

Institution: University of Sheffield

Unit of Assessment: 19 - Business and Management Studies

a. Overview

In RAE2008, Sheffield University Management School (SUMS) was ranked joint 16th out of 90 Schools, significantly improving its performance over RAE2001 when it was ranked 24th. Since 2008, a step-change in the quality of the research environment at SUMS has taken place, exemplified by our re-location to a purpose-designed building following an £11.5m refurbishment which brings all staff under one roof for the first time, and a £0.3m investment in a new Doctoral Studies Centre. A clear signal of the quality of our research environment is that in 2012 we were awarded the coveted ‘triple crown’ (EQUIS, AACSB and AMBA) accreditation status. To differentiate ourselves from the rest of the ‘triple crown’ group, our research strategy is to consolidate and further develop our existing research strengths on rethinking and enacting socially responsible work practices. This is achieved through four principal research centres. The Institute of Work Psychology (IWP) advances knowledge on themes such as bullying, sexism and diversity in the workplace; the Work, Organisation and Employment Relations Research Centre (WOERRC) pursues cutting-edge research on labour law violation, employment relations and new forms of work organisation; the Centre for Regional Economic and Enterprise Development (CREED) focuses on tackling the informal economy and advances knowledge on the lived practices of entrepreneurship, especially in marginalised populations; the Logistics and Supply Chain Management Centre (LSCM) rethinks and develops environmentally sustainable supply chains. An off-shoot cross-University multidisciplinary research group of which LSCM staff are also members is the Centre for Energy, Environment and Sustainability (CEES), which advances the understanding of energy, environment and sustainability for a low carbon future. Two further research groups, Accounting and Financial Management and International Business, Strategy and Marketing, are expanding socially responsible research on themes such as corporate governance, improving the institutional environment of emerging economies and green marketing.

b. Research strategy

i. Evaluation of strategy

In RAE2008, our strategic objectives for the current REF period were to:

“Consolidate on the basis of RAE performance; grow research income to support new developments; achieve an even higher national and international impact driven by the relevance of our research; translate our understanding of the local economy into an impact on its possible futures; sustain the development of IWP and CREED and establish at least one new interdisciplinary Centre; and identify new policy-relevant interdisciplinary research clusters”.

All of these strategic objectives have been fully achieved. Our first objective of consolidating on the basis of our improved RAE performance has been achieved by the formal incorporation into SUMS in 2008 of the previously separate Institute of Work Psychology (IWP). This has strengthened and solidified the development of a unified School-wide research focus on rethinking and enacting socially responsible work practices. Our second objective of growing research income has been achieved, with a total new award value of £5.7m over this REF period. Our third objective was to achieve higher national and international impact driven by the relevance of our research. Since 2008 staff have produced 33 books and 364 peer-reviewed journal articles, amassing a total of 29,499 citations over the REF period (i.e. an average of 1.4 citations per week per staff member), along with excellent levels of impact on our research users (see the Impact Statement). Evidence of our achieving the fourth objective of translating an understanding of the local economy into an impact on its possible futures is exemplified by four key achievements: winning the UK Times Higher Education University of the Year Award in 2011 for civic engagement; SUMS receiving the highly commended award in the 2011 EFMD Excellence in Practice Awards for our £2.64m HEFCE-funded Sheffield City Region Leaders Programme; working with the executive board of Sheffield First Partnership on a Sheffield 2035 strategic-visioning programme; and the production of a Sheffield industrial strategy (*New Industries, New Jobs*) adopted by the local authority. The fifth objective of sustaining the development of IWP and CREED, and establishing at least one new interdisciplinary Centre has been achieved. IWP has become fully embedded in the School and expanded with more staff submitted in REF2014 than in REF2008, CREED has grown from a 4-

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person School-level Centre to a 19-person Faculty of Social Sciences level interdisciplinary research centre, while the two other research centres (WOERRC and LSCM) have both been created during the current REF period, together with the Centre for Environment, Energy and Sustainability (CEES), a multidisciplinary Faculty level centre developed from LSCM.

ii. Research objectives for the next five years

Major economic and social drivers on workplace, management strategy and organisational behaviour continue to stem from pressures around sustainability, ethicality and social responsibility. Over the next five years (2014 to 2019), SUMS aims to become a top 10 UK Management School measured by recognised standards for its specialised research on rethinking and enacting such socially responsible work practices. To reflect this, our strategic objectives are to:

(i) Achieve growth in our critical mass of research on socially responsible work practices conducted by our extant Research Centres. Our growth target is to increase overall grant capture by 100% over the next REF period. This will be achieved by: disseminating successful research bids; grant writing workshops; pump-priming funds for pilot studies; providing financial and workload incentives to reward grant capture; professional support for bid-writing; and an active research mentoring system.

(ii) promote internationally excellent research on this theme measured in terms of high quality research outputs. This will be achieved by: maintaining a 40% research and impact allowance for research active staff; study leave after every 7th semester; a skills development programme; a strong mentoring system; and developing a strategic funding response to open access publishing.

(iii) be world-leading in the reach and significance of our research impacts. We will continue to particularly target and work with: (a) research users in global and supra-national institutions as well as national and local government agencies to effect changes in legislation, regulations and policies, and; (b) large corporations and organisations that have global workforce and supply chain reach (see Impact Statement for detail on means and support mechanisms).

(iv) sustain and grow by 75% over the next REF period timely PhD submissions achieved through: clarity on expectations and training for co-supervisory teams; PhD scholarships; using the first year review as a more effective springboard to completion; encouraging co-publication with supervisors; and rewarding timely completions with postdoctoral opportunities.

To monitor attainment of these objectives, each Research Centre will produce annual reports for the Research Committee which will make decisions on necessary action and support. At an individual level, an annual face-to-face developmental research review with the Dean and Associate Dean for Research will be held for every staff member, to identify support needs.

iii. Priority areas for development

We aim to build on existing research strengths on social responsible work practices while anticipating and exploiting new areas of socially responsible research. Our priority areas for development are: (i) to grow the research excellence, socially responsible specialism and vitality of our research across the four existing Research Centres by growing their research income and maximising their impact; and (ii) to develop at least one new specialist research centre on socially responsible work practices that builds on the enduring strengths in Accounting & Financial Management (A&FM) and International Business, Strategy and Marketing (IBSM) (e.g. a centre on Accounting and Finance in Context) supported by strategic resourcing to support capacity-building.

c. People:

i. Staffing strategy and staff development

As a research-intensive Russell Group university, our staffing strategy is driven by the value placed on our research reputation, embodied in the 'Sheffield Academic Statement' which clearly articulates the role of the Sheffield academic as: 'the pursuit of research excellence in relation to questions of high significance and public value in different fields of study, through the provision of intellectual leadership, support of the professional practice of the research community and the display at all times of the highest standards of research ethics and integrity'.

Since 2008, we have significantly strengthened our staff base, recruiting 45 new research active academic staff, while losing 24 (including two retirees). Given our stated commitment to building capacity in the discipline, 34 of the 45 recruited (76%) have been at lecturer level, of whom 14

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(31% of all recruits) have been early career researchers (ECRs). Research leadership, meanwhile, has been enhanced with the recruitment of 3 SLs/readers and 8 professors, coupled with significant investment in leadership training and capacity-building via both the University's leadership and the EFMD and ABS development programmes, with 9 School attendees on these programmes during the REF period. Internally, and further reflecting the effectiveness of our nurturing environment, 4 staff have been promoted from L to SL (O'Reilly, Sminia, Burchell, Sahadev), 1 from SL to Reader (Dawson) and 4 to personal chairs (Demirbag, Dibben, Dick, Finn).

Staff development underpins the School's culture. All staff receive study leave after every 7th semester (with 98% of eligible staff taking advantage) and have a research mentor, and the Dean and Associate Dean for Research meet every academic staff member individually for an annual developmental research review, in addition to the normal annual appraisal system of the University. This, coupled with our provision of a £2k p.a. research allowance to all academic staff, a £1k pump-priming research fund for new appointments, and a combined School and Faculty annual seed-corn fund of £350k, ensures that staff not only aspire to, but can achieve, the quality of research sought. All ECRs, moreover, have significantly reduced teaching loads (30% lower than established staff) during their probationary period.

In 2012 the University was awarded the *HR Excellence in Research* award from the European Commission and we are committed to fully applying the 7 principles of the *UK Concordat for the Career Development of Researchers*. Our implementation of the Concordat to Support the Career Development of Researchers is exemplified by our retention on permanent contracts of previously fixed-term research staff funded by research grants (Genovese) and promoting career development for fixed-term research staff, such as funding Topakas to undertake an M.Ed in Teaching and Learning in Higher Education. All of our fixed-term research staff have access to a comprehensive framework of professional development support that contains both content relevant to those aspiring to be independent researchers and those aspiring to other careers: The *Think Ahead* framework includes tailored inductions, professional development career training programmes, a suite of career support and a tailored researcher mentoring programme which inculcates independence amongst research staff. *Think Ahead* exposes them to different disciplines as many events facilitate networking across disciplines (e.g. *Broadening Horizons*, *GradSchool*). PGRs equally have access to these events, career support and mentors.

Our commitment to building capacity in the discipline is also evidenced by our £100k+ co-funding of Management and Business Development Conversion Fellowships funded by ESRC/Society for the Advancement of Management Studies /UK Commission for Employment and Skills (Parris and Brooks). Additional prestigious personal research fellowships held by staff during the period include: a NERC-funded fellowship at the Environment Agency (McGuinness); a Marie Curie intra-European Fellowship (Stanimara); a Japan Foundation fellowship (Komori); a fellowship of the British Psychological Society (Arnold); and an ESRC-funded visiting fellowship at Acas (Latreille). We have also hosted 38 visiting academics, including 6 professors from 5 countries.

Over the REF period, several joint appointments have been made with other Faculties to promote cutting-edge interdisciplinary collaborations (e.g. Dawson with Medicine and Oglethorpe with Engineering). However, our principal strategic approach for promoting interdisciplinary collaboration has been to create organisational structures that facilitate interdisciplinarity. This more strategic organisational approach is reflected in two of the School's Research Centres (Centre for Regional Economic and Enterprise Development (CREED) and Centre for Environment, Energy and Sustainability (CEES)) becoming Faculty of Social Sciences research centres over the REF period so as to facilitate interdisciplinary collaboration.

The School is committed to equal opportunities in the recruitment, support and promotion of research staff. Of all Category A staff, only one is on a short-term contract; all others are on open-ended contracts. Indeed, reflecting the fact that in 2011 our University was ranked as one of the top 50 employers in the UK for women, 5 of the 10 members of the Management School Executive Board over the REF period have been women. In part, this is a direct result of pro-active policies to promote equal opportunities, such as the University's 'Futures' programme which mentors women academics in preparation for senior roles.

Great care and attention is paid to equality and diversity issues in our recruitment policies, reflected in the fact that School staff are from 12 different nationalities and non-UK staff represent 23% of all academic staff. Chairs of all School interview panels are required to undertake equality

and diversity training, and there are clear guidelines with respect to the composition of panels, with regular review sought from HR managers from candidates and panels with respect to diversity and equality issues. The School implements the 'Two Ticks' initiative which guarantees an interview for individuals disclosing a disability who meet the essential criteria for the role. Once recruited, moreover, members of staff are provided with: a coordinated Faculty induction; a comprehensive School induction programme; and an annual staff performance development and review, incorporating the identification of training and development needs. These needs are then met through a regular programme of internal training provision (e.g. research grant writing workshops, quantitative skills acquisition) and the funding of externally provided training (e.g. NVivo, attendance at BAM training workshops). Fixed-term research staff are treated equally in all respects with permanent staff. Indeed, there is additional guidance for line managers conducting annual appraisals of fixed-term research staff with regard to discussing the career aims of researchers, highlighting training and development opportunities, and conducting a gap analysis between existing skills and training and those required for their career aim (inside or beyond academia). Indeed, the School actively contributes to the on-going provision of wider University staff training, as exemplified by the development of a Developing Enterprising and Entrepreneurial Researchers mobile application, which aims to encourage users to reflect on existing skills, understand their individual strengths and weaknesses, and explore opportunities for personal development.

Amongst the Russell Group, the University is a leader in fostering Research Ethics and Integrity (REI) that places good academic practice (Rigour, Respect and Responsibility) at its core and we operate within and actively contribute to sustaining the University's REI framework, which applies to all research active staff and students. High standards of good research practice are maintained through the rigorous implementation of the University's research ethics procedure and application of the University's comprehensive policies: the University's *Good Research and Innovation Practices Policy* (published in 2011 and reflecting world-wide best practice) and the University's *Ethics Policy for Research Involving Human Participants, Personal Data and Human Tissue* (published in 2010). Members of staff are fully trained on research ethics review and on aspects of good practice, including good practices in research data management, authorship, publication and public engagement, with the importance attached to this reflected in the fact that the 2010 annual School away-day was devoted to this subject. There is also an online course on Research Integrity available, with Sheffield the only Russell Group university to deliver compulsory REI training for all of its PGR students. With an Ethics Officer and a team of five ethics reviewers, the School actively monitors research ethics, and REI is audited annually by the University Research Ethics Committee which undertakes a rolling programme of departmental inspections. These procedures enhance the quality and integrity of our research.

ii. Research students

As a member of the ESRC White Rose Doctoral Training Centre (WRDTC), SUMS has significantly invested in developing a thriving PGR student community. The doctoral programme has grown by 37% since 2008, with 89 students currently registered (of whom 62 are FT and 27 PT). Three further students are jointly supervised with Psychology and an additional 14 students, supervised by SUMS staff, are registered for a PhD with the International Faculty's South-East European Research Centre (SEERC) in Greece. Overall, students from 42 countries are currently registered for doctorates with the School. Since 2008, 52 doctoral degrees have been awarded.

The University's *Research Student Proposition*, published in 2012 and which the disciplines benchmark themselves against, outlines what PhD students can expect from Sheffield and what Sheffield expects in return. In its December 2012 review the QAA praised Sheffield's provision for PhD students and highlighted aspects of it as good practice. This marked significant progress on the previous 2008 audit. Quality assurance of PGR provision now consists of an annual review to which our PGRs contribute their perspectives on the quality of provision, a thematic review and biennial survey.

Our PGR students receive an integrated induction; different elements of induction are covered at DTC level, University level and department level and the QAA regarded this as thorough. We have significantly improved completion rates by clearer communication of standards at the admissions stage, enhanced our upgrade procedure for conversion from MPhil to PhD registration, and improved monitoring of the supervision process and student progress (the QAA noted that

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mechanisms to monitor formal meetings with supervisors were effective). The programme is directed by a senior member of staff, with support from an academic PGR training coordinator, and the School has enhanced professional support for PGR programme management through a dedicated administrative team.

There has also been significant investment by the School in doctoral studentships with £219k invested by the School, £314k by the University/DTC and £88k via RCUK, resulting in the School funding 12 PGR studentships, seven Faculty of Social Science awards and three University of Sheffield awards during the period. The School has also successfully secured prestigious PGR awards from external funders, including two EPSRC and six ESRC awards, one British Library award, a Doncaster Council scholarship and private sector sponsorship (e.g. from Northern Power Grid Ltd).

PGR students have excellent opportunities for research training and development. The successful ESRC White Rose DTC for the social sciences ensures that our students benefit from enhanced opportunities for research training, networking and building a research community within their discipline, across social science disciplines and across the White Rose Universities of Sheffield, York and Leeds. Doctoral research training is structured around identifying individual training needs and a Doctoral Development Programme - noted positively by the QAA - whereby all students follow a programme of core training in social science, supplemented by advanced and specialist modules offered within the School, Faculty, University and White Rose network tailored to individual needs. Students also benefit from the specialist research training delivered through the Northern Advanced Research Training Initiative (NARTI), a collaborative endeavour between Universities in the North of England for the training and development of doctoral students and early career researchers, and benefit from access to the rich *Think Ahead* framework of support. The ESRC-funded White Rose DTC has provided the impetus for the development of collaborative training initiatives for Business and Management Students across the White Rose institutions, such as networking events, joint conferences, seminars and working paper series. This considerably strengthens the capacity of students to build a research community within and beyond their own School and University for present and future collaborations. At Faculty-level, meanwhile, students participate in a student-led PGR Cafe Forum whilst the School actively supports a thriving student community, including a Doctoral Seminar Series, research dissemination and methods streams, a regular newsletter, webpage, and peer reviewed working paper series. PGR students are also fully integrated within, and make a valuable contribution to, the School's Research Centres and actively participate in the SUMS seminar series. To support training and encourage participation in conferences, the Management School has tripled the value of the Research Training Allowance allocated to each student during the REF period to £1.5k over three years. 86% of PGRs who completed the PRES 2013 survey agree that they have received training to develop their research skills (sector average = 75%).

Employability support for PGR students is offered via dedicated careers service staff located in the Management School and bespoke School initiatives. A €1.25m Marie Curie Industry-Academia Partnership and Pathways award (2013-2017), for instance, is funding four current PGR students to benefit from 12-month secondments in private sector consultancy companies in Bulgaria and Croatia during or immediately after their PhDs in order to enhance their employability skills. To support the development of students as future academics, teaching skills and experience are developed through both the Sheffield Teaching Assistant certificate and supported opportunities for contributions to teaching activity within the School. PGR students have benefitted from further development opportunities through involvement in organising the biennial IWP conferences in 2010 and 2012, and participation in directly relevant, high-level policy engagement (e.g. three CREED PGRs have attended cross-government Hidden Economy Expert Group events). Students have also secured research funding from prestigious external sources such as The Housing Policy Association, Social Policy Association and European Foundation for the Improvement of Living and Working Conditions.

The University's framework of support for supervisors is increasingly holistic and in 2012 Sheffield published the *Sheffield Supervisor Statement* which outlines expectations regarding the professional qualities and responsibilities of supervisors. The School's policy for student supervision is that each student is supervised by two academic staff who oversee their student's research, training needs, career trajectory and pastoral care. Of submitted staff, 81% have

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supervised PGR students over the REF period and 30% have contributed to doctoral training programmes, making significant contributions to the delivery of core training modules for all social science PGRs within the ESRC White Rose DTC, participating in induction and career development workshops, and in doctoral seminars and working paper review processes. 36% of supervisors have also jointly published with PhD students, with a total of 94 articles in peer reviewed journals. Indicative of the quality and expertise of supervisors, 50% of staff have acted as external examiners within the UK and overseas, and 29% have externally supervised students in other Universities during the REF period.

The research-intensive environment of the Management School, high quality supervision and our commitment to developing the next generation of successful academics through quality training and development is reflected in the success of our students. Of those awarded doctorates in the REF period, 31 now hold academic posts, eight at the University of Sheffield, nine in other UK institutions (e.g. Manchester, Edinburgh and Reading), and 14 overseas. 61% of doctoral students graduating in this REF period and working as academics have published in peer reviewed journals, with 63% of those publications in internationally excellent journals.

d. Income, infrastructure and facilities**i. Research income**

The volume of research income has witnessed a step change over the REF period. The value of total awards to SUMS staff over this REF period is £5.7m (with £2.68m of this being awarded since 2012/13), and £7.4m (£3.31m since 2012/13) if the total award value is assigned to the PI. This equates to £162k and £211k per FTE submitted respectively. The recent upsurge in research awards is a direct result of improved School and Faculty grant application training, with major awards secured from the European Commission, ESRC and EPSRC. The mix of the grant awards has been appropriate to sustaining and developing high quality research: 31.4% from RCUK; 27.2% from central government, local government and the NHS, 30.2% from the EU and 8.9% from charities.

Given the on-going pressures on funding across the sector, the School has sought to maximise the returns on funding investments. Three case studies exemplify this strategy. The first is a £25k ESRC grant to survey livelihood practices in Ukraine, which generated a Routledge book and 20 peer-reviewed journal articles over this REF period. The second is a £3k piece of contract research to help design a Eurobarometer survey module which resulted in over ten peer-reviewed journal articles being produced from the resultant data by School staff. The third is a best paper prize at the 2010 International Council of Small Business Conference, awarded by the US National Women's Business Council. This small prize funded further research and outputs published in 4 peer-reviewed journal articles. These case studies exemplify how maximising the gearing of output from research income is ingrained in the School research culture.

Demonstrating our research leadership, School staff have also taken a lead role as PIs steering wider consortia, including the £15m ERDF BIG Energy upgrade, £2.2m BIG Lottery complex needs investigation, €1.25m Marie Curie Industry-Academia Partnership Programme on enhancing capacities to tackle undeclared work in the Baltics and the £1.1m European Commission funded Energy2B project to stimulate entrepreneurship around energy and sustainability. Staff have also engaged in major collaborative projects such as the £50m Centre for Low Carbon Futures, and have organised 13 ESRC Festival of Social Science Events.

To facilitate the appropriate capture of grant income and achieve the maximum return on investment, the following strategies are pursued:

- The Faculty and School research offices alert members of staff to relevant funding opportunities.
- An annual School research stimulation fund is used to pump-prime projects. In 2012-13, £43k was distributed across 9 projects.
- Incentives for grant capture are provided through the work allocation framework, and a financial reward of 3% of the grant is provided to staff as a personal incentive for obtaining external funding.
- An internal review process at School and Faculty level is used to strengthen proposals to research councils and all bids for external funding that exceed £50k.
- Workshops are provided at School and Faculty level to outline funding calls and engage

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staff in mock reviews of previously successful and unsuccessful proposals.

- Brainstorming workshops encourage cross-faculty responses to interdisciplinary calls for funding.

ii. Infrastructure and facilities

Over the REF period, both the physical and the human resource infrastructure available to support research has significantly improved. The University's Research and Innovation Services provide both strategic and practical services such as pricing and contractual support, the Faculty's Research and Innovation Opportunities Manager and Research Income Capture Officer provide information on opportunities and support on grant writing, and the School's Research Office has significantly expanded its professional support service to include a Research Manager, Research Impact Officer and PGR Officer. The School also takes full advantage of Faculty facilities such as the Interdisciplinary Centre of the Social Sciences, a £5.9m building providing state-of-the-art IT infrastructure, meeting rooms, exhibition space and specialised support for social science research. All doctoral students are now housed together in the School's Doctoral Student Centre, an independent building refurbished in 2012 at a cost of £0.3m, coupled with a £35k IT investment. All PGRs are provided with a PC, work station and the necessary software to support their research. This is located next to the £11.5m newly refurbished Management School building into which all staff relocated in 2013. This contains high-specification executive training facilities, meeting/board rooms, lecture theatres, extensive networking and break-out spaces, dedicated restaurant facilities and all staff offices, with staff grouped together according to the Research Centre or group to which they belong. Staff and students have access to excellent library facilities including the new STAR Plus search engine, specialist research libraries, the award-winning Information Commons and a range of IT services provided by Corporate Information and Computing Services. Free transport is also available to The British Library in Boston Spa.

e. Collaboration or contribution to the discipline or research base

Since 2008 staff have acted as editors and associate editors of 18 journals, have guest edited 64 journal special issues and sat on 102 Editorial Boards. 36% have acted as reviewers for national and international funding bodies, 32 best paper prizes, honours or awards have been won, 55% of staff have given keynote lectures, 30 visiting fellowships or honorary positions have been held, 121 PhDs have been externally examined and 117 advisory roles held outside academe. There are research collaborations in 52 countries, with 47 staff co-authoring with non-UK collaborators across 34 countries resulting in 284 co-authored publications with overseas collaborators. School staff also hold prestigious roles on the BAM Council, the Committee of Heads of Accounting, International Employment Relations Association and British Accounting and Finance Association. In 2010, the School hosted both the BAM Annual Conference and the ISBE Conference. Beyond this, the four Research Centres at SUMS play a leading role in initiating and advancing academic debates on various aspects of socially responsible work practices.

Institute of Work Psychology (IWP) advances knowledge on socially responsible work practices through its research on human behaviour, cognition and emotions in diverse work contexts. Members of IWP are on the Editorial Boards of 19 journals, including prominent ones such as *Journal of Organizational Behavior*, *Entrepreneurship Theory and Practice* and *Human Relations*. Arnold was Editor of the *Journal of Occupational Psychology* (JOOP) until November 2008, and Dawson has been the Associate Editor for the same journal since January 2012. Dick has been an Associate Editor of *Personnel Review* and is now in the same role for the *Journal of Management Studies*. Arnold, Axtell and Dawson have guest edited five times between them, including twice for JOOP. IWP staff have reviewed for 16 grant awarding bodies (four outside UK) including ESRC (5 members) and NIHR (3 members), and Carter is a member of the NIHR College of Experts. Dawson has won an Academy of Management (AoM) best published paper prize (2012), Axtell has been a first runner up for best paper at AoM conference OCIS Division (2010), and Stephan has had a paper in AoM best paper proceedings (2012). Five IWP staff have held visiting appointments in this REF period in four different European countries. Extensive research collaboration with colleagues in other institutions is demonstrated by published articles with 25 co-authors in other UK universities and 19 co-authors in 12 other countries (counting only one main collaborator per paper). Arnold was on the RAE sub-panel in 2008 and is on the REF Business and Management

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sub-panel in 2014.

Centre for Regional Economic and Enterprise Development (CREED) advances understanding on tackling the informal economy and the lived practices of entrepreneurship. CREED members have been on the Editorial Boards of 31 journals over the REF period. Breslin is Associate Editor of *International Journal of Management Reviews* and Williams is Editor of *International Journal of Sociology and Social Policy* and the *International Journal of Community Currency Research*. Breslin, Burchell, Herrero, Nichols, Vorley and Williams have guest edited 11 times between them. Wapshott is a board member and trustee of ISBE and Herrero is President of the Sociology of the Arts Research Committee of the International Sociological Association. CREED members have won six best paper awards, including at ISBE (Breslin) and the International Council of Small Business World Conference (Williams), with 6 staff co-authoring 39 publications with overseas collaborators. Vorley and Williams are members of the ESRC Peer Review College. The Cluster for Research on the Informal Sector and Policy, a CREED sub-group, has won funding from ESRC, National Audit Office, ISBE, the European Foundation for the Improvement of Living and Working Conditions and European Commission over the REF period, and has had a significant policy impact, exemplified by its design of a European platform for tackling undeclared work, the subject of a European Parliament legislative initiative in 2013/14 (see Case Study).

Work, Organisation and Employment Relations Research Centre (WOERRC) advances knowledge of socially responsible work practices and processes in the realms of employment relations, new forms of work organisation and health organisation. Much of this work has been interdisciplinary, cutting across business and management, economics, medical sociology, health services research, employment law and public policy. Contributions to the wider research base are evidenced by associate editorships of journals such as the *Industrial Relations Journal* (Heyes), *Employee Relations* (Dibben) and *Qualitative Research in Organizations and Management* (Johnson), and membership of the editorial boards of journals including *Work, Employment and Society* (Heyes, Latreille, Williams) and *Career Development International* (Renwick). Advisory roles inside academia have included: co-founder and referee for the BAM Special Issue Group on Research Methodology, and co-chair and academic referee for the Research Methods track of the European Academy of Management (Renwick) and independent referee for the Higher Education Academy and member of their Economics Network's Advisory Group (Latreille). Internationally, roles have included board membership of the Research Committee on Labour Movements of the International Sociological Association (Dibben) and Vice President (Europe) of the International Employment Relations Association (Latreille). Prizes have included best paper awards for the 2012 International Conference on HRM and the Management of Organizations in Africa (Dibben) and the 2012 Organisational Behaviour in Health Care Conference (Finn). Keynote lectures have been presented at major conferences and events in the UK (Finn, Latreille) and in the Ukraine, Moscow, Turin and Prague (Heyes), and recognition of expertise in employment relations and well-being has resulted in the position of adjunct Professor of Griffith University, Australia (Dibben). Members have obtained funding to support their research from BIS and Acas (Latreille), the British Academy (Heyes), and the ESRC (Dibben, with Johnson and Cullen). The latter three year project examines supply chain accounting and employment relations in emerging economies, and illustrates the international and interdisciplinary nature of the research undertaken in WOERRC.

Logistics and Supply Chain Management (LSCM) Research Centre LSCM collaborates with research users to rethink and enact socially responsible work processes with regard to sustainable supply chains. Led by Koh, the LSCM Research Centre has 18 core members, 5 associate members in Europe and 19 academic partners internationally. The two most recent toolkits produced by the LSCM Research Centre are: Supply Chain Environmental Analysis Tool (SCEnAT) and Reverse Logistics, both reported as REF impact case studies. The LSCM Research Centre has worked with many public organizations such as local authorities, Regional Development Agencies, DECC, DCLG, BIS, IPCC and NDRC as well as many major private organizations, including Argos, Rolls-Royce, British Telecom, Bridon, Cargotec, DLA Piper, EoN, EDF, Ford, Raytheon, Tata Steel, Unilever, SIG, Halfords, GTZ, Microsoft, SAP, Sheffield Forgemasters International, Muntons, MacKinsey, Deloitte and the Confederation of the Indian Industry (CII). A multidisciplinary offshoot of LSCM is the university-wide Centre for Energy, Environment and Sustainability (CEES), launched to advance the understanding of energy, environment and sustainability for a low carbon future. This centre pursues national and

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international collaborations and partnerships with academia, government and industry. For example, as part of the recent Big Energy project a multidisciplinary team of academics has been working with 6 Local Authorities, 6 ALMOs/social housing providers and an energy advice company to study energy efficiency and carbon emissions in houses across the Yorkshire and Humber region.

These research centres will in the post-2014 period drive forward work on rethinking and enacting the different aspects of socially responsible work practices in which they specialise. In addition, further funding will be put in place to build on existing and emergent strengths around socially responsible research within the A&FM and IBSM research groups.

Accounting and Financial Management (A&FM) research group The group's long-standing strengths in corporate governance, interdisciplinary accounting research and finance provide strong foundations for future developments. Adcock is founding editor of the *European Journal of Finance*, Lee is associate editor of *Qualitative Research in Organisation and Management* and a member of the national Council of the British Academy of Management, and Brierley is the European co-ordinator of the Accounting Behaviour and Organisation section of the American Accounting Association. Cullen is Chair of the Committee of Departments of Accounting and Finance, BAFA Executive member, CPAF Executive member, member of the CIMA Research Board and CIMA Examination and Assessments Board. A&FM members have won two best paper awards in AAAJ and the Global Businesses and Economics Review, whilst Lee has presented several keynote lectures on the use of qualitative methods in accounting and organizational research at Griffith University, Liverpool University and the European Academy of Management doctoral colloquium. In addition, in 2009 Lee provided a keynote address to the TUC's Unionlearn division on accountability in workplace learning initiatives and his work has been used in Australia, New Zealand and Canada. Ogden has obtained ICAS-funding to investigate non-compliance with the code of practice for corporate governance. Awards include a highly commended award from AAAJ for Komori's article on the feminization of accounting practice.

International Business, Strategy and Marketing (IBSM) Research Group This group examines beneficial institutional environments and strategies in emerging market economies (Barnes, Demirbag, McGuinness); the importance of cultural interplay in international business and markets (Barnes, Gomes and Monkhouse); the marketing and consumption of sustainable technologies and green marketing (Oates and Alevizou) and the marketing of cultural offerings across international boundaries (O'Reilly, Carnegie and Herrero). Members have guest edited special issues of *Human Resource Management*, *Journal of World Business*, *International Marketing Review* and *International Business Review* (Demirbag), and *Zeitschrift fur Psychologie*, *European Journal of Marketing* and *Journal of Marketing Management* (O'Reilly), and are also members of editorial boards of prestigious journals such as the *Journal of International Marketing*, *International Marketing Review*, *Industrial Marketing Management*, *International Journal of Advertising* (Barnes) and *Marketing Theory* (O'Reilly). Prestigious prizes awarded include: the best paper award at the Academy of International Business (AIB - South East Asia 2012); outstanding paper award 2010 in Marketing Intelligence & Planning and the Financial Times Pearson Book of the Year in 2009 (Barnes); Emerald Awards for Excellence (O'Reilly); and selection to the membership of the ESRC Peer Review College (McGuinness), the British Academy peer review college and assessor/reviewer for Leverhulme Trust research project grants (Demirbag).

These four Research Centres and two research groups are not silos, with staff often members of several. Indeed, interdisciplinary research is embedded in the School's research culture, with just under half (44%) of staff conducting research with authors in other disciplines during the REF period, and two of the School's six research groups having moved from School to Faculty-level so as to benefit from interdisciplinary perspectives.

Conclusion

SUMS has witnessed a step-change in the quality of the research environment, exemplified by our membership of the ESRC White Rose DTC and investment in a new Doctoral Studies Centre, and re-location of the Management School to purpose-designed new premises. With the coveted 'triple crown' accreditation status, and carefully managed expansion focused on rethinking and enacting socially responsible work practices, a resilient and sustainable research environment has been created that builds specialist capacity and nurtures the next generation of management academics.