

Environment template
Institution: Plymouth University
Unit of Assessment 19 – Business and Management Studies
<p>a. Overview</p> <p>Research in business and management at Plymouth is focused in the Plymouth Business School (PBS), together with staff from Schools of Tourism, Government and the Graduate School of Management. This research is undertaken in close cooperation with staff in social science and is designed to produce rigorous and theoretically informed outputs in refereed journal publications, and to maximise community participation, and practical application. The University provides resources for research through the equitable and full distribution of QR funding and has facilitated bids from funding agencies through centralised research support. Research in UoA 19 is organised through three University Research Centres (RCs) that give the strategic lead.</p> <p>These RCs are:</p> <ol style="list-style-type: none"> (1) Research Centre for Sustainable Leadership, Governance and Policy (SLGP) comprising four main areas concerning public policy and governance (Barton, Cordell, Jackson, Howell and Shand), leadership and HR (Lewis, Fisher, Kinsey, Saundry and Tripathi) decision-making and risk (Ashby, Liu, Moizer and Olugbode), and international business (Child, Howell and Yu). (2) Centre for Maritime Logistic, Economics and Finance (CEMLEF) covering shipping logistics (Roe, Bhattacharya, Dinwoodie, Song, Tuck and Xu), economics (Bishop, Benhin, Felgenhauer, Haupt, Hunt and Yu) and finance (Wang, El-Masry, Paul, Hussainey and Olugbode). (3) Services and Enterprise Research Centre (SERC) covering tourism and hospitality (Agarwal, Brunt, Busby, Butts, Huang and Lim), marketing (Megicks, Sheng, Leenders, Sargeant, Newbery, Lopez, Jackson, Elbeltagi, Hurth, Heffernan and White), and small firm entrepreneurship (Child, Jones, Leenders and Paul). <p>The principal academic specialisms in which RC members publish are sustainability, public policy, leadership and governance, organisation theory and behaviour, international business and entrepreneurship, supply chain decision-making, financial markets and risk, logistics and maritime operations, regional economics, and marketing.</p> <p>Research co-operation ensures effective interdisciplinary work and a strong commitment to knowledge transfer and the exploration of the relationship between theory and practice in delivering holistic, practical and sustainable improvement solutions for society. The primary vision of each RC is to sustain a dynamic research culture that promotes publications, income generation, engagement with society, and a synthesis of knowledge generation and knowledge transfer in a context with strong social science underpinning. Members of RCs engage closely with colleagues in several other University Research Centres, including those in Centre for Research Environment and Society (CeRes) Coastal and Ocean Science and Engineering (COSE), Marine and Coastal Policy (MarCoPol), and Agricultural Research (CARS). At a university level, the work of the RCs is coordinated through overarching Institutes that act as a focus for strategic delivery. Our RCs are affiliated to both the Marine Institute (MI) and the Institute for Sustainability Solutions Research (ISSR). The MI is home to some of the UK's leading marine and maritime research in science and engineering and links the University to institutions such as Plymouth Marine Laboratory, the UK Marine Biological Association, and the Sir Alastair Hardy Foundation. The ISSR provides an important framework for strengthening sustainability-oriented research, especially within social science, and acts as a gateway for business, government, civil society and the broader community.</p> <p>Our research underpins and complements research-informed teaching at undergraduate, taught postgraduate levels in cognate disciplines and research degrees. The Public Sector Sustainability Awards named the University the most sustainable public sector organisation; the awards encourage and reward green practices in government, health, transport and education. We also score high on the LiFe Index in terms of sustainable activity, gaining Gold for our research support.</p>

- **Research strategy**

Our research vision is aligned with Plymouth University's 'Strategy 2020', which aims to further develop our world-class research standing and impact internationally as well as to achieve resilience, sustainability and effectiveness and to ensure that our research is built on strong ethical foundations. This is embodied in a University-level Research and Innovation Strategy that translates these into specific aspirations for an enhanced research environment that contributes to sustainable local, regional and national development. These aspirations are delivered through the RCs and Institutes in relation to strategic objectives which are monitored by the Faculty Research Committee (FRC). Chaired by the Associate Dean Research (ADR), with representation from all three RCs and Directors of Research (DoRs), the FRC reviews each year the collective research plans that summarise and shape individual research activities and targets. RC Heads and their research management groups meet at least three times per annum to produce and review their plans for the FRC and to evaluate staff attainment. As a transparent public record of publications and research activity Annual Research Reports for each Centre are made available via RC web sites. Administrative support for research activity has been continually improved following the successful submission for the RAE2008. This is exemplified through the extension of a Faculty Research Office that works closely with the University Research and Innovation Division (R&I).

The key strategic objectives involve the continued development of a vibrant research culture through appropriate mechanisms that also promote staff rewards, career development, retention, and recruitment. These objectives are to:

- Extend and enhance research leadership and facilitation so as to continue to develop an environment for creative and innovative research
- Recruit staff that reflect skills and academic capabilities in relevant social science disciplines as well as reward and promote practices that reflect the importance of research and research-informed teaching
- Provide in-depth research training facilities and environment for Post Graduate Research Students (PGRs) and Early Career Researchers (ECRs)
- Identify and disseminate understanding of relationships between theory and practice, as well as highlight the close relationship between knowledge generation and transfer
- Enhance the formation and maintenance of links with private/public organisations in civil society so as to ensure continued impact-driven applied research and consultancy
- Strengthen research infrastructures and on-going research development through furthering and intensifying links with social sciences as well as increasing the level and diversifying the sources of research and enterprise income

These strategic objectives have been pursued through developing and investing in the research environment, supporting inter-disciplinary research, and encouraging international connections. We have created and fostered a culturally diverse research environment while at the same time building a critical mass of postgraduate researchers and enhanced supervisory capacity and capability. These measures have largely been met through the RCs, each of which has planning, funding, and monitoring roles. As the main vehicles for general research planning, governance and development, RCs are led by active researchers and the role RC Head is fully recognised in the workload allocation system. This ensures that the talents and experience of senior research staff are used to assist more junior colleagues in developing and enhancing their research careers. We have continued to accumulate intellectual capital through knowledge generation and transfer that underpins research-informed-teaching and end-user relevant services. RCs are closely monitored by the University through their annual reports that cover funding accumulated, research outputs, engagement, and PhD completions. We have continued to further our international collaboration with overseas institutions and grow our doctoral programme. A series of workshops and seminars are central to our goal to enhance levels of research informed/led teaching. RCs continue to further their scope in terms of working with practitioners on research, publications and research bid writing as well as identifying impact assessments. Furthermore RCs identify additional global partners across higher education, business, governance and the voluntary sectors.

RCs provide a wide range of support for individual researchers and for research groups, including

funding for conference attendance and other research costs. RCs operate competitive pump priming funding that allows staff to apply for in-house annual research grants of up to £2,500, with the expectation that these will lead to external grant submissions. Small research grants are also available through the University's Research Institutes (MI and ISSR). Such funding schemes have been especially valuable for ECRs who are developing research profiles. Teaching and research fellows as well as Associate Lecturers (ALs) are employed to allow staff time for sabbaticals and further research activities. Sabbaticals are competitive and target-led; it is expected that recipients report back regarding results and outcomes through a paper via a research seminar. **Grant applications** are given excellent administrative support via the University's R&I Division, while academic staff are incentivised through a share of research council and other grant overhead income being moved to individual Strategic Research Accounts (SRAs). Members of staff engage positively with the Research Council demand management policy, geared towards producing high quality grant applications, through the mandatory but supportive peer review and vetting of grant applications. Research culture is enhanced through research seminar series that are organised through the RCs. Each RC develops its own programme of external speakers. We have also facilitated a series of book launches under the title 'Conversations on Research' each of which are located in the RCs with an emphasis on subject areas of interest to academics within these areas.

Our plans for the future, post-2014, are to continue to pursue this research strategy through the RC mechanisms that enable leadership and support structures to encourage research activities. The FRC and Professors will continue to play a key role in leadership activities in terms of mentoring and facilitating research funding bids and projects. There will be a continued emphasis on developing the research environment through employing research active staff, professorial leaders and ECRs with high level potential. The mechanisms identified above will be enhanced through continued funding and the doctoral programmes improved in qualitative and quantitative terms. Our overall balance of research is to be enhanced through a strengthening of work in governance, where key appointments are already being made.

c. People, including:

i. Staffing strategy and staff development

The development of a sustainable research culture requires supportive advice, mentoring, monitoring and appraisal of research activity, strategic outputs and expectations. PBS provides this underpinning, and through the continuation of a robust and distinct staffing strategy illustrates that it is committed to further developing and sustaining a distinctive research profile. The success of the strategy in delivering outcomes has depended on establishing RC management and support structures that encourage research activities that contribute to the strategic objectives. The direction of each RC is based on three main pillars. First, the RCs build upon and develop the existing and successful strands of research and publishing, research-informed teaching, practitioner engagement, and research funding bids. Second, RCs expand support for doctoral students through doctoral symposia where doctoral students can discuss their research, publishing and conference attendance, as well as RC meetings that involve academic (and practitioner) members. Third, continue to assist and direct early career researchers in terms of academic capability, publications, and practitioner engagement. Academic appointments take full account of existing and potential research capabilities. Applicants are not appointed unless they have a track-record of research or clear potential for development. Staff regularly publish in refereed journals and obtain research and enterprise income, deliver research-informed teaching and demonstrate engagement in professional practice and scholarship. Such a strategy has enhanced the quality of teaching and learning through research-informed teaching and pedagogic research.

Research and external engagement activity is measured on a sliding scale and has different emphasis for different individuals. In line with the general strategy, research plans are discussed at all academic staff PDR appraisals and issues relating to research taken into account in workload allocation. Explicit links are identified between research planning and achievement and appraisal and promotions. Staff bids for research time and assessment of outputs are monitored and considered through the successful deployment of Personal Research Plans (PRPs) in terms of engagement, publications and research grant proposal etc. PGR supervision is explicitly recognised and rewarded at an appropriate level and sufficient time continues to be allocated for staff in receipt of significant research grant awards. Experienced research staff with clearly

formulated research plans are provided with two days per week for research activity. ECRs are also supported through the workload system in developing their research capacity. Indeed, in all contexts individuals are rewarded for research activity and an appropriate balance between teaching and research is achieved. Our ECRs are active members of the University Researcher forum, one of the key mechanisms in securing us the EU HR Excellence in Research Award in 2011 for compliance with the Concordat to Support the Career Development of Researchers.

RCs operate a well-established sabbatical programme under which individuals apply for a period of research leave (up to two terms every 3 to 4 years). This enables staff to engage in depth with specific research projects for up to 6 months without distractions from teaching and administration, and to develop international collaborative links. Outcomes from this and other support mechanisms are monitored for individual academic staff through a target-setting process of agreed PRPs. These are both retrospective, reflecting on the previous year's target, and prospective for the coming 12 months. Typical research plans include: future external grant submissions, publication strategies and objectives, identification of areas for development, timetables for achievement and assistance or support required e.g. workload planning, sabbaticals, visits to collaborators, pilot studies, and internal funding allocations. Attainment is monitored through a University-wide system of Performance Development Review (PDR) in which research plans and targets are discussed through meetings with the Associate Dean Research and Director of Research, who guide the Dean in sustaining and enhancing the research environment and in enabling staff to develop their full research potential.

These considerations inform recruitment and promotion. Eight Professors have been appointed since 2008 and eight have been promoted to ensure a research-active leadership in all key areas that is able to direct ECRs and more experienced researchers. Our research profile has been further enhanced through the recruitment of more established and international scholars. During the past five years we have targeted the recruitment of early career researchers to ensure leadership succession. Notable ECR appointments are those of Ashby, Lopez, Newbery and Shand. All newly-recruited ECRs receive support and guidance from a research-active mentor and are attached to relevant research groups where they can seek advice and develop collaborative work. Mentoring is undertaken through the RCs and especially through membership of specific groupings where academic and research expectations are discussed and disseminated. To assist staff in developing research skills that meet the expectations set out through mentoring, workshops and seminars are regularly provided that deal with publishing in peer reviewed academic journals, understanding and developing impact, and writing research bids. Workloads for all staff are managed through a transparent workload model that incorporates allowances for research activity, external engagement and research administration. A robust and transparent system is considered intrinsic for monitoring and reporting research activity. This is an important means of raising expectations and measuring the success of research policy. Policies on key performance indicators for research encourage those activities that we value, and they are aligned with the strategic aims of the School and University. Leadership succession is enabled through the RCs with less experienced colleagues encouraged to participate in management roles that may include organising research seminars and workshops or assessing potential PGRs. In addition, colleagues are encouraged to participate in leadership programmes such as the ABS Development Programme for Directors of Research (DPDoR) as well as more general academic leadership programmes.

Equality and diversity considerations are central to our staffing policy and we strive to ensure that opportunities for research exist for all colleagues. Indeed, in line with University policy, PBS is committed to ensuring equality and diversity issues are properly addressed in all aspects of its work. All members of staff involved in recruitment have to complete an Equality and Diversity training course, and all Chairs of recruitment panels must successfully undertake a training course and each panel must include a female member of staff. The School also has an Equality and Diversity officer responsible for monitoring and reporting compliance with University equality and diversity policies and issues in all areas of work in the School. These considerations enter into recruitment, promotion, and PDR activities and outcomes are monitored at Faculty level in order to consider any necessary remedial action.

ii. Research students

UoA 19 provides a supportive research environment for over 169 PGRs. Numbers have more than doubled since 2008 and with growth in completions and capacity this trend will continue. PBS enrolled 18 PGRs in 2008, which grew to 28 in 2010 and had nearly doubled to 53 by 2012. Between 2008 and 2013 there were 42 PhD completions (one of these an ESRC funded student); 21 between 2008 and 2010 and 21 between 2010 and 2013 (an annual average of 8.2). For the RAE2008 PBS submitted 30 completions for the period 2001 to 2008 which indicated an annual average of 4.3. Such identifies our upward trajectory in terms of successful research supervision underpinned by intensive research training in a conducive and dynamic environment

All our PGRs are recruited through the PU Graduate School and become members of the Social Science Doctoral Training Centre. A specific training programme is mapped onto the Joint Research Councils Skills Statement. The Graduate School oversees supervisory activity and the regulation of student progression. A formalized and explicit process of monitoring and benchmarking of progression is managed by the DTC, which also ensures expertise in terms of subject, theory and methodology. PGRs are required to follow a general University workshop programme and a Post Graduate Certificate in Research Methodology (PGCRM) provided by the School. We also deliver an international professional doctorate in Plymouth and Geneva and have PhD nodes in Germany. Indeed through the internationalisation of the programme and enhanced research training offered by the PGCRM, numbers have risen considerably. Since 2008 the UoA has recruited 21 fully-funded PhD bursaries/studentships (tenable for 3 years full-time study) in areas relating to research undertaken within RCs and substantially funded from internal resources.

Each PGR has a Director of Studies and up to two further supervisors. A Student Log Book provides a record of formal supervisory sessions and agreed actions that are held at key stages throughout the study period. Students provide an annual report and work plan and progress is reviewed by the supervisory team and an independent academic. Progress to the next year of study is conditional on a satisfactory report and ratification through the School Research Committee. Overall, students and supervisors are requested to reflect on progress and ensure success and/or certain under achievements are built into on-going supervisory arrangements this provides a sound basis for supervision as well as effective progression strategies. PhD students are expected to present seminars within the normal PBS seminar programmes at the end of their first year (in the case of full-time students) when they have prepared their research proposal and in their final year when they have completed the first draft of their thesis. At both points in time, they should be able to present material and ideas of interest and value to academic staff.

PGRs are intrinsic to developing and enhancing our research culture and each is based in a RC where they participate in research seminars, discussions and debates. A separate PGR forum meets regularly and PhD candidates are represented on the Faculty and School research committees. All students are provided with funds for conference attendance (this is applied for from a pool of £60,000 per annum). Research training is undertaken through generic modules provided by the University Graduate School and the identified PGCRM, which has three modules covering philosophy of research, methodology, methods and theory as well as more practical issues relating to the literature review and contribution to knowledge. Where highly specialised research training is required, financial support is available for PGRs to attend external institution programmes such as those of the BAM, European Institute for Advanced Studies in Management, Essex University Summer School, and Southampton University NCRM. Conversion from Masters students to PGRs to Post Docs and then to ECRs is geared to a sustainable succession process aimed at capacity building within PU and within the larger discipline.

d. Income, infrastructure and facilities

Funding opportunities have been identified and attracted through a number of diverse streams e.g. ESRC, DEFRA and DifD. Funding has continued to grow along with doctoral completions and engagement with external partners. In the 5 years since RAE2008 research income accumulated from diverse sources of funding has been £1,795,606. Given the economic down-turn post 2008 and the effects this has on funding throughout HE and the business sector this encompasses a

healthy growth in revenue as it compares with £1,469,756 accumulated during the RAE period (7 years). Income generation is supported, financed and facilitated by the RCs. Following changes to major funding body procedures the University has instigated a demand management process whereby all potential bids are vetted at numerous levels within the institution. Central to this is RC-level peer review and 'sandpit' activities. Key outputs cited are closely related directly or indirectly to research grants.

Resources in relation to shipping and logistics include a project on the modernisation of vessels for inland waterway freight led by Xu. This project involves more than 60 partners from 20 EU countries and the total budget for Plymouth University is €127,853, shared with the Faculty of Science and Technology. In 2012, Xu received €100,000 (50% EU contribution) from EU INTERREG North Sea Region Programme to work on a project entitled 'Hybrid Freight Sailing: Sustainable Approaches and Innovative Liaisons (SAIL)'. Furthermore, in 2011, Xu received funding from EU INTERREG programme France (Channel) - England for 10% of her time to contribute to a project entitled 'Marine Energy in Far Peripheral & Island Communities (MERIFIC)'. Dr Sarah Tuck, Professor Dinwoodie and Dr Benhim undertook a Knowledge Transfer Partnership (no. KTP007098) between the University of Plymouth and Falmouth Harbour Commissioners from 1/10/08 to 31/3/11. The partnership aimed to develop and embed a framework for sustainable port operation and development within an evidence based approach to environmental and socio-economic issues within Falmouth Harbour. The total grant for the Partnership was £144,795 funded by FHC, SERC and NERC. Indeed, the ESRC named this the best application of social science in a KTP at the National KTP Awards 2012. Dr Syamantak Bhattacharya was involved in a Knowledge Transfer Partnership (KTP) from 03/2009 to 09/2010 to assist Westland Geo-Projects to develop a Safety Management System. The total grant for the Partnership was £73,454. Professor Howell is involved in a project entitled 'Offshore Operation & Maintenance Mutualisation (2OM)'. The project is funded by the EU INTERREG Programme France (Channel) - England. The total budget for Howell's research is €224,772, 50% of which is contributed by the EU.

Collaboration with UK and EU institutions has been furthered through funding of €264,423 from the Leonardo Transfer of Innovation Fund by Dr Moizer and Dr Lean (with Dr E. Dell Aquila, UNINA Italy, CIT Ireland and Gepros Germany) and of £125,000 from ESRC for Risk Culture in Financial Organisations by Dr Ashby (with Professor Mike Powers LSE). Professor Wheeler secured funding of £90,000 from the Department for International Development (Dfid) for a study of African development and education, while Professor Megicks won £186,000 from the Department of Environment, Food and Rural Affairs (Defra) and Professor Lewis is co-investigator on two large ESRC funded research projects totalling £1.3m with Cardiff and Manchester Universities.

An infrastructure is provided that encourages the development of recognised RCs and Institutes that are rigorously assessed during the application procedures and on an annual basis throughout their existence. There are close relationships between the RCs and the Marine and Sustainability Institutes with Research Centre Heads closely involved with decision-making within these organisation/Individual and School SRAs are used for research support and development.

Investment through QR funding has been used to grow research through enabling the employment of research fellows, teaching fellows, fixed term lecturers and associate lecturers who cover colleagues teaching whilst they undertake sabbaticals, deal with funded research projects and publish journal articles, books and monographs. We have recently developed a Master's and Doctoral level Graduate School of Management that has moved to a state of the art building with all facilities required for dedicated research and dissemination. Research centres have up-to-date and informative web-pages that showcase their research.

Governance and management procedures ensure that individual staff give appropriate priority to research activities and contribute to a collegiate and supportive environment for colleagues and students. The University takes responsibility for the ethical standards of all its research and is a member of the Association of Research Ethics Committees. The Code of Practice in Research ensures research is conducted conscientiously and responsibly. Members of UoA19 chair and sit on the relevant Faculty Ethics Committees. All research involving human subjects must gain

approval from a Faculty Research Ethics Committee (FREC), which is in turn monitored by the Faculty Research Committee that oversees all research projects undertaken and emphasises the need for integrity and honesty within the research process. We have a dedicated Enterprise Centre (EC) that facilitates relationships and collaborations with external stakeholders as well as entrepreneurs in residence.

e. Collaboration and contribution to the discipline or research base

PBS is involved with regional, national and international collaborations. At the **regional** level maritime collaborations include relationships with the sustainability management systems for smaller ports in Cornwall and Devon Falmouth Harbour Commissioners, *Sustainable Maritime Developments* Officer funded jointly by NERC and ESRC and the Falmouth Harbour Commissioner. We were also involved in a SWRDA project, "Socio-economic factors of the Cornish Wave Hub". This is part of the Wave Hub research conducted within Peninsula Research Institute for Marine Renewable Energy (PRIMaRE) which involved Universities of Plymouth and Exeter. The Plymouth University Growth Acceleration and Investment Network (GAIN), a collaboration with Plymouth City Council, facilitates business co-operation in the South West. It provides a structure for dissemination and commercialisation and funding opportunities for KTPs. The Student Entrepreneur Society is actively involved with projects under GAIN and members of the UoA from PBS have worked closely with GAIN through the Futures Entrepreneurship Centre and the RCs. GAIN has helped engagement with more than 500 businesses employing more than 32,000 staff with a turn-over in excess £2.7 billion.

At the **national** level governance and sustainability projects have been undertaken with the Department for Business Innovation and Skills (BIS) in relation to crime and responses to social unrest- and with the Department for Communities and Local Government (DCLG) on government funded projects to design community-driven governance for Localism. Dr Barton advised the Stevens Commission (an independent commission looking at the roles and responsibilities of the police in the 21st century). Plymouth is also part of a five university consortium led by University College London, (plus Strathclyde, Newcastle and Hull) in an EPSRC, *Low Carbon Shipping: A Systems Approach* project. Professor Lewis closely collaborates with both Cardiff and Manchester Universities whilst undertaking ESRC funded research with the TUC and NHS, as well as the Welsh Assembly, House of Lords and Commons when disseminating the outcomes of these research projects.

At the **international** level we are involved with sustainability, shipping and logistics projects which, involves close collaboration with numerous partners, these include: an EU project entitled "Hybrid Freight Sailing: Sustainable Approaches and Innovative Liaisons (SAIL)". The project is led by the Province of Fryslân in the Netherlands, and it involves 17 partners from 7 European countries including the Netherlands, United Kingdom, Germany, Sweden, Denmark, Belgium, and France. The project duration is 36 months (Jul. 2012-Jun 2015) and the total budget is €3.4 million funded by EU INTERREG IVB North Sea Region Programme. EU project, 'Policy-oriented marine Environmental Research in the Southern European Seas (PERSEUS)'. The project involves more than 60 partners from most of the Mediterranean Sea countries and the Black Sea countries, and it is led by Hellenic Centre for Marine Research in Greece. The total budget of the project is €16.9 million and it is funded by EU FP7 programme. The duration of this project is 48 months from January 2012 to December 2014. In addition, an EU Project, regarding 'Modernisation of Vessels for Inland waterway freight Transport (MoVe IT!)'. The project is led by a research institute in the Netherlands and it involves 23 partners from 9 countries including the Netherlands, Germany, Austria, UK, Romania, France, Serbia, Sweden and Hungary. The total budget is €3.9 million funded by the EU FP7 Programme. Duration of the project is 36 month (Nov. 2011 - Oct. 2014). EU project, 'Marine Energy in Far Peripheral & Island Communities (MERIFIC)' involves 10 partners from the UK and France, and it is led by the Cornwall Council. The total budget is €4.9 million, funded by INTERREG Programme France (Channel) - England. Duration of the project is 36 months (Apr 2011 - March 2014).

Furthermore, we are a partner in an EU project entitled 'Streamlining of Offshore Wave Farms

Impact Assessment (SOWFIA)'. The project involves 10 partners from 7 countries including the UK, Portugal, Spain, Belgium, France, Ireland, and Sweden. The total budget is €1.9 million funded by EU Intelligent Energy - Europe Programme (IEE). The duration of this project was 36 months (Oct 2010 - Sep 2013). Professor Xu is also co-investigator on a project commissioned by the Canadian Research Council to undertake a 'Comparative analysis on capacity building around renewable energy systems in Cornwall and Nova Scotia' with Dalhousie University: a total of CA\$ 50,000 was awarded to the project (duration of the project was 24 months; 2011-2013). Professor Child is currently coordinating a study into the internationalization of SMEs from nine countries. Funding for this study has been secured by researchers in each collaborating institution one of which is the China-Europe International Business School [CEIBS] in Shanghai. The British Academy has provided £13,450 to the UK researchers involved. Finally, Professor Child has also collaborated with Dr Kenneth Tse, the CEO of YICT Ltd (operating China's largest container terminal) in mapping and advising on the company's development.

Contributions to the discipline involve keynote addresses at international and national conferences as well as visiting professorships and fellowships. Professor Sargeant is the Robert F. Hartsook visiting Professor of Fund-Raising, Indiana University, US, adjunct Professor of Fund-Raising, the Australian Centre for Philanthropy and Nonprofit Studies, Queensland University of Technology, Brisbane, Australia. Professor Adrian Sargeant is one of the world's foremost authorities in the domain of non-profit marketing and fundraising. He was the founding Managing Editor of the International Journal of Nonprofit and Voluntary Sector Marketing. We have long had a close collaboration with both Professors Leenders and Child; Professor Child was a visiting professor at Plymouth for five years before becoming Professor of Management. He is also a Visiting Professor at the Sun-Yat-Sen University in Guangzhou and Adjunct Professor at Aalborg University Denmark and Fumec University Brazil; he was also Senior Editor of Management and Organisational Review. Furthermore, between 2005-9 Professor Child was a member of the ERIM Supervisory Board at the Rotterdam School of Management. Professor Leenders was a visiting scholar at the Massachusetts Institute of Technology, Sloan School of Management (MIT, 2000), the Wharton School, University of Pennsylvania (2004) and the Sauder Business School, UBC, Vancouver (2012). Professor Leenders is involved in joint research projects with colleagues in PBS relating to marketing and innovation.

Our contribution may also be evidenced through high level research outputs e.g. Dr Bhattacharya, whose article "*Sociological factors influencing the practice of incident reporting: the case of the shipping industry*" was a Highly Commended Award Winner at the Emerald Literati Network Awards for Excellence 2013. Members of staff also undertake a range of consultancy projects for UK Government e.g. Defra, the European Community as well as local and regional authorities and enterprises. Indeed, our impact studies identify the breadth of our engagement with external organisations. Specific contributions include Dr Barton acting as a Rapporteur for the Belgian government; Professor Megicks acts as Chief Examiner for the Chartered Institute of Marketing.

Professor Howell is a Jean Monnet Associate and Fellow of the Salzburg Seminar Series. Furthermore, the School hosted the Public Administration Committee (PAC) Conference (a prestigious public policy event) in 2012 and Dr Shand and Professor Howell are members of the PAC committee. In addition, Professor Howell sits on the Research Steering Committee for the Association of Business Schools (ABS), the British Academy of Management (BAM) Research Committee and provides input for the ABS and BAM Director of Research and Associate Dean training programmes. Dr Jones is Desk Editor for *the International Journal of Entrepreneurial Behaviour and Research* and staff members are on the editorial boards of a number of internationally recognised academic journals (*Journal of Logistics and Sustainable Transport*, *Asian Journal of Shipping and Logistics*, *Journal of Shipping and Ocean Engineering*, *Ethnopolitics*, *Journal of Interdisciplinary Economics and Business Law*, *Journal of Consumer Behaviour*, *Social Business*, *Journal of Management and Law*) and many staff are involved in appearances for local and national media.