

<p>Institution: University of Aberdeen</p>
<p>Unit of Assessment: 19: Business and Management</p>
<p>a. Overview</p> <p>Research in Business and Management was established at Aberdeen in the mid-1990s and has been led from the Business School since 2002, when the University was reorganised into Schools and Colleges. The Business School is one of six Schools in the College of Arts and Social Sciences (CASS). As in RAE 2008, the School makes submissions to two other panels in economics (UoA18) and real estate (UoA16). Researchers within our UoA and across the School collaborate with colleagues in CASS as well as with the two other colleges, College of Life Sciences and Medicine and College of Physical Sciences, in line with Aberdeen's institutional research themes and commitment to multi- and inter-disciplinary work.</p> <p>Since 2008, the unit has invested in consolidating research activities and maximising our profile around three areas of strength outlined below. Our numbers of research and taught postgraduates, PhD completions and international students have risen significantly. We have also significantly increased our research income relative to that in the RAE2008 period, with staff involved in externally funded collaborative research awards (within and beyond Aberdeen) totalling in excess of £2 million. These results have been achieved via our recruitment and joint appointments strategy and by professional development among existing unit members. The unit has maintained its strong interdisciplinary and international orientation, as evidenced by our cross-disciplinary publishing and our professional activities and ties in Europe, North America, Asia and Australia.</p>
<p>b. Research strategy</p> <p>During the REF2014 period, our unit has consolidated and built its research activities around core areas of historic strength in <i>Accounting Practice and Theory</i>; <i>Financial Markets and Corporate Finance</i>; and <i>People, Organisations and Change</i>. This has been achieved through research grants, collaborations and partnerships, high quality outputs and new appointments.</p> <p>Accounting Practice and Theory: The historic strength of accountancy and finance research at Aberdeen continues to develop, led by Professors Roberts and Heald in financial reporting at corporate and governmental levels. Roberts' research team explores aspects of the development of financial reporting and their acceptability within the accountancy profession. With colleagues and doctoral scholars, work has been published in this period in a range of leading journals (<i>Critical Perspectives on Accounting</i>, 2012; <i>Accounting, Auditing and Accountability</i>, 2010 and 2011; <i>International Financial Management and Accounting</i>, 2011).</p> <p>Heald's world-class work on conceptualising fiscal transparency demonstrated that the UK's high scores on IMF indices present a misleading picture of effective transparency. His work on UK central government accounting practices documents a successful transition from cash to accruals. His research into the UK government's Private Finance Initiative demonstrates that the questions of accounting treatment and Value-for-Money were separable, and has since been referenced in IMF policy and research papers. Heald played a significant policy role in the design of the Scottish devolution settlement and has since contributed to enhanced understanding in Northern Ireland of the opportunities and threats arising from financing mechanisms. His impact is highlighted in a case study documented in REF 3b. Heald's work has been published in high-profile journals such as <i>Financial Accountability and Management</i> (2011, 2013) and <i>International Review of Administrative Sciences</i> (2012). He has been awarded a Royal Society of Edinburgh/Scottish Government Support Research Fellowship in 2010-11, researching <i>Improving the Quality of Public Expenditure</i> (£75K); and currently holds a Leverhulme Emeritus Research Fellowship (£22K, 2012-2014) on <i>The architecture, governance and substance of UK Public Audit</i>.</p> <p>The team includes Alawattage and Whittington. Alawattage researches the interrelationships between organisational control practices and society and politics within the Third World, providing a theoretical framework to explain the emergence and sustenance of political hegemony as the dominant mode of control in Third World enterprises; and a location for the historical developments in management accounting practices within the framework of historical evolution of global</p>

capitalism and its economic organisations. He publishes in leading accountancy journals (*Critical Perspectives on Accounting* 2009, 2011, 2012; *Accounting, Auditing and Accountability*, 2009). **Whittington's** work focuses on management accounting and its interface with marketing and with financial analysis. He is published in leading accountancy and management journals: *Business Finance and Accounting*, 2009; *Marketing Management*, 2008; *Accounting Education*, 2009.

Financial Markets and Corporate Finance: The strategy for research in finance is to deliver and compete in core areas of academic development: in the understanding of market microstructure, of asset allocation and market regulation. The team is led by Profs **Buckland** and Black, joined by Klinkowska (2009) and **Williams** (2008) and continues to have a strong grouping in the analysis of financial markets, with particular emphasis on research and analysis of high frequency data. **Buckland** is presently Head of School, while Black is on research leave in 2013, following an extended period as Head of School.

Williams has rapidly established an international reputation in the analysis of high-frequency data on financial markets. His research is rooted in theoretical and empirical asset market issues, where he is an international authority, and his work is significant in its contribution to identifying and understanding the processes driving investors' decision-making, the functioning of asset markets, and their implications for the activity of policy-makers, regulators, professionals and academics. His projects are always close to market and impact. For example, his work on credit default swaps has received detailed attention from financial sector regulators, central banks and the OECD; while he is involved as Principal Investigator in large, collaborative projects involving HEI and industry partners (HP Labs, Lloyds, National Grid) in research into computing security issues. His research has been funded by the Technology Strategy Board (*Cloud Stewardship Economics: securing the new business infrastructure*, £106K, 2010-2013); Hewlett Packard Labs (*Trust Economics*, £81K, 2008-2010); the European Commission (*Socio-economics meets security*, £87K, 2012-15); while research with **Whittington** is funded by the Scottish Accountancy Trust for Education and Research (*The impact of pension plans on companies equity RISL*, £2K, 2012-13).

Buckland's research on the development of strategic thinking in UK universities and new funding models in contemporary universities has been published in the *Journal of Management Studies* (2009). **Buckland** and **Williams** (with Chen, U. of Swansea) explore the exploitation of high-frequency financial data on segmented Chinese markets to explore the transmission of information and price shocks across markets. He continues to consider the treatment and role of 'risk' in issues concerning regulation and stock-market volatility. Building on his previously ESRC-funded projects on cost-of-capital measurement issues, **Buckland** is developing work on network utilities and relaxation of the assumption of constant risk premia (with Beecher, Michigan State University, USA). **Buckland** also works with **Williams** on the application of robust estimation techniques to UK and US data on securities issued by stock exchange listed water companies.

Lamb's research focuses on applications of operational research methods and optimisation theory to financial modeling problems. He is interested in Data Envelopment Analysis and related linear programming techniques, robust convex optimisation for portfolio selection, bootstrap methods, and modeling response surfaces. He also investigates design of metaheuristics for NP-hard routing, scheduling and assignment problems and the detailed design and analysis of neighbourhood structures. He is represented here by publications in *Networks* (2010) and the *European Journal of Operational Research* (2012).

People, Organisations and Change: This theme represents a long-standing, expanding area of excellence at Aberdeen, one to which we remain committed. Prof **Parker** (2010) and Dr **Okay-Somerville** (2012) were appointed during this period and join Profs **Dawson**, **Mauthner** and **McKee**, and Drs **Cai**, **Randall** and **Thomson**. Using a range of theoretical and methodological approaches, research in this group explores the changing nature of work, the workplace and organisations and its impact on various stakeholders: employees, managers, employers, and consumers as providers and users of evolving services.

The group builds on long-standing expertise and influence in the area of processual organisational change, which has been led by **McKee** and **Dawson** since the mid-1990s. **McKee** has continued to extend and refine the concept of 'receptive contexts for change' that she first developed in the 1980s. Her research has radically altered understanding of change processes,

introduced robust sociological insights into the modelling of business processes, and articulated contingency and resource-dependence accounts of strategy development. During the review period **McKee** has expanded these ideas and their application in the healthcare sector by working closely with the Chief Scientist Office funded Health Services Research Unit at Aberdeen, where she directs the Delivery of Care programme of research; by developing strategic research partnerships with healthcare and policy stakeholders; by securing 11 funding awards; and by producing major outputs in *Public Administration* (2009), *Sociology of Health and Illness* (2011) and *Social Science and Medicine* (2009). Highlights include a project with colleagues at Aston, Sheffield and Leicester Universities, *High Quality Care for All: Evaluating Progress, Problems and Promise* (2010-2012, National Institute for Health Research Policy Programme, £1.3 million); a project with colleagues at Cardiff and Dublin on *Approaches to Systemic Quality and Safety* (2011-2013, Irish Health Research Board, £144K); and a project on *Sharing Information with Children and Young People about Genetic Risk* (2010-2014, Chief Scientist Office, £153K).

Dawson's research focuses on the complex dynamics of change and how individuals and groups respond to and actively shape processes experienced over time. These relational multi-dimensional experiences highlight the interplay between the lived experience of non-linear time and conventional clock time often used to regulate and plan change strategies and implementation schedules. **Dawson** explores these issues in the energy (mining industry) and healthcare sectors, and his research is international in scope. He is currently a co-investigator on an Australian Research Council funded project (2011-2014, £ 271K) on technological innovation and change in supply chain integration. **Dawson** has published in the *International Journal of Management Reviews* (2012), *New Technology, Work and Employment* (2011), and *International Journal of Technology Management* (2010). With **Dawson**, **Thomson** has investigated remote and rural maternity services in Scotland; the role of the media in shaping public views regarding organisational change proposals for maternity services; and midwives', policy makers' and mothers' perceptions of these changes. **Thomson** has published her work in *Social Policy and Administration* (2008), the *Journal of Management and Organization* (2011), and *Quality and Safety in Health Care* (2009).

Mauthner is conducting a 12-month project (2013-2014), *Digital Epiphanies: Work-family configurations in a digital age*, funded through the EPSRC (£195K). The project is part of a Digital Economy Sustainable Society programme and is in collaboration with University College London, University of Bristol and Anglia Ruskin University. The project explores how the growing use of digital devices and technologies, for work and non-work related activities, is reconfiguring work-life practices, identities and boundaries. During the review period, **Mauthner's** research has also been supported by grants from the Society for Research Into Higher Education (2011-12, £5K) and Carnegie Trust for the Universities of Scotland (2009, £2.5K). Her work has been published in *Sociology* (2008); *Gender, Work and Organisation* (2010); and *Social Epistemology* (2013).

Okay-Somerville's research focuses on the graduate labour market. Her doctoral work examined the nature and development of employability and career self-management; the structure of opportunities in the graduate labour market; and career mobility following early underemployment. She has published in *Human Relations* (2013), where contrasting job quality in intermediately skilled (emerging) and traditional graduate occupations she questions the liberalisation observed on the demand side of the labour market and demonstrates its negative attitudinal and well-being related outcomes for graduates.

Parker's research explores business venturing and development of entrepreneurial businesses, publishing in *Organization Science* (2010), *Journal of Business Venturing* (2008, 2011) and the *Academy of Management Review* (2009). He published *The Economics of Entrepreneurship* with Cambridge University Press (2009). **Parker** is Associate Professor of Entrepreneurship at the Richard Ivey School of Business and also Research Fellow at the Institute for the Study of Labour, IZA, in Bonn, Germany and Fellow of the Amsterdam Center for Entrepreneurship, Netherlands.

Randall has completed research supported by the British Academy (£59K, 2008-2010) into the merger of two UK government departments to form HM Revenue & Customs. His work suggests that Inland Revenue subsumed HM Customs and Excise and that career paths, management development and promotion were pitched in favour of the former organisation. **Randall** has published in *Organization Studies* (2010), *Journal of Organizational Change Management* (2008) and *Journal of Change Management* (2010).

Cai's research examines technological changes in organizations through the perspective of

corporate governance. She has developed a framework that links firm technology management and corporate governance, and challenges theoretical assumptions that non-performing Chinese firms are largely explained by inadequate macro industrial policies. **Cai's** work also bridges innovation and supply chain management literature by drawing theoretical links between network management, innovation strategy and firm competitive advantage. She has been funded by a Carnegie Trust award (2009), and two collaborative projects with Xiamen University: (1) *Network Embeddedness and Firm Innovation Strategies* (2012-2015), funded by the National Natural Science Foundation of China; (2) *Network Embeddedness and SMEs' Innovation Capability* (2011-2013), funded by the Soft Science Foundation of Fujian Province. **Cai** has published in prestigious journals represented here by *Research Policy* (2008), *International Journal of Learning and Intellectual Capital* (2010), *Technology Analysis and Strategic Management* (2011).

c. People, including:

i. Staffing strategy and staff development

While our unit has experienced usual rates of departure due to retirement and relocation, numbers have remained relatively steady, due to the recruitment of Klinkowska (2009), McCann (2012), McGeachin (2010), **Okay-Somerville** (2012), **Parker** (2010) and **Williams** (2008). **Alawattage** (2011), **Cai** (2013), **Williams** (2011) and **Whittington** (2009) have been promoted from Lecturer to Senior Lecturer during the REF period; **Mauthner** (2013) has been promoted to Professor. All aspects of employment within the unit, including recruitment, promotion, development opportunities and disciplinary procedures, strictly comply with the University's strategy for Equality and Diversity. All staff with supervisory and recruitment responsibilities, and who are involved in the REF selection process, are required to attend training in the legislative framework for Equality and Diversity as well as its practical implementation. All staff and doctoral students have dedicated desk and office space in one building within the School. The University provides a portfolio of support facilities, from a day nursery located on site to a programme of sustainability in transport, from access to extensive sports facilities to a range of staff benefits, several delivered via salary sacrifice options. The University has Investors in People status and meets the Athena SWAN bronze standards in its employment practices.

The unit's research is supported by collegial relationships of staff who work together and by School, College and University-wide mechanisms and initiatives. Within the School these include: the annual Research 'AwayDay' to share and review strategy, to explore and build upon existing synergies and develop new areas of strength; individual annual Research Review Meetings, where publication and grant application plans, as well as dissemination and impact strategies are discussed; peer review of grant applications; regular research seminars and more informal presentations of work in progress; annual appraisals; formal and informal mentoring of junior staff to improve their individual research profiles. Prioritisation of research is also facilitated through a sabbatical scheme which has benefitted **Black** (2012-13), **Buckland** (2011), **Dawson** (2013), **Heald** (2010) and **Mauthner** (2009). ECRs are supported through formal reductions in teaching (50% reduction in first year, 25% reduction in second year) and light administrative loads during probationary periods. In 2012 the Business School launched a Research Surgeries programme, run in collaboration with Research and Innovation (R&I), providing general and tailored research support and advice. During monthly meetings, Business Development Officers (BDOs) from R&I share upcoming research funding schemes and initiatives. These sessions also allow staff and BDOs to work together to turn research ideas into research grant applications. The School has a Research Ethics Officer (**Randall**), who ensures that grant applications comply with the University's Research Ethics and Governance Policy. The Business School allocates an annual staff allowance for travel and conference presentations, pump priming and seed funding. Funding is prioritised for ECRs, and for attendance at high-profile events such as those funded by BAFA, ICAS, BAM and ESRC. Doctoral fees are paid by the School for ECRs registered at Aberdeen. The School also has several staff appointed on University Teaching Fellow scales. These positions, while not intended for research-active staff, nevertheless support the School's research by freeing other staff from some routine teaching. All such staff have research and scholarship interests, and are regular contributors to seminars and research events.

The College of Arts and Social Sciences (CASS) funds researchers in developing new projects, supporting conference attendance, publication costs (including open access costs) and the

preparation of grant applications. Staff and research students are also supported centrally from the Principal's Excellence Fund and Interdisciplinary Fund. The Business School operates within the Researcher Development Agenda, with policies and procedures reflecting the principles of the Concordat to Support the Career Development of Researchers (UUK/RCUK). All researchers were issued with a copy of the Concordat by the Vice-Principal in 2009, making clear the responsibilities of researchers and institution. The Unit, as part of the wider University, was awarded the *HR Excellence in Research* badge by the European Commission for its implementation of the Concordat. Professional development of ECRs and other staff is supported by the University's Researcher Development Unit (RDU), encouraging researcher-led and co-development of initiatives (for example, through researcher development funding supporting **Mauthner's** work on visual methodologies); and by R&I, which actively supports staff applying for external income with continuously updated information on funding opportunities, via email circulars, workshops on application preparation, and by working closely with academics in accurate costing of proposals.

ii. Research students

The Unit has a healthy number of PhD students - 30 PhD completions in the period 2008-13 – none of which are professional doctorates. Our policy is for every student to have two supervisors, with junior staff gaining supervisory experience by being paired with senior mentors. We are a member of the Scottish Consortium ESRC Doctoral Training Centre, established in 2011, and our students enjoy generic and discipline-specific training events such as the annual Summer School and other pathway (Accountancy and Finance; and Business and Management) activities. A&F staff also deliver the finance component of the Scottish Graduate Programme in Economics, which provides access to a pool of talented post-doc researchers in the finance field. Students are encouraged to draw on wider expertise within the academic community through participation and presentation of their work at research gatherings such as SCOTDOC, S/BAFA and BAM. The School's PGR Committee provides financial support for national and international conference attendance and travel, as well for other training and development requirements.

The College Graduate School (CGS) offers a robust postgraduate training programme across the College. PhD students attend an induction course covering research methodology, bibliographical searches and academic writing and this is complemented by a series of University-wide workshops and training courses, based on RCUK guidelines and the QAA Code of Practice. The School's PGR Committee also puts on specific training and skills workshops (e.g. Philosophical Paradigms; Writing up; Surviving the Viva; Getting Published). The CGS supports corresponding training of new and experienced supervisors, and ensures that refresher training is undertaken every five years. All postgraduates attend annual monitoring meetings with a panel of senior academics in the unit, who report on their research progress to the PGR Committee. A Postgraduate Monitoring Framework details expectations at each stage of the PhD, and a written Code of Practice details the reciprocal responsibilities of students and supervisors. The School has an internal PhD presentation series. All students are required to present their work at the end of their first year, and submit a first year report, as part of their progression into second year.

The unit benefits from doctoral studentships (each £23K) sponsored by CHAP, a Scottish construction company (**McKeever** completed 2010; **Nikodem** completed 2013). We have also secured PhD students through College commitment to funding, by domestic and international tuition waivers/scholarships and the Research Project Awards Scheme (RPAS), which supports PhD research in several thematic priority areas, involving cross-School supervisory teams. Our students have also secured scholarships through their own initiative: **Alkhaled-Studholme** (completed 2013) was awarded a British Federation of Women Graduates (BFWG) Foundation Main Grant (2011-12) and was one of just eight students across the UK selected by the BFWG to present her work at the Research Presentation Day in London 2011. Former PhD students have been highly successful in securing academic, research and senior executive careers in the UK and overseas.

Our international group of PhD students are housed in a designated postgraduate facility established in 2007 and located within the Business School environment, facilitating cohesion of the student body, interdisciplinary exchange, and student-staff integration. All students are provided with shared offices and their own fully networked PC. After the first year they are normally offered undergraduate teaching opportunities, for which they receive prior training from both the

Environment template (REF5)

College and the School. This is seen as a further way of integrating them into the intellectual life of the unit as well as a source of valuable professional experience.

c. Income, infrastructure and facilities

The Unit continues to be successful in gaining research grants from research councils, charitable bodies, the European Union, government bodies and industry, in an increasingly competitive environment. In the annual income of over £200,000 examples include awards from the Carnegie Trust to **Cai** (£2K), Leverhulme Trust (£22K) and Royal Society of Edinburgh/Scottish Government (£75K) to **Heald**; EPSRC (£195K), Society for Research Into Higher Education (£5K) and Carnegie Trust (£2.5K) to **Mauthner**; the National Institute for Health Research Policy Programme (£1.3 million), the Irish Health Research Board (£144K) and the Chief Scientist Office (£153K) to **McKee**; a British Academy award to **Randall** (£59K); grants to **Williams** from the Technology Strategy Board (£106K), Hewlett Packard Labs (£81K), and European Commission (£87K); and from the Scottish Government to Black (£340K). Contributing to our success is the consolidation of our research around our three research priority areas, a collegial research culture within the School, support mechanisms from R&I built into the organisation of our School's research activities, and investment in institutional infrastructure and facilities. Staff and students have access to high quality library and IT systems. The School continues to make significant investments in databases, computers and software. In 2012, the School established a laboratory exploiting access to class-leading research sector-leading databases, notably in tick-to-tick financial markets data from Thomson-Reuters Eikon, Datastream, Morningstar and other databases. Investments in site licences for MatLab and Stata software in the quantitative environment and NVivo in qualitative work deliver capabilities in contemporary research methods. Researchers' personal computing needs are provided in standard packages of hard- and software, on a 4-year hardware replacement cycle, augmented by centralised data storage and management. Video-conferencing and other audio-visual services are centrally-administered and available to staff as required. In 2012 the University's Directorate of Information Technology introduced a new research support infrastructure to advise on IT elements in external funding bids, and is developing an infrastructure to support the open access agenda. In 2013, the University's upgraded its High Performance Computing provision, which will be of significant benefit to **Williams**' and others' capital markets research in particular.

Aberdeen's BDOs regularly advise staff on available funding options, deadlines and application guidelines; sponsors frequent visits by representatives of funding bodies; and oversees the application process. The College organises Principal Investigator (PI) training for early, mid-career and senior academics on a bi-annual basis. Programmes assist staff in developing and maintaining a strategic research focus, support research leadership and academic management and provide training in team development. Research governance is integrated across institutional and School levels. The University operates a Framework for Research Governance that implements all institutional policies and guidelines and ensures that research conforms to the highest standards. At College level, there is an Ethics Review Board which oversees all ethical aspects of research. Operation of this Board includes monitoring and training workshops required for all staff engaged in research. This is further overseen by an institutional-level Advisory Group on Research Ethics and Governance. Finally, in 2011, the University opened a new £57 million Library, which features state-of-the art IT and research facilities, plus a variety of other meeting rooms on each of its seven floors. The quality and flexibility of the accommodation mean that many workshops, seminars and visiting speaker events are now held in the Library. Aberdeen has also invested heavily in subscriptions to online e-journals and bibliographical databases. Library budgets are devolved to individual disciplines, and in addition to the basic allocation, extra funds are routinely made available for new research projects or to support the needs of newly appointed staff. The School has made use of its generous library budget to support purchase of books and journal subscriptions that reflect staff and student fields of interest.

d. Collaboration or contribution to the discipline or research base

Unit members have contributed to the discipline, business and society through a variety of academic and non-academic collaborations and networks; professional service roles and developmental disciplinary initiatives; conference presentations, keynote lectures and invited talks; media consultations and appearances; and public engagement and dissemination.

Most staff participate regularly in collaborations with scholarly, business and practitioner colleagues and networks in Britain and around the world. In 2012, **Williams**, **Buckland** and Black organised a major international workshop on high-frequency finance data and its relationship to markets microstructure. It was funded by Aberdeen, Cornell and Princeton Universities and attracted world-class international and national researchers in the field from Princeton, Johns Hopkins, Cornell, Duke, Columbia, Amsterdam, Swansea, Aston, Bath and Glasgow. More generally staff are engaged in collaborative research with national and international partners: **Alawattage** with the U. of Glasgow; **Buckland** with Michigan State U., USA; **Dawson** with several Australian universities (Monash, Adelaide, Wollongong, La Trobe and Swinburne University of Technology); **Heald** with U. of Oxford; **Mauthner** with Brock U., Canada, Bristol U., UCL, and Anglia Ruskin U.; **McKee** with universities of Cardiff, Dublin, St Andrews, Newcastle, Dundee, Leicester and the Karolinska Institute, Sweden, as well as with NHS Grampian; **Whittington** with the EDHEC Business School, France; and **Williams** with U. of Bath, HP Labs and National Grid. Some of these collaborations have been formalised through joint appointments, such as **Parker**, a joint professorial appointment with Ivy School of Business in Ottawa. During the review period staff have held visiting fellowships in the UK (**Heald**, U. of Sheffield) and overseas (**Buckland**, Michigan State U.; **Mauthner**, U. of Canterbury, Christchurch, U. of Melbourne, Carleton U.). Unit members also participate in the executive education programme run in partnership with the Henley Business School at the U. of Reading, which provides a network between academia and senior management across business, commercial and not-for-profit sectors in the north-east of Scotland.

Collaborations within the institution are also formalised through joint appointments, such as **McKee** who is part-based as Director of the Delivery of Care programme in the Health Services Research Unit, funded by the Chief Scientist Office. **Williams** collaborates with colleagues in Computer Science and both **Williams** and **Mauthner** work closely with the RCUK-funded *Rural Digital Economy Hub*, which employs 60 people working with external partners, including 29 academic institutions (10 international), 32 government/public sector bodies, 17 industry agents, eight non-governmental organisations and 11 community-based groups.

Regarding professional service roles and disciplinary initiatives, staff are active both nationally and internationally. **Heald** has served as specialist adviser on public expenditure and government accounting to the Treasury Select Committee from 1989 to 2010; subsequently the Treasury appointed him a member of the Financial Reporting Advisory Board from 2004 to 2009. Since 2007 he has been a member of the Research Advisory Board of the Institute of Chartered Accountants of England and Wales. **McKee** is Deputy-Chair of the UK National Institute for Health Research Health Services and Delivery Research Commissioning Programme and Chair of the Expert Panel. In 2013 McKee was made Academician of the Academy of Social Sciences and Fellow of the Royal Society of Arts. **Parker** is a Field Editor at the *Journal of Business Venturing*; Associate Editor of the *Journal Small Business Economics*, and Co-editor of the *Journal of Economics & Management Strategy*. In 2009 **Dawson** was made Fellow of the Australian and New Zealand Academy of Management (FANZAM). **Mauthner** is Associate Director of the Edinburgh-based Centre for Research on Families and Relationships, where she co-leads the Work and Family research theme; and is part of an international network of experts (from Australia, Brazil, Canada, Italy, New Zealand, UK, US) in research ethics who have developed the *New Brunswick Declaration on Research Ethics, Integrity and Governance*.

During the REF2014 period, staff have given numerous conference presentations, keynote lectures and invited talks within Britain and worldwide. Unit members have been asked to speak at and contributed to conferences in Europe (BAFA, APFC, EAA, EFA, INQUIRE, MMF, EFAC, BAM, EGOS, WES), U.S. (AFA, CRRI, EFAC, NACRA) and Asia/Australia (AAM, AESC). Equally, we have invited high-profile UK and international speakers, including Mervyn King (when Governor, Bank of England), Hector Sants (former Chief Executive, FSA), Prof Yacine Ait-Sahalia (Princeton, USA), Prof Maureen O'Hara (Cornell, USA), and Prof Guy Standing (Bath, UK).

Staff routinely make contributions to media reports and are involved in public engagement and dissemination of their research in civic forums and public institutions. Such activities are assisted by the University's Communications Unit and the EPSRC-funded Public Engagement with Research Unit. **Mauthner** collaborated with an artist-in-residence at Deveron Arts, Huntly generating community discussion around work, family and the changing nature of fatherhood. **Okay-Somerville's** research on graduate employment featured in *ScienceDaily* and the *Register*.