

Institution: University of Wolverhampton
Unit of Assessment: UoA19 Business and Management
<p>a. Overview</p> <p>Research in University of Wolverhampton Business School (UWBS) is organised in the Management Research Centre (MRC). The MRC is jointly led by Machold and Haynes who represent research on the school executive team, the University Research Committee and the university's professoriate. The MRC has continued on its long-term mission to conduct rigorous and relevant applied research, grouped around research clusters. There are four thematic research clusters each headed by a Professor or Reader. The HRM & Industrial Relations cluster concentrates research on labour processes and employment relations, labour market economics and human resource development. Staff in the Entrepreneurship & Small Business Management cluster research on family businesses, rural enterprises and entrepreneurial learning. The two core research areas in the Corporate Governance & Ethics cluster are on boards of directors and sustainable development, and there are emerging interests around finance and corporate governance. Finally, scholars in the International Business cluster specialise in understanding determinants and impacts of foreign direct investment, and broader questions around globalisation inequality, and emerging economies.</p> <p>Our research trajectory has been one of steady improvement, from a '2' and '3b' rating in RAEs 1996 and 2001, to a 1.9 GPA in RAE2008, when 75% of outputs were rated at 3* and 2*. Since 2008, we have continued on this incremental and sustainable path. The following sections will outline the MRC's research strategy; staff development policies, including PhD students; research infrastructure and finally collaborations and other external engagements.</p>
<p>b. Research strategy</p> <p>b1: Evaluation of the research strategy from RAE 2008</p> <p>We have strategically focused on three areas with the following results:</p> <p><u>1) Rigorous and relevant research in key areas</u></p> <p>As a relatively small business school, we have to selectively invest in areas of research strength, ensure that these are sustainable whilst encouraging a broader research culture in the School. The four clusters are the vehicles for delivering the research outputs, providing mentoring for early career researchers, developing joint research bids and delivering externally-funded projects. They also promote collaboration with researchers from other discipline areas in the university. Examples include joint research between staff in the CGE and HRM&IR clusters and legal scholars on corporate governance and employment law (one of our staff, Hambler, is submitted in UoA20 Law); or work between the ESBM cluster and computing staff on ICT companies (impact case study 2). Each cluster was allocated a small seed budget (approx. £3,000 p.a.) used for organising research seminars and symposia (3-4 per annum); and to initiate research collaboration scholars and practitioners in the UK and overseas. Clusters worked closely with the academic departments in a) informing the curriculum and delivering research-informed teaching at both undergraduate and master levels, and b) mentoring staff new to HE, especially those from a practitioner background who are seeking to develop their research. In order to improve sustainability, clusters were closely involved in income generation, which in addition to traditional research funding sources includes consultancy and bespoke training for practitioners.</p> <p>Although one research cluster (marketing) that was submitted in RAE2008 has since been dissolved due to staff departures, the 4 current clusters all have longevity with research going back to 2000 or earlier. In addition to senior and more experienced researchers, each cluster includes early career researchers, 5-6 PhD students and has affiliated honorary fellows from industry and/or professional backgrounds. The clusters also play host to visiting scholars with whom research collaborations are underway, between 2008 and 2013 we hosted 22 visiting scholars from China, Hungary, Macedonia, Albania, Turkey, Italy and Romania. Thanks to the development of the clusters we have a) submitted an increased number of staff to REF2014 (11.2 FTE compared to 9FTE in RAE2008); b) increased our PhD FTEs from 10 in 2007 to 16 in 2013 and c) increased our</p>

Environment template (REF5)

leadership positions in international academies (IFERA, EURAM, WAPE), and developed editorial positions in internationally ranked journals.

2) Staff development (to increase the proportion of staff with PhDs and to develop their subsequent research careers)

We have achieved our goal of having 50% of staff holding doctoral qualifications. Career progression has improved through 4 internal promotions. Two former PhD students (Anosike and Mbzibain) were appointed to the lecturing staff and one subsequently promoted to senior lecturer.

3) Sustainability (to develop a critical mass of income streams to support research into the future)

Research income has improved from an average of £90k per annum in RAE 2008 to approx. £300k per annum. A greater proportion of funding has been secured for knowledge transfer activities, and we have been successful in securing funding from UK charities.

b2 Five year research plan

Our current research strategy (2012-2017) seeks to build on prior achievements, whilst also adapting to changing funding environments. Our strategic priorities are to:

1. Establish 'areas of excellence' through the research clusters. This will be achieved through investments in new appointments, development of existing staff and leveraging collaboration through our international research networks. Projects already underway include 3 applications to the EU's Marie Curie Intra-European Fellowship programmes (1 submitted, 2 in preparation), in order to develop collaborating researchers' careers, strengthen the critical mass of our research clusters and contribute to the wider EU research agenda. Thematic priority areas for development include research on board effectiveness in different national and organisational contexts (1 Marie Curie bid submitted, one further EU bid in preparation), diversity in boards and upper echelons (EU Justice funding bid submitted), foreign direct investment (1 Marie Curie bid in preparation), and green growth in Europe and China (collaborative bid with INSEAD, Leuphana, Beijing University and Beijing Jiaotong University underway). Longer-term objectives include developing research on entrepreneurial capabilities in different ownership contexts, and labour relations in emerging economies.

2. Support and grow the research student community. We aim to double the numbers of our PhD students, and seek to achieve this by focusing on full-time PhD recruitment supported by internal and external bursaries. Investments in new facilities, on-going training and development through the MRC, integration of PhD students into collaborative projects of the research clusters, and the creation of the university's doctoral college will further support the creation of a vibrant PGR community.

3. Develop staff at all levels to increase volume and quality of research. This involves a 'ladder' of career support for staff, detailed in our staffing strategy below.

4. Undertake research which is about and for society, organisations and their management. Closely related to our applied research ethos, we will further bring research into practice through enhancing our executive development programmes, increasing the volume of research papers co-authored with practitioners, and continuing to achieve at least 15% of our research income directly from UK industry.

5. Improve research governance. Mindful of the effects of internal restructuring (creation of faculties) and external drivers such as open access publishing, we will review our research governance structures and processes, as well as the administrative support, to ensure they continue to be fit for purpose.

c. People, including:

i. Staffing strategy and staff development

Staff development is central to our research strategy, and in recognition of our achievements in

Environment template (REF5)

promoting staff at all levels we were awarded in 2012 the *European Commission's HR Excellence in Research Award*. We focus strategically on three objectives: a) increasing the number of staff with doctoral qualifications, b) investing in early career researchers to create future research leaders and c) recognising achievements in research through promotion opportunities.

A central plank of the school's staffing policy since the 1990s has been to support staff to achieve doctoral qualifications. The proportion of faculty holding a doctorate increased from 6% in 1995 to 17% in 2001 to 31% in 2007 to 50% in 2013. A further 13% of staff are currently studying for a doctoral qualification. We achieved this by investing part of our QR/RAE funding in staff reading for doctorates through fees support, sabbaticals, and research time (approx. 20k per annum).

In recognition of the achievements in gaining staff research qualifications, the staff development policy has and is changing to focus greater support on early career researchers (ECRs). This category includes staff who have embarked on research late in their academic or professional careers, as well as those classically defined as ECRs by HEFCE. Our ECRs constitute approximately 60% of the staff in each research cluster. ECR's are all assigned a mentor from the senior research staff, and are given reduced teaching and administration loads. Upon completion of their PhDs, staff are also encouraged to apply to the university's competitive 'Early Researcher Award Scheme' (ERAS) which is a one-year grant of £5,000 dedicated to a specific research project post-PhD. Since RAE2008, we have won 8 ERAS fellowships. The success of our support for ECRs, both 'homegrown' and those recruited in the census period, is evident in their increased submission to REF (0 in RAE2008, 4 in REF 2014, including Hambler submitted to Law).

Researchers at all stages of their career can competitively bid for research allowances and funding based on REF criteria. Thanks to the research funding secured in RAE2008, our annual budget for such research support has grown from £10k in 2007/2008 to an average of £60k from 2008/2009 onwards.

We also reward achievement by promotion. Two former readers (Haynes and Machold) have been promoted to chairs in International Political Economy and Corporate Governance respectively. Two further staff (Cook and Y.Wang) have been promoted to readerships. Additionally, in 2012 the university made a strategic investment to strengthen research leadership in the MRC through the creation of four senior research posts aligned to the clusters. To date, we have appointed to a chair in CSR (Blowfield), and a reader in international business (Zheng). The vacancies for a chair in Entrepreneurship and a reader in HRM will be filled in 2014.

Researchers' development is further facilitated through training and professional development activities. Staff can avail themselves of the University's Research Staff Development programme run by the central University Research Hub which includes generic training for doctoral supervision, research methods, research grant applications and research project management. This is supplemented by the MRC which provides training in similar areas but tailored to our subject focus. For example, we run regular workshops on how to get published, refereeing for journals, writing grant applications and supervision. These are either led by the MRC's senior researchers, affiliates of the MRC (Worrall, Mason, Panteli), or by external speakers (Ahmed, Huse, Pugh). Finally, the research clusters run an active seminar programme, supplemented by ad hoc symposia that are delivered by our staff and/or by external scholars. Examples include seminars on small business management and policy (Gibbs, Durham; Soufani, Cambridge; Mole, Warwick; Rae, Lincoln); behavioural theory on boards (Huse, BI Oslo; Gabriellson, Lund), demarchy and corporate governance (Zeitoun, Zurich), business groups (Langlois, Connecticut) economic development and health (Granados, Michigan), and green economics (Medway, New Economics Foundation), to name but a few. A symposium on time-varying volatility attracted speakers and attendees from universities in seven different countries, whereas a local public lecture related to a research project on 'Best Performing Companies in the Black Country' attracted over 150 attendees from businesses and public sector bodies in the region.

ii. Research students

From the sound basis of RAE2008, our PhD programme has experienced slow but steady growth.

Environment template (REF5)

In 2007, we had three full-time and fourteen part-time PhD students, whereas in 2013 we have ten full-time and twelve part-time students representing a 60% increase in the FTE headcount. We continue to attract high calibre part-time students, many of whom are in senior positions in the private and public sectors in the UK and overseas. For example, Schoenning was a CEO in the Norwegian education sector, Broad is the CEO of a regional PR company, and Walker was former VP of Pro-Strakhan and current CEO and chair of a number of biotechnology companies. Further, in RAE2008 we had no externally-funded PhD studentships, whereas in this census period we have competitively won four external student bursaries, three from a UK charity (Oldacre Foundation grants for May, Mbazibain and Fleetwood) and one prestigious UK Commonwealth scholarship (Mwiya). In addition, four students are fully funded by their governments, and a further six were in receipt of university full or fees-only bursaries, made as part of the university investment in research.

Y.Wang manages the MRC's PhD programme and coordinates research training for both part-time and full-time research students. Annually, we organise a minimum of three PhD training days which focus on different aspects of research methods and are delivered by the senior research staff. This is supplemented by ad hoc training events delivered by leading national and international scholars on specific research topics (e.g. Pugh on 'Why PhDs fail' and Ahmed on structural equation modelling) and the university's generic PhD training programme. We also support our PhD students financially to attend international doctoral workshops and colloquia, for example the European Advanced Institute for Management (EIASM) Eden doctoral workshops.

Three times per annum, we hold a school research conference at which research students are required to present their research first at transfer from MPhil to PhD (one year full-time equivalent) as well as before final write-up (2.5 years full-time full-time equivalent). Each year, we award a Best Paper and Best Poster award to a PhD student based on papers/presentations to our, or external, conferences. In addition, research students form an integral part of the research clusters and participate actively in the seminar series and symposia organised by the research clusters. Support for external conferences is available to PhD students through the MRC budget, we normally fund one international refereed conference for each student.

The quality of our PhD programme is evidenced by its completion rates and by the subsequent employment graduates obtain. Since 2008, we had ten completions (two of these are not captured through HESA due to completion time July 2008 and one PhD by publication), and the average completion time is 48 months full-time equivalent (not including PhD by publication). Successful candidates have taken up academic positions at Strathclyde (Jafari), Aberystwyth (Follett), Harper Adams (May) and at Wolverhampton (Anosike, Cook, Farquhar and Mbazibain). We have not run a DBA programme as our strategic focus has been on developing and growing the full-time PhD programme instead.

d. Income, infrastructure and facilities

In order to ensure sustainability of research, it is important that we continue to raise external income. Compared to RAE2008, our average per annum research income has grown threefold.

Research income in RAE2008 was primarily from end-users of research including three sources: the regional development agency AWM, UK public sector bodies and UK companies. Between 2008 and 2013 a greater proportion of research income has been derived from BIS/Research Councils (47%), EU funding (21%), and competitive charity grants (8%). Whilst our focus on applied research has continued, we have diversified our research income streams in the REF census period for two reasons. First, with cut-backs in public sector funding and the demise of the regional development agencies, alternative revenue streams had to be found. Second, although as a Business School we have had a strong track record in Knowledge Transfer Partnerships (KTPs), we had historically not leveraged that capacity to produce REFable outcomes. Since 2007, we have strategically focused on creating a stronger link between KTPs, our research activities and ensuring outputs at an appropriate level. This has primarily focused on a) supporting staff involved in KTPs to gain doctoral qualifications (Harris, McKeown, and Lyons) and b) mentor newly qualified

doctoral staff to produce research outputs from KTPs. Impact case study 2 provides more evidence of the achieved research outcomes and their impact.

The MRC has a full-time research administrator, and is additionally supported by specialist staff in the School's finance office. Our PhD students benefit from the use of two large research rooms adjacent to the faculty offices, which directly contributes to an engaged research culture between faculty and PhD students. The rooms have individual desks and workspace for each full-time, and hot-desk facilities for part-time students, and in addition there is space for exhibiting posters. The University is also making an £18 million investment in a brand-new teaching and executive education facility for the Business School that includes additional space for PhD student accommodation to facilitate the growth in our PhD programme.

The MRC provides a range of general and specialist data analysis software including NVivo, SPSS, AMOS, Eviews and Stata. We also have access to all standard online databases and reference management software. Further, to support the work of especially the Corporate Governance & Ethics cluster, we subscribe to the Morningstar database which contains company data for 300,000 UK public and private companies and their directors' biographies and remuneration data.

The MRC facilities are supplemented by a central university "Research Hub". This brings together the University Research Policy Unit, the Project Support Office, activities that provide training and support for postgraduate research students and the Research Librarians. This facility has been designed to maximise contact and interaction between research students, staff researchers and the support services across the university to make sure that research is as easy as possible to undertake in the university. It provides support for both established researchers and an environment to mentor and support younger researchers trying to establish a research career and especially a track record for funding. There is a research student area for private study and research student networking. Recently, the university has also opened a research office in Brussels. This is to support our growing stream of EU-funded research projects and to assist the development and growth of research networks for Horizon 2020.

e. Collaboration or contribution to the discipline or research base

Our staff engage in a wide range of research collaborations and make contributions to the research base commensurate with their development as researchers. The key areas are summarised:

1. Research collaborations

Seifert collaborates internationally with colleagues from Korea (Chae) and China (Guanghua), and nationally with scholars (Ironside and Mather, Keele) and practitioners (MacKenzie, UNISON). This has resulted in a co-authored book, several practitioner publications and over 15 refereed journal and conference papers.

Blowfield collaborates with a wide range of companies, NGOs and academic institutions. These include research partnerships at senior (director, partner, senior vice president plus) level with Accenture, PWC, Shell, HSBC, UBS, Unilever, KPMG, Marks and Spencer and Mars; Oxford University, London Business School, and Cranfield School of Management; and the Ellen McArthur Foundation. This has led to the production of case studies, working papers and a book, as well as opportunities for students to work with the companies and several research proposals.

Y.Wang works with Poutziouris (Cyprus), Ahmed (Monash), Pei and Li (China) on entrepreneurial risk-taking and leadership in family firms, and success factors in family firms. Together with Pei and Ai, Y.Wang authored one of the first textbooks on family business management in China (published in Chinese in 2013). In 2011, he secured a prestigious €10,000 award from Ernst & Young for an international collaborative research project into dynamic capabilities of family firms in China and the UK.

Hamlin engages in collaborative research and scholarship with Ellinger (University of Texas at Tyler, USA), Beattie (Glasgow Caledonian University), Carliner (Concordia University, Canada) and Egan (Purdue University, USA) on evidence-based HRD and coaching; Patel (Grenoble Ecole de Management, France), Mulder (University of Ravensburg, Germany); Wang (Texas A & M

Environment template (REF5)

University, Ruiz (Georgia Gwinnett College, USA), Kim (SUNY Empire State, USA) and Wahba, Cairo University, Egypt) to produce an impressively global set of replication studies into perceived managerial and leadership effectiveness. Between 2008 and 2013, these collaborations resulted in 8 refereed journal articles, 3 book chapters and 14 refereed conference papers.

Machold collaborates with Huse (BI and Witten Herdecke), Brogi (La Sapienza Rome), and Hansen (Gelsenkirchen) on a project on women on boards which also involves national and international policy-makers, directors, recruitment consultants and academics from the UK, Norway, US, Italy, France and Germany. It culminated in an edited volume (published by Elgar) with contributions from V.Reding (EU Vice President), L.Davoy (Norwegian MP), and D.Weber-Ray (German Government Governance Code Commission). She is also member of the European Group on Corporate Governance, a think-tank of leading European governance scholars. Resulting from this, she has co-authored with Huse, Minichilli (Bocconi), Nordqvist (Jonkoping) on boards in small firms. Together with the wider research group (Ricart and Berrone, IESE; Zattoni, Bocconi; Gabrielsson, Lund) she supports the development of early career researchers through the European Academy of Management and workshops.

Zheng has worked with Buckley and Clegg (Leeds), Tan (Royal Holloway), and Deng (LSE), resulting in joint journal publications (including JIBS). Based on her work on FDI into China, she was invited to provide written evidence to the UK Parliament's Treasury Committee on "The Impact of China on the World and UK Economies" that shaped the UK government's economic policies in relation to China. Cook's work on incoming foreign direct investment to the UK is conducted in collaboration with Fallon (Brunel), Hall, and Horn (Leeds) which has led to joint journal publications. His work with Hall on Welsh FDI has also been presented to members of the Welsh Assembly.

Mbizibain collaborates with Edbrooke and Nyirenda (Centre for International Development and Training at the University of Wolverhampton) on EU and DFID funded international development projects. The most recent one focused on capacity building for reducing illegal logging and timber trade and improving forest governance in Cameroon and Democratic Republic of Congo.

2. Visiting professorships and other honorary positions

Seifert holds visiting professorships at the Beijing University of Science and Technology, the State Midlands University (Zimbabwe) and Chanco University (Malawi); Machold is a visiting professor at USEK (Lebanon); and Y.Wang serves as the honorary director of the Sino-Foreign Family Business Research Centre at the Beijing Institute of Technology, and is a visiting professor at Hebei University of Technology. Blowfield is Senior Visiting Research Associate at the University of Oxford; fellow at St Cross College (Oxford); fellow at London Business School; a visiting professor at Middlesex University and external examiner at Imperial College. In addition, he has served as special advisor on sustainability to a number of blue-chip companies including Shell, BP, Unilever, Puma/PPR and Cadbury. Hamlin is Honorary Treasurer and Executive Member of the University Forum for Human Resource Development - a collaborative non-profit network of European and North American universities that works in close partnership with such bodies as the Academy of Human Resource Development and the IFTDO.

3. Leadership of learned societies and associations

Machold has served as co-chair and chair of the Corporate Governance SIG at the European Academy of Management (2009-2013) and also chairs the general corporate governance track at the annual EURAM conference (with Zattoni, Ricart and Berrone). She also leads on other activities of the SIG, for example she jointly organised the 10th Norefjell workshop on boards and governance in 2013 (with Gabrielsson) that attracted senior and early career researchers from 10 different countries, and which was sponsored by the Danish company "Board Governance".

Seifert was a member of the British Commonwealth Universities panel 2000-2008, and is a serving council member of the World Association of Political Economy. In recognition of his work in industrial relations, he has been invited as a plenary speaker by the Institute of Employment Rights; the Institute for Historical Research; and the Socialist Health Association; ACAS; the Police Federation of England and Wales, and the Police Federation of Scotland.

Y.Wang is a board member of the International Family Enterprise Research Academy (IFERA). In collaboration with the Beijing Institute of Technology, he initiated the first IFERA conference in China (2010) which was attended by over 400 delegates from 15 nations.

4. Prizes and Awards

Blowfield (together with co-author Alan Murray) won the CMI Management Book of the Year prize for leadership and education with *Corporate Responsibility* (2011).

Seifert won the 'Outstanding Scholar Award' by the World Association for Political Economy in 2011, and Hamlin received the 2013 IFTDO Research Excellence Award. Hamlin's contribution to the development of the HRD subject area was also recognised in a special 'Perspectives' section of the *Human Resource Development International* journal (Short, 2011). Both Cook and Y.Wang were given Best Reviewer Awards by the Academy of International Business (2012) and IFERA (2009) respectively.

Outside academia, Jones, an early career scholar currently completing a PhD (not submitted), was awarded the 2011 British Association for Women in Policing Special Recognition Award for her research on mentoring relationships and processes.

5. Journal editorships and review roles

In 2004, Haynes, Machold and Y.Wang acted as founding associate editors and later became editors of three journals: IJMCP, IJBGE, and IJMP respectively. Even though relatively new journals, they have already received international recognition with all three receiving a C rating from the Australian Research Council and the Australian Deans' Council list. In addition, IJBGE was ranked 1* by ABS in 2010, and has since been ranked by *Handelsblatt* (Volkswirtschaftslehre) and the Danish Ministry for Science, Innovation and HE. For IJMP, Y.Wang has secured a number of high profile guest editors including Schwartz (California State), Chua (Calgary) and Graves (Adelaide).

Staff also serve on a range of editorial boards including *Historical Studies in Industrial Relations*, *The World Review of Political Economy* (Seifert); the *Journal of Family Business Management* (Y.Wang); *Human Resource Development Quarterly*, *Human Resource Development International* and the *European Journal of Training and Development* (Hamlin), *Capital and Class* and the *Eurasian Journal of Business and Management* (Gill-McLure), and *International Strategic Management Review* (Machold). Zheng acts as a reviewer for high-impact journals such as JIBS, and regularly chairs sessions at international academics' conferences (EIBA, IAIB). Similarly, Gill-McLure reviews for *Human Relations*, and has acted as session chair for the Critical Perspectives on Accounting and Sociology conferences. Early career researchers are active as reviewers for journals and conferences, e.g. Fosu for *Emerging Markets Review*, *Managerial Finance*, and *Quarterly Review of Economics and Finance*, W.Wang for European Academy of Management, or Mbzibain for *International Journal of Agricultural Management* and *Scientific Journal of Agricultural Economics*. More senior staff regularly review for research councils (e.g. Seifert for ESRC, Machold for Flemish and New Zealand research councils).