

<p><b>Institution: University of Bath</b></p>
<p><b>Unit of Assessment: C19 Business &amp; Management</b></p>
<p><b>a. Overview</b></p>
<p>Bath School of Management is ‘research-led’. The School seeks the continuous development of an active research culture that addresses the challenges of both rigour and relevance. Our research culture is inclusive, interdisciplinary and international. We expect all of our academic staff to be research active; this reflects our belief that research should be embedded throughout the School and that a high rate of research participation is one of the key hallmarks of a strong research culture. Our record of academic publication at the highest level provides a supportive and collegial community of experience and knowledge within which early career researchers can develop and experienced researchers thrive.</p> <p>In line with our approach, we have included more staff in our submission to REF 2014 than we did to RAE 2008. The School received a 5 rating in RAE 1996; a 5A rating in RAE 2001; and our performance in RAE 2008 placed the School 5<sup>th</sup> equal in the overall rankings. Our consistent performance over time has established Bath as a leading research School within the UK and Europe and our standing in research is evidenced (for example) in the Financial Times Global MBA rankings (28.1.2013), where Bath School of Management is placed 4<sup>th</sup> in the UK and 7<sup>th</sup> in Europe for the quality of our research.</p> <p>The School takes an interdisciplinary view of research. The advantage of this approach is that it discourages discipline-based silos; and it mirrors the complexity of contemporary global business issues. It offers researchers a robust, challenging and diverse environment in which to operate while increasing the visibility and value of their research. The practice of interdisciplinary research within flexible, open clusters of staff is well established and has been a defining feature of the School for almost twenty years. The themes of these clusters, and their associated research centres and research groups, are:</p> <ul style="list-style-type: none"> <li>• <b>Business, Consumption and Society:</b> the Centre for Business, Organizations and Society (CBOS); the Centre for Research in Advertising and Consumption (CRiAC).</li> <li>• <b>Organization: Work, Leadership and Change:</b> the Work and Employment Research Centre (WERC); Management Research into Action (MaRiA).</li> <li>• <b>Operations, Networks and Innovation:</b> the Centre for Research in Strategic Purchasing and Supply (CRiSPS – Research Centre 1994 – 2011; Research Group 2011-2013; Research Centre 2013 - to date); the Lean and Agile Research Group (LARG).</li> <li>• <b>Entrepreneurship and International Management:</b> the Centre for International Business and Management (CIBAM); and the Entrepreneurship and Innovation Research Group (EIRG).</li> <li>• <b>Financial Markets, Information and Risk Analysis:</b> the Centre for Governance and Regulation (CGR); the Centre for Strategic Risk &amp; Insurance (CSRI).</li> </ul> <p>Research centres and groups are open to faculty from other parts of the University, allowing for cross-fertilization of thinking beyond rigid management boundaries. The development of cross-faculty links within the University is reflected in the inclusion of staff from Economics and Psychology in the membership of research centres and bids for research income. The School of Management participates in both of the University of Bath’s formal Research Institutes: the Institute for Policy Research (IPR) and the Institute for Sustainable Energy and the Environment (I-SEE). The School also plays an active part in regional research collaborations across the Universities of Bath, Exeter, Cardiff and Bristol (the GW4 group).</p>
<p><b>b. Research strategy</b></p>
<p><i>RAE 2008 and subsequent changes:</i> In RAE 2008 Bath School of Management presented a research strategy with “a strong emphasis on applied, empirical research which combines theory, and theory development, with the application of ideas in practice”. We argued that our research</p>

was based on “proven scholarly quality while achieving an impact on policy and practice”. In REF 2014 we are presenting a continuation and development of this well-embedded strategy. While the general focus of our research strategy remains consistent, we have made changes since 2008, which represent priority development areas and new initiatives for research. These are: (1) We have created a group of academic experts in consumer culture theory (Arnould, Beverland, Elliott, Shankar) making CRiAC *the* world-leading centre for research in this area. (2) We have strengthened long-standing expertise in WERC with new staff, to create a grouping of leading scholars in employee engagement/ commitment (Bal, Briner, De Jong, Hope Hailey, Kinnie, Molloy, Rayton, and Swart). (3) The Centre for International Business and Management (CIBAM) formerly of the Judge Business School, Cambridge University, has transferred to Bath. This has enabled us to strengthen our focus on International Management, which is consistent with the strategy set out in RAE 2008. (4) Through the appointment of ‘Strategic Chairs’ (individuals with the capability for world-class academic leadership of research) we have grown a new research group in our priority areas of Entrepreneurship and Innovation (Dimov, Salter) and a new research Centre in Strategic Risk and Insurance (Adams). (5) We have appointed six ‘Prize Fellows’, early career researchers of considerable promise, who we are training to become the academic leaders of the future (see ‘People’ below). (6) We have disestablished the Centre for Action Research in Professional Practice (CARPP) and replaced it with Management Research into Action (MaRiA). This represents a shift towards research initiatives that are more explicitly connected to executive development, corporate engagement and research impact.

*Strategic aims for research and evidence of their achievement:* The focus of the School of Management research strategy is the continuous development of an internationally outstanding, research-led School, which addresses the dual goal of rigour and relevance. We are a research-intensive School in the sense that we encourage all staff to be research active and we explicitly support the development of internationally excellent researchers. The underpinning objectives of our research strategy are: (1) to produce and publish research outputs that are world leading and internationally excellent; (2) to maximize the economic, social and organizational impact of our research, and to maintain the relevance of our research through sustained corporate partnerships; (3) to develop a base of research income from all available sources; and (4) to support and develop international scholarly collaborations.

(1) *To produce world leading and internationally excellent research:* The School provides an environment where excellent business and management scholars want to work. We recruit and retain scholars who consistently deliver research of international significance. The ability of a high proportion of our academic staff to produce world leading and internationally excellent outputs provides a public showcase for our research skills and abilities that attracts international collaborations, grant application opportunities, knowledge exchange and corporate partnerships. There are specific policies to support the implementation of this objective. These include: a primary focus within Staff Development and Performance Review (SDPR) on output planning; the use of research mentors for all junior academic staff (both on and post probation); financial incentives for outstanding achievement in publication (staff who publish in an FT45 journal receive £1,000, per publication, into their conference fund); the direct engagement of School staff with distinguished international academic visitors; workshops from the Editors of leading journals; direct support from School staff who have (or have had) significant roles as Editors on leading journals; we run six different seminars series (based on our thematic areas) both for the peer review of research papers and to engage with leading UK and international scholars. Excellence in the delivery of research outputs is recognised through the Dean’s Awards for Outstanding Research Performance. These awards are given annually to staff at junior, intermediate and senior levels. Evidence of the achievement of this aspect of our strategy is demonstrated, for example, by the fact that we are submitting 62 outputs from FT45 journals (see REF 2). This figure provides evidence of the depth of our capability in this part of our strategy.

(2) *To maximise the economic, social and organizational impact of our research:* Rigour and relevance in research is reflected in the impact such activity has on companies, public sector organizations, industry associations, professional bodies and government. Through our impact case studies (REF 3b) and in our impact statement (REF 3a) we are able to demonstrate

economic, commercial and organizational impacts that originate in research, from the mid 1990s to the present. There are specific policies to support impact and engagement. These include: all our research centres have advisory boards with corporate representatives; the School runs workshops on the development of 'pathways to impact' and approaches to dissemination, which are available to all staff and are compulsory for early career researchers; one focus of the SDPR is on the 'pathways to impact' that are connected to output planning; the School has a Research Impact and Information Officer, who develops and records impact activities, provides advice and support to academic staff, undertakes the analysis of impact data, and co-ordinates and stores evidence of impact in an impact database. Evidence for the achievement of this aspect of our strategy is laid out in our impact statement (REF 3a) and can be seen in our ability to present a range of impact cases (REF 3b) representing the ways in which our research has created: challenges to conventional wisdom, improvements in workplace practices, changes in approaches to management and the delivery of services, new products and processes, enhancements of professional and corporate practice, changes in policy, improved profitability and savings in public funds.

Research in the School is strongly linked into corporate and organizational engagement. The School and its researchers have long-term, research-intensive relationships: with major companies (e.g. GlaxoSmithKline, Ernst & Young, T-Mobile, Kraft Foods); with public service institutions (e.g. Her Majesty's Revenue and Customs, the Cabinet Office, Welsh Assembly Government, the National Health Service); and with professional organizations (e.g. CIPD, CIMA and CIPS). We can provide evidence of sustained corporate partnerships that are maintained and developed through: (a) the many connections individual academics have to small, medium and large organizations where their research findings are fed back through research reports and workshops. For example, our work with John Lewis/ Waitrose; (b) the work of School research centres and groups in sustaining partnerships (e.g. the established relationships in WERC with the Nationwide Building Society and with Alexander Mann Solutions, see REF 3b) and creating regular spaces for dialogue between academics and practitioners. For example, the Change Management Forum (CMF) runs events with international experts from industry, from public institutions and from academia; (c) the corporate networks for research into action run by the School, for example, the Change Management Research Consortium (CMRC), which is a collaborative network of academics and organizations seeking to improve knowledge and practice on staff engagement in the strategic implementation of change (REF 3b).

(3) *To generate research income from all available sources:* Over the REF period, the School has generated a total of £5.54 Million in research income. We have received funding from the EPSRC, the ESRC, and the EU, from research foundations, from alumni donations and from corporate collaborations. There are two particular aspects to our strategy in this area: (a) in the context of increased competition for Research Council funding, the School has diversified its income sources. 61% of overall research income now comes from non-research council grants; (b) in the context of increasing competition for funding for management research generally across the UK, we have promoted interdisciplinary links and aligned our staff base with broader priority funding areas. This has generated successful outcomes (e.g.) in terms of collaborations with the Faculties of Science and Engineering on water research (part of a £2.5 million grant from Wessex Water). The School's policies to support improvements in research income generation are set out in the income, infrastructure and facilities section of this document. These include: (a) academics are given timetable remission in the School's load model and seed corn funding in order to develop and write large grant applications; (b) a Peer-Review College of previous successful Principal Investigators (from across the University) improves the quality of proposals; (c) one focus of the SDPR is on planning for grant income applications for the coming year; (d) the School has created interdisciplinary, peer working groups to develop and support proposals to (e.g.) EU FP7, Marie Curie Fellowships, the ESRC Future Leaders, and all responsive-mode grant applications. Current groups are working on future opportunities arising from (e.g.) EU Horizon 2020 funding applications and Local Enterprise Partnership (LEP) funding. Evidence for the achievement of this aspect of our strategy can be seen in the increased value of grant applications submitted to sources other than the main research councils (from £1,945,011 in 2011 to £5,247,433 in 2013); and between 2008 and 2013, we have improved our overall grant success rate from 26% to 58%.

(4) *To support international scholarly collaborations*: Our world leading and internationally excellent scholarship is supported and encouraged through the networks and collaborations created by individual academics across the globe; through a highly diverse and international Faculty; and through the established international relationships that are part of our research centres and groups. The School has policies to develop and sustain international scholarly collaborations: we support the attendance of academic staff and PGR students at leading international conferences for the presentation of papers, for engagement in symposia, and for the leadership of professional development workshops (PDW). The School provides financial support for a range of initiatives to improve research collaboration. These include: support of overseas research sabbaticals; early career, 'Prize Fellows' can apply for funds to help develop international academic networks; funds for research 'mini-conferences' that bring together international experts with a focus on key research issues and innovations; and funds to support distinguished academic visitors to the School. Evidence for the achievement of this aspect of our strategy includes: (1) the School has significant institutional relationships with: (e.g.) George Washington University, Arizona State University, University of Sao Paulo, Tsinghua University and Tilburg University; (2) 45% (90) of the outputs submitted to the REF were written with international co-authors; (3) 92% of staff have attended international conferences in academic years 2011/12 and 2012/13, including 31 at the Academy of Management; (4) since 2008, we have made Visiting Fellowships available to 27 leading international academics (see 'collaborations' section, below); (5) as of November 2013, 60% of academic staff in the School are non-British.

*Future strategy*: The School's research strategy is well established and well embedded. However, there are particular areas of the strategy where we want to improve and develop. We will be focusing on the further *internationalization* of our research, particularly through building sustainable and productive institutional collaborations with other research-led business and management schools across the globe. We will continue to appoint academics that have a proven record of *research income generation*, especially in key areas for research funding. We will be growing our new Entrepreneurship and Innovation Research Group and we will continue to invest in excellent staff at all levels in our priority areas. The School's Impact and Information Officer will help to increase and improve our focus on the *impact of research*, so that all academic staff can maximise the potential and the productivity of our partnerships with business.

### **c. People, including:**

#### **i. Staffing strategy and staff development**

The School has developed an approach that emphasizes both retention and recruitment in a period of unprecedented turbulence in business and management schools. Our staffing strategy links our four general strategic imperatives (outputs, impact, income, internationalization) to a set of retention and recruitment objectives and practices:

*Retention* is underpinned by a supportive culture for outstanding researchers with clear career progression. Our overall policy is to create a sustainable and well-balanced research culture. The School and the University seek to identify and promote staff with outstanding potential. Within the School, the Professoriate considers all applications for promotion and provides supportive feedback before they are formally submitted to the University Academic Staff Committee (ASC). As a consequence of our policies, every member of staff proposed since 2008 has been accepted by the ASC. The School has made 5 internal promotions to Professor since 2008, which reflects our concern to reward the highest levels of academic achievement. The previous RAE and the current REF have shown us that Bath School of Management trains and develops people who are sought after for promotion by other business and management schools. The effectiveness of our retention strategy can be evidenced through the fact that only six members of academic staff from this Unit of Assessment have left the School since September 2010.

*Recruitment and replacement of staff*. Recruitment into the School is informed by the clear and well-embedded expectation that all staff will publish world leading and internationally excellent outputs. We ensure that there is a balance in the School between early career, intermediate and

senior staff. At the time of this submission, the School has: (a) a Professoriate of senior academic leaders with proven abilities in the sustained production of research outputs, research income generation, corporate engagement/ impact, and international research – across the full range of the School's key research themes (25.2 FTE in REF 2014); (b) Associate Professors/ post-probation Assistant Professors with evidence of strong and consistent publication, the capabilities to generate research income, and experience of providing international academic leadership within their individual areas of research expertise (17.7 FTE); (c) an enthusiastic and committed group of Early Career Researchers (ECR) with a proven ability to produce research outputs that are world leading or internationally excellent and a strong desire to work towards becoming academic leaders of the future (22 FTE). The increasing internationalisation of the School is reflected in the changing composition of the Faculty. 60% of staff members are non-UK passport holders compared with 33% in 2008 and 20% in 2001. Academic staff members represent 21 nationalities.

Patterns of staff resignation and recruitment since 2008 have allowed us both to maintain academic themes that reflect our traditional strengths and to build new areas of expertise. There have been five senior professorial retirements (Professors Ford, Fineman, Green, Pettigrew, Reason) and eight other professorial departures (Professors Brammer, Forker, Jackson, Lepak, Martin, Meyer, Powell, Vidgin). We have replaced senior staff on a like-for-like basis. For example: Gabriel for Fineman, Beverland for Ford, Balogun for Pettigrew, Pavelin for Brammer, Lennox for Forker, Briner for Lepak, Pitelis for Meyer. At the same time we have built capacity in new areas of strategic importance. We have appointed four new members of the School Professoriate under the university-wide 'strategic investment' scheme. These Strategic Investment Chairs have allowed the School to recruit leading international academics with a record of research income generation and outputs at the highest level. New Professors have been appointed in Risk and Insurance (Adams), Entrepreneurship (Dimov) and Consumer Culture Theory (Arnould). Other key appointments have been made in Finance (Tonks), employee engagement (Briner and Hope Hailey) and innovation (Salter). In addition to capacity building at senior levels, the School has placed a particular emphasis on a strategy to grow future academic leaders. Our 'Prize Fellows' scheme (see below) is designed to combine two-years of post-doctoral work with our normal three years probation to create a focus on building strong academic skills and capabilities, particularly in publication and research income generation before any teaching has to be done. The School currently has six Prize Fellows (Byrne, Chen, Kreye, Molloy, Veal, Veprauskaite) all of whom show exceptional promise for the future (see REF 2). The School has a relatively young age profile and during the period 2014 - 2020 we expect that only 5 members of staff will reach the State retirement age.

*General support and development for research:* The creation and protection of research time is an essential component of our approach. The School operates a load model within which half of a research active member of staff's time is allocated to research. In order to create blocks of time for research, Heads of Group are encouraged to concentrate teaching time into a single semester or 'teaching light' semesters. For example, in the academic year 2012/13, 90% of staff had teaching free semesters. There is provision for buying-in teaching assistance in some circumstances in order to create dedicated research semesters. Research sabbatical leave is promoted and funded by the University as widely as possible and this is supported by School initiatives. Recent sabbaticals include extended visits with international partners. For example, Vince is Visiting Professor in Management at George Washington University; Gabriel at Lund University; and Swart at Stellenbosch. The School ensures that all Faculty members, including research officers, receive an annual appraisal. The School has a minimum performance aspiration level for permanent, post probation staff of publication in four ABS 3\* journals in any given five year period with an expectation that senior staff will also publish in ABS 4\* journals and/ or publish verifiable world-class research monographs. The School Research Office maintains a continually updated database, which contains a full record of staff publications and research income in the department. Publication performance is circulated in the annual statement of staff contribution and teaching loadings and detailed on the web Faculty pages (<http://www.bath.ac.uk/management/faculty/>).

*Active support for the next generation of internationally excellent management academics:* The School has invested in early career academics in order to recruit and train excellent future scholars. Since 2008 we have recruited 29 Early Career Researchers (ECR) and 35% of our

submission to REF 2014 is comprised of ECR. At the forefront of this policy are our six Prize Fellows, who are appointed to a five-year contract where the first two years have no teaching and are focused on building skills to ensure quality research publication strong applications for research income. Our Prize Fellow appointments have attracted high quality young scholars with great potential to build academic CVs that take them into Senior Lecturer positions after five years. Prize Fellows are expected to undertake a six-month visiting placement in support of building international research networks with world-leading academics and institutions. Each Prize Fellow has a budget of £5,000 to fund this activity. The Prize Fellows work with their counterparts in the other three University Faculties as an inter-disciplinary group of young scholars, and in addition to a dedicated training programme from the Research Development Unit (RDU), they organize a Research Symposium ([http://www.bath.ac.uk/learningandteaching/rdu/news/news\\_0007.html](http://www.bath.ac.uk/learningandteaching/rdu/news/news_0007.html)).

Teaching loads for probationary staff are 20% lower than permanent faculty and all ECRs have access to a series of Researcher Development E-Courses organized by the University RDU, which focus on research and career management skills. In addition to guidance received through their appraisal process with Heads of Groups, junior staff and probationers are allocated to a senior researcher to mentor their progress. All mentors have published in world elite journals. The mentor provides guidance on publication strategy and process, research funding and career development. Further support is provided by the School Research Committee (SRC) through the provision of workshops on grant applications, pathways to impact, and on publishing strategies for international journals: ([http://www.bath.ac.uk/management/research/edited\\_journals/](http://www.bath.ac.uk/management/research/edited_journals/)). A seed corn fund administered by the SRC provides grants to pump prime research applications by junior staff (23 awards totalling £43,954). The probation scheme for all staff employed on the Lecturer grade requires new School-based staff to deliver at least two ABS 3 or ABS 4 publications during that period, as well as making at least one grant application. The probationary period is three years and the University Academic Staff Committee closely monitors progress.

*The Concordat to Support the Career Development of Researchers:* The School has a small but active group of post-doctoral researchers. We are fully compliant with Concordat and the principles guide our support of their development. The School equips its researchers to actively engage in a global research environment – through regular reviews, funding for international visits, and training in journal publication and grant writing (P1 – P5). On the broader points of the Concordat: (P6) *Equality and Diversity* – the School appoints an academic member of staff as Equalities Co-ordinator for a fixed term of three years. S/he co-ordinates the School's internal work on equality and diversity and completes the School's compulsory annual return on equality and diversity for the University. This is an active role (recognised with a load reduction) with a focus on reports that outline the performance of the School on matters concerning equalities and the research careers of staff. In support of improved staff attitudes and awareness, all members of the School who are in senior academic and administrative roles are required to pass the University's online Equality and Diversity Training Module. (P7) The University of Bath was awarded the 'HR Excellence in Research' badge from the European Commission in 2011 in recognition of its role in strengthening the attractiveness and sustainability of research careers. This is evidenced in the results of the annual staff survey, where 93% of staff say that the University is a good place to work.

## ii. Research students

The School is a member of the ESRC funded South West Doctoral Training Centre (SWDTC), an internationally recognised centre of excellence. An active postgraduate research (PGR) student community is central to our research-led culture and research students are fully integrated into the institutional structures that underpin it. Our strong research culture provides a continuous backdrop for learning and for the effective education of future business and management academics. This has made the School an exemplar of PGR employability. Since 2008, 53 PhD students trained at Bath have been employed in Business and Management Schools within the UK and internationally. For example, our students have taken up academic posts in Cardiff, Warwick, Imperial, Sheffield, Manchester, Cranfield, Nottingham, Edinburgh and Aberystwyth Business/ Management Schools; and at Universities in Taiwan, Thailand, Ireland, Kuwait, Portugal, Brazil, Dubai, Greece, Turkey, Egypt, Kazakhstan, Canada and the USA. In addition, seven PGRs have been appointed to

academic posts here at Bath. Between October 2008 and October 2013 the School accepted 152 doctoral students, as a result of a highly selective process involving 2,000 applications for doctoral study. Since 2008, the pass rate for full-time PGR has improved by 34%.

*Support to PGR:* Our policy is: (1) to enhance the potential collegiality between faculty and PGR students. This has been achieved by changes in physical space – by co-locating PGR and staff rooms, making everyday interaction easier; through (competitive) funding for PGR students to present at international conferences; and through the integration of PGR presentations into the regular staff seminar series run by research centres and groups. Since 2008, 32 Doctoral Colloquia have been held at the School in order to provide students with further experience and feedback on presenting their research. In 2012/13 PGR students from Bath presented 17 externally reviewed papers at international conferences; (2) we ensure that all PGR have supervisory teams of at least two members of staff. The practice of supervisory work in teams allows us to extend the range of supervision, to provide mentoring to junior faculty on good supervision practice, and to increase the number of ‘qualified’ staff; (3) our PGR students are employable because of the resources and training we provide to them and because we engage with them as if they are already Faculty members.

*PGR provision:* Our work with PGR students has a dual strand, one that supports the development of a research-led academic career, and the other that supports in-depth research by ‘scholarly practitioners’. (1) Our recently developed ‘integrated’ PhD programme (since 2011/12) for full-time students (a 1 + 3 model) is tailored to the skills and knowledge expected for an academic career. The programme is staffed by members of the School’s Professoriate, reflecting a high level of expertise across a range of quantitative and qualitative methods. It has a strong taught element, and is designed to attract and train exceptionally qualified and strongly motivated individuals from around the world who want to excel in careers as professional business academics. Our PGR students are funded through ESRC Studentships, University Research Studentships, Overseas Research Studentships and Knowledge Exchange Partnerships. In addition, the School supports 14 research students per annum on enhanced, four-year Graduate Research Scholarships (GRS), which fund full-time research towards a PhD and also include a teaching requirement and its associated training.

(2) The School has two doctoral programmes aimed at supporting in-depth theoretical and empirical work in institutional and commercial settings. The Doctor of Business Administration in Higher Education Management (DBA-HEM) attracts international students, working in universities across the globe, who come to study complex issues, problems and questions for the future of university management and administration. Since 2008 the School has run 5 DBA-HEM cohorts with a total of 96 students from 40 countries. The Engineering Doctorate (Eng.D) is a four-year, full time doctoral programme run in collaboration with the University of Bristol and the Faculty of Engineering at the University of Bath. The programme is intended for the UK’s most able ‘Research Engineers’, who have the potential to be tomorrow’s leaders in industry. Students are based in industry, spending the majority of their time (about 75%) working in a company on innovative research projects. 16 Eng.D students have been or are being supervised by School staff. A third programme for scholarly practitioners, based on action research methods and run by the former Centre for Action-Research in Professional Practice (CARPP) has been phased out since the retirement of Professor Reason (31/7/09). The final CARPP doctoral students graduated in July 2013.

#### **d. Income, infrastructure and facilities**

*Research income:* The School has received research income from the EPSRC, the ESRC, and the EU, from research foundations, from alumni donations and from industry collaborations. Research council grants constitute the most important source of research funds in the School but our close engagement with industry and public policy is shown by the proportion of the research awards that have come from industrial or professional associations (24%), and government, including the EU (35%). Research income provides an essential underpinning to activity in our Research Centres and to a set of research projects that are characterised by extensive data collection often in an

international context (for example, the International Research Study in Public Procurement: <http://www.irspp.com>). We acknowledge a direct relationship between research income and research impact. Within this REF period, the School has generated a total of £5.54 Million in research income. The figures in REF 4b show our different sources of research income. These data include: 39% of total income from research councils, 28% from a range of government bodies, 8% from the EU, 5% from industry, and 20% from other sources, representing a diverse range of research projects at a variety of different values and from an array of sources.

*Strategies for generating grant income:* The School encourages and incentivises research grant applications, through teaching load reductions and seed funding. We aim to increase both the number of academic staff making large grant applications, and the application value. For example, the School has created interdisciplinary, peer working groups to develop and support proposals to (e.g.) EU FP7, Marie Curie Fellowships, the ESRC Future Leaders, and all responsive-mode grant applications. Current groups are working on future opportunities arising from (e.g.) EU Horizon 2020 funding applications and Local Enterprise Partnership (LEP) funding. The success of this strategy is shown by increases in the number, value and diversity of grant applications. In the fourth quarter of 2010, the value of pending applications was £1.14 Million involving 8 School principal investigators. By the fourth quarter of 2012 the value of pending applications was £5.91 Million involving 15 School PIs. The School offers direct support and feedback to applicants to build capabilities and results; and to train ECRs in these skills as an integral aspect of their development as researchers. All eligible staff can apply for research sabbatical leave, which may include the development of applications for funding. To assist with large bids or during intensive phases of funded research, the School buys in teaching assistance. All of this effort is carefully monitored and reviewed through annual appraisal.

The results of the School's policy can be seen in the income figures (2008-2013) associated with our research themes. (1) **Operations, Networks and Innovation** (£2,115,628): (e.g.) Lewis completed an EPSRC 'Grand Challenge' project on innovation (£110,000). Harland holds a CIPS sponsored Chair (£50,000 p.a. for three years) and her work on supply strategy formation and implementation in the NHS has been funded by the EPSRC (£500,000). Graves has led a project on 'Intelligent Logistics for Innovative Product Technologies' (EPSRC, £450,000) and worked on intervention in the aerospace supply chain (EPSRC, £95,000). Squire's research is concerned with supply chain disruption and the management of supply chain risk. The academic and commercial salience of this research is reflected in grants from the EPSRC (£59,800 and £240,000), Zurich Financial (£18,000) and funding for knowledge exchange from the EPSRC KT Box Fund (£80,000; £90,000) and KTA Fund (£160,000). Panteli's research on online malicious communities has been funded by the Government Communications Planning Directorate (£341,298) and by the MoD (£13,825). She has also developed a work stream that is concerned with the use of qualitative methods in the evaluation of new technologies in the use of healthcare provision (EPSRC £190,044, South West EDRF £11,911 and the Teenage Cancer Trust £21,700). (2) **Organization: Work, Leadership and Change** (£238,430): (e.g.) Hope-Hailey, Kinnie and Swart's work on changing the future of human resources and the role of learning, training and development in innovation, funded by the CIPD (£20,000). Vince has completed research funded by the NHS on nursing practices and organizational learning (£32,247). Tams is researching the design and delivery of 'learning laboratories' for innovation (£15,000). (3) **Business, Consumption and Society** (£772,200): (e.g.) Hoejmoose, Grosvold and Millington are working on corporate responsibility in the supply chain in studies funded by the EPSRC (£31,386). Pavelin, Grosvold and Hoejmoose are currently undertaking a KTP funded project with Waitrose (£143,938). Reason completed his case based EPSRC/ERSC/Local Authority funded studies on unlocking low carbon potential and approaches for achieving pro-environmental approaches in older age groups (£571,316). Cooper has contributed to the EU Framework 6 'KnowSeas' Project (£130,000). Tams recently obtained funding for a collaborative study of sustainability in the water industry (£277,473). (4) **Entrepreneurship and International Management** (£1,742): This is one of the School's priority areas for future research income. For example, Pitelis is a partner on the EU Framework 7 Programme 'Financialisation, Economy, Society and Sustainable Development' (2011-2016). (5) **Financial Markets, Information and Risk Analysis** (£1,239,450): (e.g.) the Bank of England funds research by Tonks on the impact of quantitative easing on long-term investors' asset



allocation (£16,000). The commercial and international relevance of Adams work is reflected in financial support from the Willis Research Network (£104,000), UK Government Actuary/Tower Life (Australia) (£28,000), and the Reinsurance Group of America (£60,000). Hewlett Packard have funded Ioannidis's work on the economics of information security (£145,000). The Chartered Institute for Management Accountants has funded the study, development and implementation of professional capabilities for management accountants (£1,474,176).

The School's Associate Dean (Research), with the ADRs in other Faculties, co-ordinates efforts to stimulate multi-disciplinary research proposals and initiatives in promising areas of research. For example, three research 'sandpits' have been organized on key research themes (February 2011 – Sport and Technology; September 2011 – Sustainability and Water; and February 2012 – Cyber Identity, Security and Terrorism). Academics from the School have been involved in 7 multi-disciplinary research groups arising from the sandpits, 5 of which received EPSRC funding. The sandpit on sustainability and water provided the impetus for a cross Faculty/ School initiative funded by Wessex Water that has a total value of £2.5 Million (£277,473 directly to the School for research into water marketing and consumption).

**Research Infrastructure and Facilities:** (1) Generic support for research: Administrative support is provided through the School Research Office, overseen by the Associate Dean (Research). The office is staffed by a senior administrator and support staff who manage the daily business of conferences, workshops, seminars and research inquiries. The office provides administrative and statistical support to the School Research Committee (SRC), maintains a database of publications, and manages the research site on the School intranet. Staff co-ordinate research workshops and training throughout the academic year (e.g. methodology workshops, grant writing workshops and training on publishing in highly ranked journals). (2) The role of the School Research Committee: SRC leads on the development of research policy. It has a budget that funds: visiting staff seminars, distinguished visitors, conference attendance, seed corn funding for research, aspects of staff development, and great new ideas. Each individual member of academic staff has a budget that can be used to fund conference attendance or research related expenditure such as database or statistical software acquisition. All academics have access to quantitative and qualitative electronic data analysis software, as well as training in their use. The School spends around £120,000 per annum on providing databases and statistics packages. The School's six subject groups have access to an annual fund (administered by SRC) to support visits from international, distinguished academics as Visiting Fellows. (3) Support for research grant applications: SRC administers an annual budget of £10,000 in support of developing research ideas that are likely to lead to large grant proposals. The SRC has awarded 21 such projects, with a value of £37,000. SRC provides financial support for: high-level collaborations and new theoretical developments leading to a significant output or potential for income; replacement teaching hours in order to focus on major research grant applications; and seed-corn funding for research projects with promise and potential impact. The School works closely with the University Research Development Support Office (RDSO) to identify funding opportunities and to develop the skills and processes necessary for successful income generation. RDSO provides extensive support for funding applications, including extensive pre-award advice and research project management expertise.

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

Bath School of Management makes a vital and sustainable international contribution to research in business and management studies. This contribution stems from the quality, rigour and relevance of our research and its associated incomes and outputs. Our contribution can be demonstrated in relation to our established and emerging research themes, where we can show outstanding academic leadership.

**Organization: Work, Leadership and Change:** Academics: Balogun, Briner, Brown, Gabriel, Hope Hailey, Kinnie, Swart, Verplanken, Vince, Bal, Boussebaa, Chudzikowski, De Jong, Molloy, Oliveira, Papps, Rayton, Smith, Veal. Research Centres/ Groups: The Work and Employment Research Centre (WERC), and Management Research into Action (MaRiA). The Organization: Work, Leadership and Change cluster (a continuation from RAE 2008) brings together an

interdisciplinary and interfaculty group with backgrounds in strategy, social psychology, depth psychology, organization studies, and human resource management. This cluster has an internationally well-known and influential Professoriate. Key contributions in this area have included research on the psychological contract and work commitment; on employee engagement; on identity; on emotion in organizations; and on knowledge, learning and HR practice in professional service firms (see REF 2). The group has provided international academic leadership in qualitative research methods, particularly in storytelling and narrative approaches (Gabriel, Brown). Senior Editorial Roles in the REF period include: Brown, Co-Editor, Organization Studies and Associate Editor European Journal of Information Systems; Gabriel, Senior Editor, Organization Studies and Special Issue co-ordinator, Organization; Swart, Special Issue co-ordinator Management Learning; and Vince, Editor-in-Chief, Management Learning; Verplanken, Associate Editor Psychology and Health. Members of this group are on the Editorial Boards of: the Academy of Management Journal, the Academy of Management Learning & Education, the Journal of Management Studies, Organization Science, Organization Studies, Human Relations, Group and Organisation Management, Management Learning and Journal of Change Management. Two recent ESRC Seminar Series have been associated with this cluster: 'inVisio: International Network on Visual Studies in Organizations', 2010/11: <http://in-visio.org> (RES-451-26-0488/ Co-investigator, Vince); and the cross-disciplinary 'Critical Reflection in the Professions', 2011/12: <http://www.criticalreflection.net> (RES-451-26-0806/ Co-Investigator, Vince). Briner and Vince have been members of the ABS and BAM Research Committees. Briner is a Facilitator of the ABS/BAM Development Programme for Directors of Research (DPDOR), an AIM Associate and he was a member of the CIPD 'Shaping the Future' Advisory Panel (2009). Hope Hailey was on the Government Task Force 'Engaging for Success'. Chudzikowski has led and facilitated Professional Development Workshops at AOM (Boston, San Antonio).

***Entrepreneurship and International Management:*** Academics: Balogun, Dimov, Hope Hailey, Pitelis, Salter, Bondy, Boussebaa, Byrne, Kastrinaki, Marsilli, Nicholson, Oliviera, Park. Research Centres/ Groups: the Centre for International Business and Management (CIBAM), and the Entrepreneurship and Innovation Research Group (EIRG). The Entrepreneurship and International Management cluster (a new theme since RAE 2008) brings together a group with backgrounds in strategy, entrepreneurship theory and practice, innovation, international management and global firms. This cluster has strong, senior leadership in our priority development areas of strategy (Balogun) entrepreneurship (Dimov) and innovation (Salter). Key contributions have included research on: entrepreneurial intent and failure; strategic entrepreneurship; venture capital emergence, investment and risk; innovation knowledge, performance, barriers and capabilities; and the construction, design and restructuring of global firms (see REF 2). Senior Editorial Roles in this REF period include: Dimov, Associate Editor of the Journal of Business Venturing and Associate Editor of Small Business Economics; Pitelis, Co-Editor of the Cambridge Journal of Economics. Members of this group are on the Editorial Boards of the Academy of Management Journal, Journal of Management Studies (2), Organization Science (2), Organisation Studies, Entrepreneurship Theory and Practice, International Small Business Journal, Journal of Business Venturing, Management International Review. Leadership: Salter is an AIM Fellow (Ghoshal) and has led the Strategy, Entrepreneurship and Innovation (SEI) Doctoral Consortium, Balogun is an AIM Fellow (Ghoshal) and has led AIM Capacity Building Workshops on 'Collaborative Practitioner Research' and EGOS Junior Faculty Pre-conference workshops on 'Doing Qualitative Research' and 'Strategy as Practice'. She has also acted as an organiser and distinguished speaker at AOM PDW (Orlando). Institutional/ Commercial: Balogun is a founder and member of SAP-IN (Strategy as Practice International Network) and a member of the steering group on the STRADA program project 'Strategy as Dialogue' Helsinki University of Technology and Swedish School of Economics. Pitelis was a consultant for UNCTAD on the World Investment Report (2010; 2013) and was President of the Hellenic Organization of SMEs (2010-2012).

***Operations, Networks and Innovation:*** Academics: Goodwin, Graves, Harland, Lewis, Millington, Salter, Squire, Pantelli, Fragniere, Neto, Paraskevopoulos, Archer-Brown, Chen, Hoejmoose, Jeon, Kreye. Research Centres/ Groups: the Centre for Research in Strategic Purchasing and Supply (CRiSPS), the Lean and Agile Research Group (LARG). The Operations, Networks and Innovation cluster (a continuation from RAE 2008) brings together a group with backgrounds in business

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economics, operational research, operations management, B2B marketing, information systems, organization studies and logistics. Senior Editorial Roles during the period include: Lewis, Associate Editor of the Journal of Operations Management; Harland, Associate Editor of the Journal of Supply Chain Management; Panteli, Associate Editor of the European Journal of Information Systems and Special Issues Editor of the Information Systems Journal. Salter, Associate Editor of Industry and Innovation. Members of this group are on the Editorial Boards of Journal of Operations Management (2), International Journal of Operations and Production Management, Journal of Purchasing and Supply Management (2), Journal of Supply Chain Management, European Journal of Information Systems, Information Systems Journal, New Technology, Work and Employment, and Industry and Innovation. Leadership: Lewis was Co-Chair of the EurOMA Service Operations Conference (2010) and Track Chair at the Decision Sciences Conferences in San Diego (2010) and Baltimore (2013). Panteli was Chair of the International Federation for Information Processing Working Group on Virtuality and Society (2006-09); Salter is a Representative at Large, Technology and Innovation Management Division, Academy of Management. He was a member of the Doctoral Student Evaluation (ESRC, Science and Technology Studies, 2008/09) and a member of the DRUID Scientific Advisory Panel. Institutional/ Commercial: Lewis has acted as advisor to the DWP and the Nuclear Decommissioning Agency and is a member of the Academic Advisory Council for the Chartered Management Institute and a Member of the UK Manufacturing Professors Forum. Harland is past President of the Health Care Supply Association. She was Co-Director of the CRiSPS/ NHE Purchasing and Supply Agency Partnership. Salter was advisor to the Department of Business, Innovation and the Environment (2008-13) and was a member of the European Commission Expert Panel on the Measurement of Innovation (2011). Squire is a member of Supply Chain Risk Leadership Council and the International Supply Chain Risk Management Network where he provides academic expertise to member organisations, including Boeing, Cisco, Coca-Cola, Fed-Ex, GE, P&G and Zurich.

***Financial Markets, Information and Risk Analysis:*** Academics: Adams, Goodwin, Ioannidis, Lennox, Squire, Tonks, Fairchild, Fragniere, Giansante, Neto, Paraskevopoulos, Veprauskaite, Verousis, Zhao. Research Centres/ Groups: the Centre for Governance and Regulation (CGR); the Centre for Strategic Risk & Insurance (CSRI). The Financial Markets, Information and Risk Analysis cluster (a new theme since RAE 2008) brings together a group with backgrounds in financial economics, insurance and risk, managerial finance, and operations research. Senior Editorial Roles include: Adams, Associate Editor of the British Accounting Review; Goodwin, Associate Editor of the International Journal of Forecasting; Lennox, Editor of Contemporary Accounting Research. Industrial/ Commercial collaborations: Tonks was a member of the ESRC World Economy and Finance Advisory Panel and is a member of the ESRC Grants Assessment Panel and the Business and Management sub-panel of the REF. He has advised the London Stock Exchange, the Competition Commission, the Financial Services Authority, the Department of Work and Pensions, the Bank of England, and the House of Commons Select Committee on pensions. He was an ESRC Business Fellow at the Financial Services Authority in 2008/09 and is also Chairman and Executive Committee Member of the "Conference of Professors of Accounting and Finance". Adams is the first European to have been awarded the Kenneth Black Distinguished Service Award for academic and corporate services to the international insurance industry (Toronto 2011). He is Handelsbanken Research Fellow in Business History at Umea University, Sweden, and has served on the CIMA Professional Conduct (2005-2009) and Investigation (2009-to date) committees. He is also the UK Ambassador of the International Insurance Society (2010 – to date). Goodwin holds a prestigious Fellowship of the Institutional Institute of Forecasters (2013). In June 2013, the School's Centre for Governance and Regulation ran an international mini-conference (35 overseas attendees of 60) on 'Challenges of Corporate Governance' attended both by the global academic leaders in this field (Prof. Kevin J. Murphy and Prof. David Yermack) and by industry experts (Lord Ian MacLaurin, former CEO of Tesco; Sir Julian Horn-Smith, former Deputy CEO of Vodaphone; and Lord Christopher Tugendhat, former Chairman of Abbey National and former Vice President of the European Commission).

***Business, Consumption and Society*** Academics: Arnould, Beverland, Elliott, Millington, Pavelin, Shankar, Bondy, Davies, de Groot, Hang, Heath, Hoejmoose, Grosvold, Lee, Liu, O'Shea, Veal. Research Centres/ Groups: the Centre for Business, Organisations and Society (CBOS); the

Centre for Research in Advertising and Consumption (CRiAC). The Business, Consumption and Society cluster has developed out of, and replaces, the Business, Regulation and Society grouping submitted in RAE 2008. This theme brings together an interdisciplinary group with backgrounds in business ethics, marketing, operations, business economics, organisational behaviour and psychology that are bound together by a common interest in the relationship between business and the societies in which it operates. Three Professorial appointments have strengthened research within this theme, including appointments in consumer culture theory (Arnould), advertising (Beverland) and corporate social responsibility (Pavelin). Senior Editorial Roles include: Arnould, Associate Editor of the Journal of Consumer Research; Shankar, Associate Editor of the Journal of Marketing Management; and Nutall, Editor in Chief, Journal of Consumer Behaviour. Members within this cluster are on the Editorial Board of the Journal of Marketing, Journal of Consumer Research, Journal of Retailing, Business and Society (2), Journal of Public Policy and Marketing, Industrial Marketing Management, Journal of Business Ethics, Journal of Business Research, Journal of Consumer Behavior (2), Journal of Advertising Research and Marketing Theory. Leadership: Bath hosted the 22<sup>nd</sup> Annual Conference of the International Association of Business and Society (IABS) and Millington and Pavelin have both served on the Managing Committee of IABS. Grosvold was the SIM Division PDW Co-Coordinator at AOM (Orlando). Arnould was on the Programme Committee for the Consumer Research Annual Conference (2010) and for the European Association for Consumer Research Annual Conference (2010). Shankar has served on the Organizing Committee of the annual Consumer Culture Theory Conference (Boston, 2008; Wisconsin Madison, 2010) and is Co-Chair of the biennial European Institute for Advanced Studies in Interpretative Consumer Research workshop (Milan, 2009, Odense, 2011, Pisa, 2013). He organised the international doctoral colloquia for the European Association for Consumer Research (London, 2010). The CBOS seminar programme has welcomed international speakers (e.g. Høegh and Ostehaut from Erasmus, Rotterdam; Crane from York University, Toronto; Buchholz from Rutgers; and Berman from New Mexico) as well as the business world (Boots, South West Water, Starbucks). CBOS has long standing research links with ALTIS at the Catholic University of Milan and the Institute for Corporate Responsibility at George Washington University. The recent GW/Bath Workshop (March 2013), part of a series (every two years), which included participants from GWU, University of Georgia and Rutgers. Institutional/ Commercial Collaborations: Commitment to practitioner and policy impact can be illustrated by the involvement of over 600 companies in CBOS's work during the census period. Hoejmose is on the Stakeholder Council of the EU Business Social Compliance Initiative.

*General examples of contributions to Business and Management during the REF period (selected):*

(1) School staff have edited 16 Journal Special Issues, including in: Organization Studies, Research Policy, Human Relations, Group and Organization Management and the Journal of Management Studies. (2) School staff have received 12 Best Paper Awards from journals and through the Academy of Management since 2010. (3) National and International Collaborations: 70% of School academics have published joint scholarship with internationally located colleagues, from 30 countries. Our international research collaborations include formal connections to our research themes (e.g. WERC collaborates with the HRM Group at Cornell University) and in professional development (e.g. the CIMA Centre for Excellence collaborated with Georgia State University and the University of New South Wales on the professional development of management accountants). (4) Faculty have held 31 Visiting Professor positions at non-UK universities, including: Carnegie Mellon University (Bal); the University of Sydney (Brown), University of Beijing (Adams), Lund University (Gabriel), University of California, Berkeley (Pitelis), UC San Diego (Tonks), Boston University (Chudsiakowski) and HEC Paris School of Management (Desyllas). (5) Our international collaborations have been strengthened through over 27 International Visiting Fellows. This has included some of the world's leading academics in Business and Management, for example: Professors John Deighton (Harvard), Jean Bartunek (Boston), Cynthia Hardy (Melbourne), Mats Alvesson (Lund), Linda Putnam (UC, Santa Barbara), Joan Schmidt (Wisconsin/Madison), Ann Buchholtz and Dave Lepak (Rutgers), Andrew Crane and Eileen Fisher (York University, Toronto), Linda Price and Hope Schau (Arizona), Xiande Zhao and Klaus Mayer (CEIBS), Shawn Berman (New Mexico), Kevin Murphy (Southern California), David Yermack (New York) and Larry Prusak (Columbia, New York).