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Institution: Swansea University
Unit of Assessment: 19 – Business and Management Studies
a. Overview

The integration of business and economics at Swansea since 2008 has transformed the School into a multidisciplinary and sustainable research-led community. The establishment of the School of Management, in August 2013, represents further consolidation of research in business, management, economics and finance, under the leadership of a new Dean. The School continues to build on its established reputation for research with new strategic imperatives for international collaboration and innovation. Staff are organized in five discipline-based areas:

RESEARCH GROUPS: KEY FOCI & COMPOSITION
Accounting and Finance – 11 staff, 5 current PhD students
Interests encompass corporate finance, market microstructures, and financial markets involving high-frequency data. Key research foci include: Credit Default Swaps; Impact of ‘news’ upon financial markets, and the returns and diversification impact of capital structure arbitrage.
Economics – 15 staff, 28 current PhD students
Interests encompass macroeconomics, times series econometrics, labour and regional economics. Key research foci include: Central Bank disclosure and the optimal conduct of monetary policy; effects of stochastic shocks on growth convergence dynamics, and discrimination, migration and training.
Human Resource Management & Organization – 12 staff, 15 current PhD students
Interests encompass organizational failure, employment relations, gender and corporal power. Key research foci include feminization of work and ethical subjectivity and politics in organizations; management and organizational commitment in the public sector, and employment relations in small and medium-sized enterprises.
Marketing and Strategy – 8 staff, 8 current PhD students
Interests encompass strategic marketing and sales management, social marketing, not-for-profit marketing, and social media and relationship marketing. Key research foci include: customer and supplier relationship management; sales manager behaviour-based control and salesperson performance, and drivers of sales organization and sales unit effectiveness.
Operations Management and Entrepreneurship – 9 staff, 15 current PhD students
Interests encompass the role played by ICT in economic and business development, technology adoption process, health-care systems and health-care management. Key research foci include: understanding consumer adoption of broadband; change management in the public sector, and diffusion of IP and commercialization strategies.

Discipline-based research within these groups is a core part of the School’s overall research contribution, but movement of staff between groups is encouraged to support and facilitate interdisciplinary research. The School has several research centres closely aligned with the discipline-based groups, including the **Welsh Economy Labour Market Evaluation and Research Centre (WELMERC)**; the **Welsh Institute for Social and Economic Research, Data and Methods (WISERD)**, the **Spatial Economics Research Centre (SERC)**, and the **Institute for Entrepreneurship and Leadership (IfEL)**. The academic staffing level of the School has risen 12% to 73 during the period and the vigour of the research culture and growing research productivity is underlined by the publication of more than 600 articles and 20 books by staff during this time, with 72% of research-active staff in the School included in the REF submission.

b. Research strategy

The School’s vision is to be a research-led, internationally focussed centre of excellence capable of supporting and sustaining research of the highest calibre. These aspirations underlie our strategy and goals. Our research strategy is: (a) to promote staff research activities in a strong, collegiate research environment; (b) to develop staff, and particularly early career researchers (ECRs), to enable them to excel; (c) to obtain research funds from a range of private-, public- and third-sector sponsors to enhance the research infrastructure and deepen engagement with business and policy makers; and (d) to maintain a strong and growing postgraduate research-

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student community. The research strategy will also pursue continued alignment to Research Councils UK, the Welsh Government, UK Government, and EU priority themes and areas.

Performance Since RAE 2008. In the 2008 RAE, the School of Business and Economics made separate submissions to sub-panels 34 and 36. Integration of research activities has now been achieved in the way promised in the 2008 submission, and the School is making a single submission to the Business and Management Studies sub-panel. Business and Economics are now located with the School of Management, established to promote the vitality and sustainability of research through more effective and efficient use of resources; to streamline administration; to remove duplication of effort, and to bring together cognate disciplines.

In 2008, the School indicated its intent to increase research-active staff numbers; to further develop the operations management and strategy fields; to substantially increase the size of the postgraduate research-student community; to grow research income; and to encourage collaborative research between applied economics and business and management research groups. The quality, volume and breadth of the School's research achievements in the assessment period in relation to these goals is underlined by the following evidence:

- **Scholarly contributions** made to academic journals have increased – staff published over 600 papers, including articles in leading international journals.
- Staff published **over 20 books** as well as peer-reviewed articles and reports for government departments. Significant and innovative books were published in areas such as strategic marketing (Piercy NF), principles of marketing (Piercy NF), strategic sales management (Lane, Piercy NF), information systems and e-governance (Dwivedi, Williams), and organizational behaviour (Pullen), extending the School's research influence to wider audiences.
- **Key appointments** have been made to strengthen Operations (Piercy NC, Rich), Strategy (Brooks, Piercy NF, Lane), and Human Resources (Pullen, Knights), underlining the School's intent to grow the number of research-active scholars and leaders.
- Consistent with our 2008 goal, we have **expanded total research students** from 39 in 2008 to 66 in 2013, and have awarded 33 doctorates over the assessment period, compared to 16 in 2001-2007. The formation of the ESRC Wales Doctoral Training Centre, with a strong pathway in Business Economics, has helped to increase the number of PhD students. Indeed, the School's ratios of postgraduate research students per academic FTE shows a 2011/12 ratio of 1.1 PGRs per academic in business and management, and 1.14 PGRs per academic in economics, while the sector medians are 0.84:1 and 0.67:1, respectively.
- In the period 2008 to 2013, annual research income averaged £333,600, and the School has shown a **steady growth in research grants and contracts income** since 2008/09. HESA Cost Centre data (2011/12) show that research income per FTE was £4,430 in business and management studies (significantly above the sector median of £3,020), and £17,910 in Social Sciences (Economics), placing the University in the upper quartile of the sector.
- Within this research income, the Welsh Economy Labour Market Evaluation and Research Centre (WELMERC, £1.3m) has been complemented by the establishment of new centres to investigate issues related to economic performance, productivity and entrepreneurship: LEAD Wales (£5.2m) and WISERD (Wales Institute for Social and Economic Research, Data & Methods, £496k). The creation of the Spatial Economics Research Centre (SERC, £250k), involving LSE, Oxford, Newcastle and Glasgow, has also strengthened the School's regional and international remit and its **commitment to policy-relevant research**. The establishment of the Institute for Entrepreneurship and Leadership (IfEL) has allowed collaboration with LEAD Wales and has pioneered innovative research on entrepreneurship in Wales.
- Also in line with the RAE 2008 statement, the new School's research strategy continues to **emphasize the potential cross-disciplinarity** among the discipline-based subject groups and research centres. There are notable **synergies emerging between researchers in different parts of the School**. For example, research in macroeconomics and time-series econometrics is developing strong synergies with finance, both areas sharing a reputation for empirical research with strong policy implications, and researchers have moved from the Economics group to Finance to support this development. The fluidity of the School's structure will assist further movement of staff between groups to maximise their ability to work together

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and address new projects effectively. Similarly, a traditional Swansea strength in labour economics complements work in the human resource management area.

Collaborations on the broader University front are also building. School of Management staff have been supported through the University's EPSRC-funded "Bridging the Gaps" programme, which provides researchers from all disciplines within the University with opportunities to engage with and cultivate novel research ideas and collaborative projects. For example, Cai is involved in a "Flood Risk Analysis via Simulation" project with researchers in the College of Engineering; and Blackaby and Murphy have started research with coastal engineers to investigate the economic impact of flooding. Researchers in the School also engage with the Swansea University Research Forum, which supports the development of a sustainable research culture across disciplines.

Future Strategic Developments. Over the next five years, the School aims to attract and retain talented research-active staff and research students; to foster strong collaborative links with industry, and to increase the quality and volume of innovative and rigorous applied research that has international reach and significance. Consequently, our strategic goals for the next period reflect five overarching objectives and a number of priority areas. These are:

- To further **enhance the School's capability to produce internationally recognised, excellent, interdisciplinary, social science research** facilitated through research centres. We will measure success and progress in this area by: further increases in the proportion of research outputs published in leading scholarly outlets in the fields of business, management, finance and economics; higher rates of citation of the School's research outputs in the scholarly literature; further growth in our PhD programme and our ability to place graduates of that programme in leading peer organizations across the world; and, by increases in the level of research funding raised from all available sources by members of the School. In 2013, the School has submitted **interdisciplinary and inter-institutional research applications** to the ESRC Large Grants competition and the ESRC Big Data Network: Phase 2 call (both shortlisted).
- To **build the School's impact on decision makers and policy makers**, by transferring research findings and implications into the community of practice. Success in this ambition will be reflected by: a growth in the number of partners among policy and practitioner groups, in the UK and overseas, based on rigorous applied research capabilities; an increase in the number of School faculty holding influential positions on boards, committees and governing bodies of user-led organizations; and, growth in the number of School-authored applied research articles in trade and industry publications, monographs and books aimed at practitioner audiences, and greater media attention focussed on the School's research.
- To make **internationalization central** to the School's research strategy. We will invest in new strategic partnerships in key parts of the world, such as India, China and Africa, to collaborate in research and to generate new models of research development.
- To pursue new **cross-disciplinary research opportunities**, taking advantage of the School's co-location with successful Colleges of Engineering and Medicine, identifying and pursuing new management research projects in partnerships with faculty in these areas. We will leverage our position in the University to strengthen mutually advantageous, inter-disciplinary relationships with other schools and colleges. This will be facilitated by the successful application made by the School, with the College of Medicine, to establish an ESRC-funded Administrative Data Research Centre (CADRE, £9.2m) in 2014.
- The School's research will continue to be **aligned to ESRC strategic priorities**, primarily in the ESRC delivery areas of *Economic Performance and Sustainable Growth* and *Influencing Behaviour and Informing Interventions*. Research will be directed at determinants of economic performance and sustainable growth, such as innovation, workforce skills and demographic change; entrepreneurship (particularly in smaller businesses, through the LEAD Programme); macro-economics; and the impact and usage of new technologies. The School will deliver research aligned to Welsh Government and European Research Council Horizon 2020 priorities, particularly with regard to fostering innovation in SMEs.

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The achievement of these overarching objectives is being addressed by the growth of new and distinctive research areas, as well as broader developments. There are several **embryonic areas that have the potential for global scholarly and practitioner impact**. The work of Alan Hawkes, and co-researchers on Hawkes processes and their application to a number of financial issues, supported by our investment in high-performance computing facilities, is already attracting interest from firms like Credit First Suisse and will produce very distinctive scholarly outputs. For example, work by Chen on credit default swaps and short selling has already been featured in the *Financial Times*, given as documented evidence to the House of Lords, and documented in the 2011 OECD Law Symposium. Similarly, the School is growing critical mass in strategic sales management (Piercy NF, Lane, Simintiras), with the potential for increasing influence in this significant area of economic activity, and Rich and Piercy NC will have future impact from their research into lean enterprise and operations in areas spanning manufacturing and clinical hospital care.

Implementing the strategy will be greatly facilitated by the move of the School of Management, with the College of Engineering, to the new £250m **Science and Innovation Campus**, scheduled to open in 2015. The potential for collaborative research with global impact is significant, with the campus conceived in terms of interleaving the academic and business communities. The intent is to become a global exemplar of how a research-intensive university can work effectively with industry, helping to promote economic regeneration and employment opportunities. The new campus is based on an open-innovation model in which research and development is embedded within academic activities. Investment of more than £25m has been secured from companies such as BP, Tata Steel, and Rolls Royce. Other partners include Airbus UK, BAE Systems, BT, IBM, Jaguar, Land Rover, Microsoft and Vodafone. These linkages afford opportunities for research in business management and economics to be translated into impactful activities that benefit regional industry and commerce. With Engineering's emphasis on research and development applied to manufacturing industry, the School of Management will exploit opportunities to engage with manufacturers' supply chains and associated service-sector providers, yielding consultancy, research and training opportunities. The move will also provide the School with state-of-the-art facilities, allowing further appointments to be made in new areas for research development.

c. People, including:**i. Staffing strategy and staff development**

The recruitment, retention and development of high-quality staff are central to the effectiveness and sustainability of the strategy. Staffing since 2008 has seen a considerable transformation. The appointment of a new Dean, Nigel Piercy, from Warwick Business School in 2013, has brought renewed energy and ambition to the School, establishing enhanced research performance and impact as a key strategic priority, reinforced by Professorial (Piercy NC 2013, Rhodes 2010, Rich 2013) and Readership (Lane 2013, Pullen 2010) appointments. Early and mid-career researchers have been appointed to ensure the sustainability of research (Ahonen 2012, Andriosopoulos 2012, Cai 2011, Chen 2010, Drinkwater 2009, Easaw 2010, Hoque 2010, White 2010).

Staffing Strategy. In the period, all groups have recruited new staff. All staff on teaching and research career tracks appointed since 2008 are research active. The School's recruitment policy focuses on achieving a balance between ECRs and established academics. In part, recruitment opportunities have been created because some established researchers submitted in 2008 have retired or left the institution but they have been replaced by academics at professorial level. Talented early career academics with high research potential have been recruited into all groups.

The School is organized and managed to ensure all academic staff have the time, resources, organisational support and collegial environment needed to undertake high quality research. Staff are supported in their research in a number of ways: a workload allocation model ensures that 40% of academic staff time is protected for research activity; significant recruitment of new staff has reduced average teaching loads in the School; all academic staff are entitled to apply for study leave, on agreement of a satisfactory research activities plan (in this submission cycle 18 study leave periods have been awarded); substantial resources are provided to support staff research activities (funding for conference attendance, pump-priming funds for research start-ups, facilities for visiting academics, and support for School- and group-level research seminars); a mentoring scheme covers all staff, emphasising journal selection and the review process; all staff have

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access to funds for career development and training. The University's Professional Development and Performance Enabling process ensures that support and training are available to deliver optimal staff performance. In 2012, the University won a Times Higher Leadership and Management Award and a UHR Excellence award for this initiative.

Evidence of the School's supportive research environment for early and mid-career researchers is provided by numerous internal promotions to senior lecturer/associate professor/reader during the REF period (e.g. Drinkwater 2011, Easaw 2011, Jones 2013), as well as internal promotions to full professor (e.g. Latreille 2011, Pullen 2011, Dwivedi 2013). In addition, external research income has been obtained to generate early and mid-career positions following the occupation of research posts (e.g. Drinkwater, Parhi and Robinson via WISERD).

Staff Development: Early Career Researchers. The University is committed to the implementation of the Concordat to Support the Career Development of Researchers, being one of the second tranche of HEIs to be awarded the HR Excellence in Research Award from the European Commission (retained in 2013). The School takes an active approach to early career researcher development. ECRs are assigned senior academics as mentors, providing an enabling environment to develop research and publication plans. This partnering has produced world-leading and international quality publications; for example, papers in *American Economic Review* and *Journal of Money Credit and Banking* (James and Lawler). ECR workloads are reduced by 25%, with no administrative duties for two years, to encourage productivity and publication in leading journals. This commitment to the development of ECRs is part of the School's approach to succession planning, taking care that talented and able researchers are given the opportunity to progress their careers, take on responsibilities, and prepare for leadership roles in the future. ECRs Dwivedi and Parhi participated in the Welsh Crucible, a prestigious personal, professional and leadership development programme for future research leaders. Welsh Crucible is open to staff members of the St David's Day Group of research-intensive Welsh universities and provides opportunities for staff to network and pursue collaborative research.

Supporting Equality and Diversity. The School has a large proportion of staff (30%) and research students (80%) born outside the UK. The University makes every effort to promote equality of opportunity through its Strategic Equality Plan, which promotes an inclusive institutional culture, where differences are shared and valued, and which recognises the need to consider and support the needs of all employees. The University's commitment to gender equality is reflected by the retention of the Athena SWAN Bronze Award. The Department also has the support of the Women in Universities Mentoring Scheme (WUMS), a Welsh initiative to enhance women's academic career progress. Staff are made aware of cross-cultural management issues pertaining to the supervision of international students. The School is committed to gender equality in its recruitment, promotions policy and resource allocation. All academic vacancies in the School are advertised as suitable for job share, part-time or flexible working as the norm. The School reflects the University's proactive approach to promoting equality and diversity throughout the institution.

Promoting Research Ethics. Co-ordination and oversight is provided by the School Research Committee, chaired by the Deputy Dean (Academic). The School has a formal ethics policy and research projects have to be submitted for peer approval. The School's approach reflects the clear and detailed guidance provided by the University, which monitors research practice and ethics in all Schools. The School's procedure addresses the six key principles of ethical research identified by the ESRC covering work undertaken by students and staff. There is a two-stage process: first, an Ethics Evaluation form for all research projects; and second, an Ethics Approval form, which must be approved by the School's Research Committee before projects commence.

ii. Research students

The School provides a stimulating and supportive environment for doctoral students across its constituent disciplines, with active encouragement to transcend those discipline-based boundaries. The School has an Associate Dean for PGR students, and the doctoral programme falls under the oversight of the Deputy Dean (Academic). This is in addition to administrative provision to support students on a day-to-day basis. The formation of the School of Management allowed the establishment of a **Graduate Research Centre** for all the School's research students. This creates

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co-location of all research students in a single suite, which comprises individual working spaces, meeting rooms, catering facilities and enhanced computing facilities. The intent is to promote an ethos of multi-disciplinarity and collegiality among participants in the doctoral programme.

The aim of the doctoral programme is to **recruit high-quality students based on clear and well-articulated research proposals**. An offer of a place is made only when there is a good match between the proposed topic and two supervisors' research interests/expertise. The support and supervision of doctoral students is undertaken within a robust framework, ensuring effective induction and engagement with the University and the School. The programme provides comprehensive training, tailored to individual needs, and includes progression-monitoring procedures. All PhD students are closely supervised and have the opportunity to participate in the School's research-seminar programme, as well as to present working papers based on their research at an annual doctoral conference, and receive feedback from a staff and students.

The School attracts doctoral candidates globally as well as from the UK and EU. This international recruitment supports the **broader goal of internationalization** in the School's research. In addition, the School is part of the ESRC funded **Wales Doctoral Training Centre**, a consortium of Welsh Universities established in 2011. The Wales DTC is one of 21 across the UK judged by the ESRC to deliver excellent postgraduate training. There are four DTC students among the current PhD student population and a further three DTC studentships have been awarded to start in October 2013. Swansea is responsible for leading the Business Economics pathway, which also involves Cardiff Business School.

Between 2008 and 2011, the University made strategic use of **Roberts Funding** to develop a robust research-student training strategy, including the appointment of a full-time Research Students Skills Officer and the implementation of a research-student training programme. In October 2011, the University's Senior Management Team adopted the recommendation of Research Councils UK to introduce an 'uplift' of £200 to fees for all research students and to ring-fence the income generated to fund an expanded integrated programme of skills development. The Academic and Professional Enhancement Centre, Swansea (APECS) now co-ordinates a comprehensive skills training and development programme for research students. Under this programme, courses are available without additional cost to all postgraduate research students. Relevant courses for the School's PGR students range from quantitative and qualitative research methods to entrepreneurship and employability to the dissemination of research findings, to making an impact and leadership. As part of their personal development, doctoral students normally have opportunities to participate in **tutorial teaching** after successful completion of their first year of studies. However, students do not normally undertake teaching unless under the direct supervision of the member of staff responsible for the module in question. The goal is learning and the development of skills, not supplementing the School's teaching capacity.

The **progress of research students** is formally monitored through supervisors' reports, which are evaluated by the School's Postgraduate Progress Committee and then sent for further consideration by the University's Academic Board for Postgraduate Research, on which the School is represented by our Associate Dean (PGR). This process is a particular priority at the end of the first year of PhD studies, which is considered probationary. The School has agreed detailed probation and progression criteria that are contained in student handbooks.

In total, 33 PhDs were awarded by the School between 2008 and 2013 (4 in 2008/09, 7 in 2009/10, 8 in 2010/11, 6 in 2011/12, and 8 in 2012/13). Employment destinations of recently completed PhDs have included academic posts in the UK (e.g. Bristol, Aberystwyth, Middlesex, Northumbria) and overseas (e.g. Ghana, Jordan); others have taken positions in government departments and agencies, such as the Welsh Government and the Office for National Statistics.

d. Income, infrastructure and facilities

Research Income. Research has been funded by a number of highly regarded national and international organisations. Total research income for 2008/9, 2009/10 and 2010/11 was £173,338, £407,583 and £433,856, respectively, demonstrating significant growth. The School's strategy for research-income generation has been informed by the research priorities of the ESRC, Welsh Government, UK Government, and European Research Council (Framework 7).

The success of this approach can be seen in awards from ESRC (e.g. Murphy, Blackaby and Jones were awarded £200k under the Council's Secondary Data Initiative), and through the School's participation in larger consortia delivering projects such as the EU FP7 Inquiry into Health

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and Safety at Work: A European Union Perspective, and the New Opportunities for Research Funding Agency Co-Operation in Europe (NORFACE) Migration Programme. Swansea is one of twelve European partners on the Temporary Migration, Integration and the Role of Policies (TEMPO) project funded by the programme, which has total funding of €2.3m over four years from November 2009. Projects funded by the Welsh Government include: an analysis of subjective well-being in Wales; using the panel element of the Annual Population Survey for Wales; an anatomy of economic inequality in Wales for the Welsh Equalities and Human Rights Commission; evaluation of the Census Programme 2006-11; an explorative study into the implications of introducing a Living Wage in Wales; and a study of exporting activity and productivity in Wales.

During the census period researchers in the School secured funding from a variety of other funding bodies, including the British Academy, Department of Trade and Industry, the Advanced Institute for Management, the Australian Research Council, the Royal Economic Society, Leverhulme Trust, ISF, Hans-Böckler-Stiftung, the Social Sciences and Humanities Research Council of Canada, National Endowment for Science, Technology and the Arts (NESTA), National Institute for Economic and Social Research, and the UK Commission for Employment and Skills. Between 2008 and 2012, O'Leary obtained four tranches of funding from the European Centre for the Development of Vocational Training (CEDEFOP) to investigate skill mismatch across Europe. The research involves colleagues from Australia and Ireland. Recent developments include a £1.8m bid to the ESRC Extending Working Lives initiative, involving sociologists at Leeds and gerontologists at Southampton, and a successful £460k bid with the Business School and School of Social Sciences at Cardiff for a Public Policy Institute funded by the Welsh Government.

Researchers work closely with the University's Department of Research and Innovation (DRI), which provides support for applications and the management of external funding, research advice, support and guidance to individual researchers, project groups and research administrators. DRI advises on all aspects of research funding. DRI also provides for the training and development of research staff to help increase the quality and quantity of research proposals.

Infrastructure and Facilities. While excellent human capital is the essential ingredient for a healthy and vibrant research environment, enabling investment in infrastructure and support facilities critically underpins sustained research performance. Such support for research in the School takes a number of forms. For example, the **institutional structures supporting research** comprise the School's Research Committee, discipline-based groups and research centres, as well as the Research Institute for Applied Social Sciences (RIASS). The Research Committee coordinates research activities across the School, ensures appropriate research support is in place and provides funding for staff members' research initiatives. Support for the research environment is evidenced at a number of levels: research groups receive a budget annually for their activities; the basis for individual research funding has been formalised (an allowance of £500 is standard for each researcher, but with substantial further funds that can be awarded on merit; each PGR student also has an annual allocation of £500 to support research, with additional funding available in specific cases. There are five, University-funded subject librarians, for business, management, finance and economics. The School offers staff and students dedicated workspace, with communal/breakout and catering facilities. Dedicated IT resources are provided, including high-performance computing facilities, specialist software (e.g. EVIEWS, GAUSS, Matlab, Microfit, NVivo, R, SAS, SPSS, STATA) and data resources (e.g. Datastream, Thomson ONE Banker).

The unification of the cognate disciplines of business, finance and economics is aligned with the University's objective of **consolidating social sciences research** across the institution. This has been facilitated through the establishment in 2011 of RIASS, a cross-University initiative that builds on existing applied social science research strengths, with an emphasis on developing distinctive, multidisciplinary, applied approaches. The School benefits from the collaborative environment fostered by RIASS, which hosts the Swansea arm of the ESRC Wales DTC and coordinates a mentoring and peer-review scheme for colleagues developing proposals for external research funding from the ESRC. These initiatives help to promote a strong research culture.

Cross-disciplinary working enables the School to access facilities across campus to embed **social science perspectives within science, technology, engineering, mathematics and medicine (STEM) subjects**. For example, economists provide statistical research for, and have co-authored papers with, researchers in medicine and share workspace in the University's Institute of Life Science (ILS).

e. Collaboration and contribution to the discipline or research base

The School makes significant, distinctive and novel contributions to the disciplines contained within its portfolio, and acts as a hub for developing interdisciplinary, collaborative endeavours. The School’s research strategy promotes a culture that recognizes and promotes the value of connecting with others to achieve research aims. A measure of success in meeting this goal is provided by the growth of the range, depth and complexity of our connections, including international collaborations with scientists, researchers, industrialists, policy makers, and other research users from many countries throughout the world. Examples include:

Fellowships. Several staff held visiting fellowships with prestigious national and international research centres and institutions during this assessment cycle, extending the School’s reach and impact. Examples include: National Institute of Economic and Social Research; Leverhulme Research Fellowships; Royal Economic Society Junior Fellowship; Institute for the Study of Labour (IZA) Bonn; Soochow University, China; National Institute of Ireland, Galway. These appointments underline national and international recognition of the calibre of researchers at Swansea, and open the way to future research collaborations across national and institutional boundaries.

Academic Awards. During the assessment period, School staff were awarded a variety of academic distinctions, examples include: the Marvin Jolson award for best contribution to sales management practice by the *Journal of Personal Selling and Sales Management* in 2008 (Piercy NF jointly); best paper awards at the 5th International Conference on E-Governance (2008) and the 8th Conference (2011) (Dwivedi); conference best paper and political marketing track prizes at Academy of Marketing Conference 2013 (Koenig-Lewis and Zhao with others) and best political marketing track paper at the 2010 conference (Koenig-Lewis); Outstanding Paper award from the *Journal of Business and Industrial Marketing* 2011 (Piercy NF); and, best developmental paper award by the British Academy of Management for airline industry research 2012 (Harvey).

Research Collaborations. Staff are closely involved in a substantial number of active international collaborations. Current research partners include those at the following institutions:

California State University ESRI, Dublin IMD, Switzerland Indiana University Loyola University, Chicago Monash University	National University of Singapore RMIT, Australia Texas Christian University University of Arkansas University of Copenhagen	University of Ghana University of Massachusetts University of Murcia, Spain University of South Pacific, Fiji University of Zagreb
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These relationships underline the School’s commitment to internationalization and the recognition of the quality of research at Swansea by international peers. For example, the collaboration between Piercy NF and Lane with researchers at Texas Christian has led to a steady stream of papers in the US and European literature, throughout the assessment period, on the highly novel topic of strategic sales management.

Productive collaborations also exist with many UK institutions such as City University, Southampton University, Brunel University, University of East Anglia, and Nottingham University, as well as with institutions across Wales. For example, the School’s economics group is a leading player in collaborations involving Cardiff, Aberystwyth, Bangor and the University of South Wales, predominantly through the WISERD initiative funded by HEFCW and the ESRC in 2008. Rich has undertaken collaborative research with Warwick Medical School on safer clinical systems. Collaborative work with the University of East Anglia has produced empirical papers in the international and national literature on the sales/marketing interface (Piercy NF). The School’s Institute for Entrepreneurship and Leadership (IfEL) supports collaborative work with academics and industries in Wales and has positioned Swansea as a hub for the development of the regional knowledge economy and an avenue to engage with and support local business. IfEL is an interdisciplinary focal point for aspects of research ongoing within other groupings in the School. These collaborations also underline the effectiveness of researchers in the School in working across organizational boundaries to develop new work and high-quality research outcomes.

Editorial Boards. Staff in the School provide service to their disciplines and wider research base through membership of the editorial boards of numerous scholarly journals, which are too many to list, but which cover the main disciplines in the management area. For example: senior editor positions on the *Journal of Electronic Commerce Research* and the *DATABASE for Advances in Information Systems* (Dwivedi); editorial board of *Gender, Work and Organization* (Pullen); Editor-in-Chief of *Economics and Finance Research* (Cook), Joint Editor of the *Journal of Strategic Marketing* (Piercy, NF). These roles underline the contribution of members of the School to shaping the literature in the disciplines that make up management studies.

Conference Organization. Service contributions are also evidenced through the organisation of, and participation in, high-profile conferences and colloquia, for example: the Spatial Economics Research Centre (Blackaby, Murphy) organised two major conferences, in Swansea (2008) attended by the First Minister for Wales and Finance Minister, and in Cardiff (2010), attended by over 30 civil servants, including the Welsh Government's chief economist. Other groups show similar outcomes in organising prestigious academic events. In the finance area, Chen organised a workshop on Ultra-High Frequency Econometrics, Market Liquidity and Microstructure in collaboration with the Universities of Princeton, Bath and Aberdeen. Koenig-Lewis organised the 16th International Colloquium of Relationship Marketing in the School in 2008. On the international front, Debrah was Programme Chair for the International Academy of African Business and Development from 2007 to 2010. At home, colloquia have been organised in areas as: The Art of Caring (White); Ethics, Embodiment and Organization (Pullen, White and Vacchani); and Branding Wales (Koenig-Lewis and Palmer). These contributions speak to the involvement of Swansea researchers in academic dialogue and interaction with policy makers locally and internationally.

Professional Associations. School staff have also made significant contributions to a number of important professional associations: Blackaby was a member of Royal Economic Society (RES) Committee for Women in Economics 2002-2011; a member of the Conference of Heads of University Departments of Economics (CHUDE) Steering Group 2001-2010; a member of the ESRC Research Resources Board 2006-2010; a member of the ESRC Methods and Infrastructure Committee 2010-2011; a member of the ESRC Expert Group on Cohort Panels 2007-2010; a member of RAE2008 Economics and Econometrics Panel; a member of RAE2008 Business Management Panel, and is currently a member of Work and Pensions Labour Economics (WPEG) Steering Group and Member of the Centre for Micro-econometric Methods and Practice (Cemmap) Advisory Committee – ERSC Research Centre and the UK NHS Pay Review Body, responsible for making recommendations for pay increases for over a million employees in the NHS; Robinson is Committee Member of the Regional Studies Association's Journals Management Committee; Murphy has been a member of the CHUDE Steering Group since 2010. Brooks chaired the British Academy of Management (BAM) special interest group in Sustainable and Responsible Business from 2010 to 2013, and Pullen serves on BAM's Council. Rich is a Shingo Prize examiner for operational excellence. These involvements further underline the engagement of research staff from the School with peers and policy makers.

Keynote Addresses. It is illustrative of the School's growing research-led reputation that invited keynote addresses by members of School staff span academic, policy maker and management practitioner meetings. For example, recent contributions include: the Chartered Institute of Marketing National Conference (2010), the Cyprus Institute of Marketing Summit (2012), and the Bernhard Schulte Shipping International Management Conference (2013) (Piercy NF); and the Labour Force Survey/Annual Population Survey Users Group (2008), and the Welsh Assembly Government Economic Seminar (2010) (Jones M). Similarly, Debrah keynoted at an International symposium on Multinational Firms from and in the Asia-Pacific: Global Standards and Host Country Developments, organised by the Royal Melbourne Institute of Technology University, Australia, in 2010, and Williams K was an invited member of the project Indicator Expert Group for the European Union funded (6th Framework) TRANSFORM project, which examined the transformative use of ICT in European Regions. This involvement in academic and policy maker events across the world underlines the active participation of the School's researchers in the big debates of the day, and the impact of its new ideas and research on the School's global standing.