miller are joint editors of *Public Policy and Administration*, the journal of the learned society: the Joint University Council Public Administration Committee (PAC). They serve as members of various editorial boards such as *Review of Public Personnel Administration*, *Gender in Management*: an international journal, and peer reviewers for journals such as *Policy and Politics*, *Public Management Review*, and *Local Government Studies*. Miller is a board member of the International Research Society for Public Management (IRSPM) and Co-Chair of the Public Governance of Societal Sectors study group of the European Group for Public Administration. Miller was also co-chair and participant in the ESRC funded Public Service Innovation network led by Prof. Stephen Osborne (University of Edinburgh). In recognition of her support to the discipline and ECRs, Miller was made a Fellow of the Royal Society for Arts. In addition to their academic contributions, Miller and McTavish actively engage in practitioner bodies such as the Centre for Scottish Public Policy and Glasgow Council for Voluntary Service. O'Connor collaborates on public management research with a range of esteemed academics such as Prof. Claudio Radaelli (University of Exeter) and Dr Joost Vaesen (VUB, Brussels). This area has been further strengthened by the appointment of Professor Joyce Liddle as a Visiting Professor to the GSBS. Liddle has engaged in collaboration with Miller and McTavish and provides specific expertise in public sector leadership and regional policy. Similarly, Campbell has conducted research into public policy, which has involved establishing relationships with the Equal Opportunities Commission now the Equality and Human Rights Commission; STUC, Close the Gap and the Scottish Government. Campbell also acted as a rapporteur for an ESRC research project on UK Central Government Policy on Public Procurement.

Asenova and Hood in the related disciplines of public finance and risk management have a number of collaborative links. Asenova has collaborated with Prof. M. Beck (Queen's University Belfast); Dr P. Valkama and Prof. S. Bailey, (University of Tampere); and Prof. Veronika Vechy (Bocconi

University, Italy) on public-private sector partnerships, public finance, finance and social risk. These collaborations have resulted in thirteen published papers in peer-refereed journals, one single authored book, six book chapters and Joseph Rowntree Foundation research project. Asenova is a member of International Advisory Board for the Institute of Risk Management; the College of Experts; and has been invited to give keynote speeches to members of various scientific committees (13 invited talks since 2008). She is also member of editorial board for *Journal of Risk and Governance*. Hood and Asenova have undertaken a number of joint projects and publications. Hood's risk management research has also seen him collaborate with academics and practitioners. For example he is involved in a public sector-related project: 'Decision-Making Under Uncertainty: Investment Choices Of Public Sector Decision-Makers In The Czech Municipalities' (with Southampton University). He is a member of the Academic Working Group of the United Nations Environment Programme Finance Initiative (UNEPFI) investigating 'Understanding and Integrating Environmental, Social and Governance Factors in Insurance Underwriting and Product Development' (<http://www.unepfi.org/fileadmin/documents/global-state-of-sustainable-insurance.pdf>).

Whittam and Teasdale provide a cogent contribution in the areas of public policy, entrepreneurship and social enterprise (and as such, also provide a key input into the work of the Yunus Centre). Whittam's contribution saw him be elected as a member to the Board of Directors of the Institute of Small Business and Enterprise (ISBE) for 2009-2012. Whittam is also a founding member of the Rural Entrepreneurship Conference, now in its 11th year, and is an active mentor to ECRs in related subject areas. He is currently coordinating an international research network on behalf of the Regional Studies Association (RSA), on 'Acquiring Community Assets'. Teasdale is involved in two major international research projects. The first, with Pascal Dey at University of St Gallen explores the relationship between policy discourses, economic incentives and organisational behaviour. The second involved funding from the OECD to investigate employment in social economy organisations. Teasdale has also conducted invited plenaries at Duke University (Social Entrepreneurship Research Colloquium, 2011) and University of Helsinki (3rd SERNOG seminar 2012). Teasdale is Associate editor of *Social Enterprise Journal*, and also a peer reviewer for the ESRC. He has also presented his work on social enterprise at the House of Commons.

De Ruyter, who conducts research in the areas of public sector HRM, globalisation and labour market adjustment, has served as a reviewer for the ESRC, and also for journals such as *Regional Studies*, *Human Relations*, and the *European Journal of Industrial Relations*. De Ruyter has also been a recipient of Carnegie Trust funding examining the working conditions of street vendors in Indonesia and has been a regular presenter at the ILO's *Regulating for Decent Work* conference in the ILO offices in Geneva. De Ruyter has also collaborated on ESRC-funded research on agency work in health and social care with I. Kirkpatrick (Uni. Of Leeds), K. Hoque (Warwick Uni) and C. Lonsdale (Uni of Birmingham), and also ESRC-funded research with D. Bailey (Aston Uni.), C. Chapain, S. MacNeill and G. Bentley (Uni of Birmingham) and S. Hall (UWE) on the labour market outcomes experienced by workers arising from the demise of MG Rover in Birmingham. Similarly, Iles, in the leadership and HRM research area, acts as a reviewer for *Human Resource Development International*, *Human Resource Management Review*, and *Personnel Review*. He is a co-editor with Prof. Maurice Yolles (Liverpool John Moores University) of the *Journal of Organizational Transformation and Social Change*. He has recently worked on a British Council-funded Prime Ministers Initiative 2 Conference project on employability and entrepreneurship in Zhejiang Province in partnership with the Zhejiang University of Technology, Hangzhou China (with Prof. J Shutt, University of Newcastle) and with the Learning and Skills Council on world-class comparisons in HRD with Professors Gold and Stewart, Leeds Metropolitan University.

In the finance discipline Füss, Lucey and Boateng provide an internationally renowned edge to a key area of research in the UoA. Lucey is Editor of the *International Review of Financial Analysis* and of the *Journal of Behavioural and Experimental Finance*, and is an associate editor for the *Journal of Applied Finance*, *The Financial Review* and the *Journal of Multinational Financial Management*. Füss has published in prestigious journals such as the *Journal of Money, Credit and Banking*, and the *Journal of Real Estate Finance and Economics*. Boateng is a member of the editorial advisory board of *Qualitative Research in Financial Markets* and *Journal of African*

Environment template (REF5)

Business. He is an ad hoc reviewer for 14 international journals including the *British Journal of Management*, *International Business Review*; and *Journal of Risk Finance*. He has also served as external assessor for the ESRC, UK; and Purdue University, USA, and is a Fellow of the Centre for Global Finance, China. Boateng has won a number of prizes including the Best Paper Award, 2009, British Academy of Management Conference, Brighton, UK (with K. Glaister, M. Uddin, and G.Lodorfos). In addition, Brahma is an ECR in the finance area, who is a reviewer for journals such as the *International Journal of Management Reviews* and *Strategic Outsourcing: An International Journal*. She is a member of number of professional bodies such as the British Accounting and Finance Association (BAFA) and European Financial Management Association. Similarly, Mitra is an ECR who conducts research in the areas of quantitative finance and empirical finance. Mitra presented a keynote speech at the Forecasting in Financial Markets 2012 on emerging markets. He has peer reviewed for the *European Journal of Finance*, and *Journal of Forecasting*.

Finally, within the marketing discipline, Shukla and Kotzab have provided mentorship and direction to an emerging theme within the UoA that in turn links to broader strengths in marketing, retail and fashion in the GSBS (most notably with the recent establishment of the *British School of Fashion*). Shukla is a visiting professor at Aalto School of Economics (previously Helsinki School of Economics), Finland, Misr International University (Egypt) and teaches and trains regularly in other countries within US, EU, Asia and Middle East. He is an advisory council member for the International Management Research Academy, UK and a member of the Board of Advisors for the College of Business & Public Management at the Kean University, USA. He is actively involved with several academic and professional bodies including the American Marketing Association (AMA), USA; and European Marketing Academy (EMAC). Shukla has been a guest editor for the *Asia Pacific Journal of Marketing & Logistics*, *Asian Journal of Business Research*, and *AI & Society*. Shukla's views on luxury brands have regularly appeared in mass media including the Sunday Times, Women's Wear Daily, Business Week, Business Review Weekly, China Apparel Network and The National Post of Canada among others. Kotzab is Editor-in-Chief of *Logistics Research* and also serves as an editorial board member for the journals: *Der Markt – International journal of marketing*, *Journal of Marketing Channels*, and *BuR-Business Research*. He is a member of the scientific advisory board of BVL international, and Co-chair of Logistik Management 2013. In addition, Kotzab has served as a reviewer for the ESRC and The Austrian Research Promotion Agency (FFG)