Institution: Edinburgh Napier University

Unit of Assessment: 19 - Business and Management Studies

a. Overview

This submission is based on research activity in the Business School, one of three faculties at Edinburgh Napier University (ENU). The Business School comprises three schools, two institutes and a research college. The Employment Research Institute (ERI) is a dedicated research centre and the Edinburgh Institute (EI) is primarily focussed on commercial and knowledge exchange activities. The Research College covers school-based academic staff, and is currently made up of nine themed research clusters. Two of these research clusters (Management and Leadership, and Tourism) have grown to become significant research areas identified in Section b below. School-based academic staff have a link to one of the research clusters and contribute to activities in both the EI and the ERI.

b. Research strategy

Edinburgh Napier University Context
The current Business School strategy is guided by the University's strategic objectives to be academically excellent; to create, exploit and transfer/exchange knowledge; and to be an international university. As a research-informed university, ENU is committed to ensuring that its core academic mission is well supported by clear research-teaching and business-community links. Against this background, research is a fundamental activity at the core of the University's academic mission. Research excellence at ENU is underpinned by a commitment to various benchmarks of good practice in research design and delivery, including the National Co-ordinating Centre for Public Engagement Manifesto, the EU Badge and Vitae Concordat and UK Research Integrity Concordat. ENU is committed to ensuring that its early career researchers gain valuable experience and that the University is able to enhance the relevance of its teaching and learning activities for its student community. The University is fully engaged in the activities of Universities Scotland's sector-wide Research Training Sub-Committee, which until 2012 was chaired by its Director of Research Strategy, Professor Alison McCleery, and which in 2010 won the THE Award for Outstanding Support for Early Career Researchers.

Business School Current Strategy
The Business School continues to conduct applied and theoretical research across the range of subject areas. The policy and practice emphasis reported in RAE 2008 continues and the current Faculty Strategic Plan identifies the aim to achieve excellence in applied and collaborative research to support its mission *'To develop leaders and management practitioners who make a positive difference to organisations and society'*.
The Research College provides the locus for research identity amongst staff groups, building a sense of research community for staff and research students. Research clusters form communities of best practice around mentorship in publishing, public engagement, research management and leadership skills. Each cluster has researchers nominated as academic leader and mentor, seminar organiser, editorial board member for the new e-working paper series, public engagement leader and research integrity and ethics coordinator. These roles are central to the development of the research community and provide staff, especially early career researchers (ECRs) and doctoral students, with an opportunity to develop new skills.
The ERI was established in 1997 and produces applied and theoretical research for policy and decision makers in the UK and Europe. It continues to produce world-class research in areas of employment including: employability, labour market economics, skills development and equality. Finally, the Edinburgh Institute for Leadership and Management Practice is now fully developed as the commercial, client-facing enterprise within the Business School.

Research Themes
Research within the Business School centres around four main thematic areas. These have developed from the RAE 2008 as a result of the focussed growth of some areas and personnel changes. The first two themes come under the broad umbrella of the ERI, while Management and

Leadership, and Tourism research have significantly improved the quality of their research output:
1. Work, employment and employability (Raeside, Cutcher, Dutton, Canduela)
2. Operations and networks (Raeside, Pearson, Gao, Canduela)
3. Management and leadership skills in organisations (Garavan, Francis, McMillan, Cutcher)
4. Tourism (Leask, Lynch, Rakic)

1. *Work, employment and employability (Raeside, Cutcher, Dutton, Canduela)*

The Employment Research Institute (ERI) is now led by Professor Raeside (ERI Director 2013) and was previously under the leadership of Professor McQuaid (ERI Director 2000 – 2013). It has established an international reputation for producing high-quality academic outputs and informing policy development in the field of labour market and employability issues. The unifying theme of the ERI's contribution to academic publications and policy reports is the development of the concept of employability. This has been widely used in the policy process to improve understanding of the barriers to work faced by the unemployed and barriers to progression for those in employment. The work of the ERI also informs policy for addressing these barriers. As a result of this expertise, the ERI has secured major research funding from government bodies, agencies and the European Union to inform national and European policy on employability. Selected project funding secured since 2008 that has informed national policy include:
*   Evaluation of the Working for Families Fund (2004 - 2008) **The Scottish Government** £199,900
*   Promoting Jobs Growth to Benefit Disadvantaged People and Communities - An International Review of Best Practice (2011) **Department of Enterprise, Trade and Investment, Northern Ireland** £54,700
*   Engaging Low Skilled Employees in Workplace Learning: New Research with Lower Skilled Employees (2012) **UK Commission for Employment and Skills**, £58,500

Major current projects that continue to strengthen the ERI's contribution to the field of work, employment and employability include:
*   Social Innovation – Empowering Young People for the Common Good (2013 – 2015). **European Commission 7th Framework** €2.49 million - ERI €249,000

2. *Operations and networks (Raeside, Pearson, Gao, Canduela)*

ERI researchers have been active in the development and application of Social Network Analysis (SNA) as a method for understanding patterns of relations between actors to be modelled and combined with the actors' attributes. This innovative approach has been applied to improve the wellbeing of women, older people seeking to re-enter employment and to reduce the harmful effects of substance abuse. Furthermore, the SNA methods outlined here have also been applied in the commercial field to increase supply chain performance, demonstrate the effectiveness of prisoner management in reducing recidivism, and to assess the effectiveness of health promotion initiatives. Research in this area has been led by Professor Raeside. Selected project funding:
*   North Sea Supply Connect. 2009-2012. Intereg IV B European funding €1,014,000, €168,000 to ERI
*   ESRC (2009-12) funded the Applied Quantitative Methods network (AQMeN) – Raeside sat on the Executive Committee
*   Knowledge Transfer Partnership (2012) Games Analytics with the School of Computing £44,900

3. *Management and leadership skills in organisations (Garavan, Francis, McMillan, Cutcher)*

This body of research is led by Professor Garavan and focuses on exploring and understanding behaviours and practices in both leadership and management across different sectors in the UK and internationally. This encompasses exploring management and leadership practices generally and in specialised areas of management. Key to this area of research is linking theory to practice to enable a greater understanding of developments and current practice in private (Cutcher), public organisations (McMillan) and public/voluntary sector (Francis). Particular areas of interest include: leadership and management in practice, understanding international contexts, leadership learning and development, and skill development. It also builds on research around evaluation of leadership development initiatives and human resource management skills. The group will host the University

Forum for Human Resource Development (UFHRD) conference in 2014. Selected project funding:
- Cross-case analysis of the 'Employment Deal' **Public Sector People Managers' Association (PPMA) and London Councils (**2011) £32,000.
- Employment Inequalities in an Economic Downturn (2010) and Trends in Employment Inequalities (2013) reports for the **Equality Commission Northern Ireland** ERI £1,400 and £18,000.

4. Tourism (Lynch, Leask, Rakic)
Dr Leask has led the Tourism group and is now joined by Professor Lynch. The areas of study cover a range of perspectives – visitors, managers and employees – all within the context of the tourism sector. Research contributions aim to focus on the effective management of these tourism businesses in relation to product development, service delivery and staff engagement. Research is conducted at individual visitor, individual tourism business and destination levels. These relate to UK, Asian and American examples. Research themes cover many sectors of the tourism sector, including visitor attractions, hotels, transport and mega-events. There has been a focus on specific areas of expertise: development of tourism products aimed at Generation Y visitors to museums; age-diverse staff engagement policies within visitor attractions; revenue management and factors in effective management of visitor attractions; tourism and event education and graduate development; EU tourism policy and the impact of regional trading organisations on international tourism development; heritage, tourism and national identity. A critical perspective is injected through approaches taken towards the study of: visual and creative research methodologies; small hospitality and tourism accommodation business enterprises; post-conflict tourism; interdisciplinary hospitality studies research agenda development; establishment of the journal *Hospitality and Society*. Selected project funding:
- Generational changes in consumer behaviour and tourist decision making (Hotel and visitor attraction sectors Singapore, Hong Kong and Macau) **Lawrence Ho Foundation** (2011) £29,900
- Leveraging the 2022 Qatar World Football Cup for the promotion of green and active living - **Qatar National Research Foundation** (2013) $235,300 USD

Business School Future Research Strategy
At its core our research strategy has remained consistent since 2001 and continues as we go forward. It has produced successful outcomes, demonstrated in RAE 2008 and this submission – in terms of increased research and knowledge exchange income; excellent research in our areas of strategic importance; growth in research student numbers and the development of newer researchers. Going forward our objectives are to:
- Maintain and develop our core strength in employment through the ERI and to grow Management and Leadership research;
- Establish the Tourism group as one of the top UK groups in the field for research and knowledge exchange;
- Continue to enhance research sustainability through the maintenance of a balanced portfolio of research student provision and the development of newer researchers.

We plan to achieve these objectives through:
- The focused investment of research time allocations;
- The strategic allocation of internal research funding and support to gain external funding;
- A focused growth in the number of doctoral students;
- The strategic recruitment of additional staff;
- A systematic programme of research mentorship;
- Extending current research collaboration in the UK, Europe and world-wide.

Through these mechanisms it is planned to support staff to better develop individual and group research strategies to improve the quality and quantity of publications and to achieve additional research income.

c. People, including:

i. Staffing strategy and staff development
Recruitment, Selection & Promotion

Capacity building for research sustainability remains at the core of the Business School approach to recruitment and development. We adhere to HR good practice in staff recruitment and promotion in line with university policies, and use a Personal Development Review (PDR) process to identify specific staff development needs. Our approach hinges on three key elements:

- The recruitment of experienced researchers (e.g. Professorial appointments: Garavan, Lynch and Cutcher) to enhance existing areas of excellence and provide research leadership.
- The recruitment of junior staff with a demonstrable research potential, including our own doctoral candidates (e.g. recent PhD graduates appointed as Lecturers: Auernhammer, Tjandra and Ross; Graduate Training Assistants (GTAs) recently appointed to Lecturing posts: Langford, O'Neill). We have been highly successful in researcher development through this route (see Rakic in this submission).
- The development of existing staff through participation in University-led programmes and initiatives within the Business School.

Approach to staff development

New staff are given lighter teaching loads and all staff who do not already have a doctorate are encouraged to pursue either a PhD or DBA. A Workload Allocation Framework (WAF) provides for dedicated time to support staff undertaking doctoral studies. As part of strategically focussed support, research active staff receive a research time allocation through the WAF, which is annually reviewed through the PDR system. Professors and readers have substantial research time allocations to allow for research fieldwork, writing and external esteem related activities. The University is in the process of introducing a competitive bidding system for periods of sabbatical leave, aimed at directing support to key strategic areas (i.e. for the Business School: Employment, Leadership and Tourism).

Doctoral supervision teams include a third member, who does not currently have supervision experience, and who is mentored through the supervisory experience. This has enabled our supervisory capacity to grow significantly since 2008.

Alongside the Business School staff development initiatives, the University has developed a strategic approach to researcher development. It takes an inclusive approach to the development of research students, early career researchers, research degree supervisors and established researchers. Using the Researcher Development Framework (RDF) created by Vitae, a Researcher Development Programme has been established (approximately 20 events per trimester). The programme has helped foster the research culture across the University by bringing researchers together to share best practice. As a result of this work, in 2010 ENU was awarded The European Commission HR Excellence in Research Award.

Research Community

The general research environment has been significantly improved since RAE 2008. The ERI has continued its well established seminar programme, with regular presentations from internationally recognised experts. These are attended by staff across the Business School and University. Alongside this, the Research College has provided a focus for building the research community within and across the Business School. Research clusters have been funded to initiate activities for the research community at the local level ('away days', seminars and conferences), bringing in external experts and giving space for members to present their own research. At the same time as giving 'bottom-up' ownership of events to the researchers, the Research College brings them together for joint activities such as the development of the online working paper series, which has recently been established. In addition the self-organised programme of research social events (typically researcher lunches, and early evening socials) has proved popular and energising. A two-day annual research conference is held for research students and staff, with external speakers.

ii. Strategy for research students

In line with our strategy outlined in RAE 2008, there has been a continued growth in the research student body in the Business School; the shape of this growth has been carefully planned around the overall Business School research strategy. We aim to:
• Continue the growth of research student numbers in targeted subjects (e.g. Employment,

Leadership and Tourism) through Business School funded full studentships, fee waivers, Graduate Training Assistants (GTAs) and Doctorates in Business Administrations (DBAs).
- Continue the development of the DBA programme to reflect our mission to impact on management practice.

We currently have a total of 74 research students (38 PhD and 36 DBA), plus a number of students in 'writing up' mode or working on post-viva resubmission. Between 2001 and 2008 we had 20 doctoral completions, in the period 2008-2014 this has grown to 38 (31 PhD and 7 DBA), which is 3.17 per researcher for the submission.

Career progression
All DBA candidates are in senior management or academic positions, or consultants and have continued in their careers, one company director (McKenzie) has started some teaching alongside his business interests. Of the PhD candidates, approximately half have either entered academic positions, or have progressed in academic careers, e.g. Todd appointed to lecturer in the Business School.

DBA
In the RAE 2008 submission, we reported the launch of a new DBA Programme in 2007. This fits with the aim of making Business School activities relevant to practice at all levels. We are committed to academic rigour and provide high levels of support and guidance to DBA candidates. Our DBA is research based, but projects must make a contribution to both practice and knowledge. In 2013 we recruited to our sixth cohort of DBA candidates, with a parallel cohort running in the Caribbean from October 2013.

GTAs
In 2011 the University introduced a GTA scheme. We currently have seven GTAs (a further two have already been appointed to substantive lecturing posts).

Doctoral training - Training and skills development for research students is delivered through our centrally-delivered Researcher Development Programme (as above) and a Business School research student training programme. The DBA candidates have cohort based study blocks. Formal training events are supplemented by the annual Research Conference, a research Summer School and the range of activities organised by the research clusters.

Supervisory training and development
We run a range of events for research supervisors, from 'getting started' through to in-depth sessions for experienced supervisors. The ENU 3-day 'Supervising Research Degrees' course has been formally recognised by the Staff and Educational Development Association (SEDA) allowing our participants to gain an externally-accredited award upon completion of the course. New research supervisors also receive informal mentoring through participation in supervisor teams.

d. Income, infrastructure and facilities

Income
Total research income for the REF period was £1,836,555, which equates to £153,046 per researcher for the submission. The majority of research income is gained via the ERI, or staff working under the umbrella of the ERI. Most significant funding sources have been:
- *European projects* (e.g. Local Worlds in Social Cohesion €254,000; North Sea Supply Connect Intereg IV B €168,000 to ERI).
- *Government departments/ bodies* (e.g. Evaluation of the Working for Families Fund Scottish Government £199,900; Knowledge Exchange on Public Policy: Supporting statistically informed decision making and modelling in Local Authorities, Scottish Funding Council £70,000; Skill Development in the Social Care Sector Department of Health £49,000).
- *Charities* (e.g. How can parents escape from recurrent poverty? Joseph Rowntree Foundation £38,400).
- *International foundations* (e.g. Embedding CSR in Tourism and Hospitality Organisations: A Cross-Cultural Perspective Lawrence Ho Foundation £30,000).

Going forward, we will continue to target these funding sources. In addition we aim to target

Research Council funding in collaboration with partner institutions in the Employment, Leadership and Tourism fields.

Infrastructure and Facilities

The University as whole has made large scale investment in its three prime sites, which house the three faculties. Craiglockhart campus, re-opened in 2004, houses the Business School. There have been continual improvements to the building, including new provision for research degree students in 2012. All full-time students have their own desk, storage and work station. An additional room provides hot desk facilities for part-time students and those normally based overseas.
There is a library based at each of the three main campuses (24hr on one campus). At each library there is a named library contact for specialist subject support and 1:1 advice. The contact for business and management works closely with the research degrees team to provide training for PhD and DBA students. There are also open computing areas (24hr on one campus), internet cafes and support for University desktop, installation of staff PCs, problem fixes, security etc.

e. Collaboration and contribution to the discipline or research base

Collaborations

The ERI has a particularly strong European network, partially stemming from a history of European research projects e.g. European Commission 7th Framework project on Social Innovation Empowering the Young for the Common Good (SocIEtY), with nine European countries; North Sea Supply Chain, Intereg IVB with Germany, Belgium and the Netherlands. Gao works closely with universities in China, e.g. Joint research project on 'Innovation of financial reporting and information transparency' with Beijing University of Posts and Telecommunications (funded by China's National Science Foundation with funding over GBP50,000 from 2013-2015). The Tourism group research and write with colleagues from Australia, New Zealand, USA, Hong Kong, Switzerland as well as Europe. Cutcher also works at Sydney University and provides links with a range of Australian networks, as well as links with the Universities of Cardiff, Lancaster and Essex; Garavan has strong links with Irish universities, e.g. Tacit Knowledge Project in collaboration with Enterprise Ireland, University of Limerick, Cork Institute of Technology and the National University of Ireland. Staff also have strong co-working relationships with colleagues from a range of UK universities: Surrey and Nottingham Trent (Rakic), Bournemouth (Leask); School of Oriental and African Studies and Oxford Brookes (Lynch).

Indicative Journal editorial activities

Raeside: Editorial Board - *Work Employment and Society (plus 2 others)*
Garavan: Editor - *European Journal of Training and Development, Personnel Review;* Editorial Board - *Human Resource Management Journal (plus 5 others)*
Gao: Associate Editor – Studies of Economics and Finance; Editor (Accounting) Afro-Asian Journal of Finance and Accounting; Editorial Board – *Journal of Financial Reporting and Accounting (plus 10 others)*
Cutcher: Review Editor – *Organization;* Managing Editor, *Australian Review of Public Affairs.*
Lynch: Editor - *Hospitality and Society, Hospitality Review;* Editorial Board*: Tourism Review, International Journal of Contemporary Hospitality Management (plus 3 others)*
Leask: Editorial Board - *International Journal of Tourism Research (plus 3 others);* Special Issue Editor: *International Journal Event and Festival Management, International Journal Tourism Research*.

Indicative examples of journal refereeing

Lynch, Leask, and Rakic – reviews for more than 25 journals including *Annals of Tourism Research, Tourism Management,* and *Current Issues in Tourism;* Francis and Garavan across HR and HRD field including: *Human Resource Management Journal, Human Relations* and *International Journal of Human Resource Management*; Cutcher: *Organization Studies, Human Relations, Gender Work and Organization* and *Organization;* Gao – more than 10 journals including *British Accounting Review, Corporate Governance: An International Review* and *International Small Business Journal;* Raeside including: *Work Employment and Society, Social Science and Medicine* and *International Journal of Forecasting;* Pearson including - *European Journal of Operational Research* and *International Journal of Production Economics*; Canduela:

Journal of Applied Probability; Dutton - *Policy and Politics.*

Conference organisation
Garavan – Developing Leadership Capacity Conference, Limerick (2013); Gao - International Symposium on Accounting & Finance Issues in the Insurance Sector, Chengdu, China (2008); Raeside - Operational Research Society (2012) Edinburgh.
International Scientific Committee: Lynch - Critical Tourism Studies Conference (2011); Council for Hospitality Management Education Annual Research Conference (2008); Leask - International Conference on Heritage and Sustainable Development (2010, 2012, 2014); the World Tourism Research Conference (2013); Leisure Studies Association Annual Conference (2012)
Track Chair: Cutcher - Gender Work and Organisation (2008, 2010 and 2012)
Lynch - Council for Hospitality Management Education Annual Research Conference (2009), British Academy of Management Annual Research Conference (2008).

Indicative Keynote presentations / lectures
Lynch – Keynote: Lines of Flights Symposium, Innovating Research Methods in Service Studies, Stenden University, The Netherlands (2008); Council for Australian Tourism and Hospitality Education Annual Research Conference, Griffith University, Australia (2008); Council for Hospitality Management Education student conference, University of Wolverhampton (2012).
Francis - Keynote: British Academy of Management Human Resources SIG Workshop (2013); CIPD National CIPD Conference (2010), and Singapore Human Resources Institute (SHRI) National Conference (2010)*.*
Raeside – Plenary: Fifth International Conference of Applied Mathematics and Computing – Plovdiv, Bulgaria (2008).
Garavan – Keynote: International HRD Conference, Mauritius (2013).
Gao – Keynote: Annual Conference of China's Life Insurance Managers Association and CICE 10th Anniversary, Hangzhou, China (2012).
Rakic - Invited workshop: Critical Tourism Studies Conference, (2013), Sarajevo.

Examination of doctorates
Lynch (9), Leask (5), Gao (7), Raeside (3), Garavan (5), Francis (4) – examinations in Australia, Hong Kong, USA, India, New Zealand and UK (e.g. Universities of Wales, Strathclyde, Bournemouth, Aston, Bangor, Bradford, Edinburgh, Surrey).

Other
Francis – CIPD 'Outstanding Contribution to Scottish HR' 2013 Award (first academic to be given this award); *Expert Challenge Group* set up to advise the Work Foundation on its two-year UK-Wide Future of Work Research Programme (2009-2010)
Cutcher – Co-Director of the International Centre on Organisational Discourse, Strategy and Change; Member of the International Working Development Party of the Credit Union Foundation of Australia and Inaugural winner of the Sydney University Business School Research Engagement Award.
Gao – winner of Best Paper award at the International Conference on Innovation and Management, Phnom Penh, Cambodia (2013).
Rakic - Member of the Elsevier 'Article of the Future' expert group (2011).
Leask - Invited panel member National Trust for Scotland Strategic Review (2009); Creative Scotland Cultural Tourism Review (2011); Edinburgh Tourism Strategy (2012).
Garavan - Board Member; Academy of Human Resource Development (USA) and University Forum of Human Resource Development, Europe
Raeside - Visiting Professor at The University of Dhaka Bangladesh; Royal Statistical Society's representative on British Standards committees of statistics in Management and six sigma; Convenor Business School Research Integrity Committee up to August 2013.