

Institution: University of Manchester
Unit of Assessment: 19 (Business and Management)
<p>a. Overview</p> <p>The UoA consists of Manchester Business School (MBS). With its brand essence <i>Original Thinking Applied</i>, MBS seeks to pioneer new ideas across the full range of its activities as a leading international research-focused full service business school. Research lies at the heart of our strategy with our core values being excellence, diversity, interdisciplinary research, scholarly debate, and relevance for policy and practice. Our aim is to be one of the top 25 Business Schools in the world. This submission represents the work of 121.63 fte (including 21 fte ECR); staff included in REF1a and mentioned here are identified in bold.</p> <p>Our scale and history means that we cover a broad range of topics and span the spectrum from theoretical underpinnings to co-production of knowledge with practitioners. At all times we seek to exploit the interdisciplinary connections across the School and the wider University. We present our research under four main themes: public sector management and public policy; innovation management and service science; business organisations and society; and accounting and finance.</p> <p>Research is managed as a school-wide activity with research institutes and centres that focus on major inter-disciplinary areas of interest and coordinate research funding. There are three types:</p> <ol style="list-style-type: none"> 1. <i>University and cross-Faculty Institutes</i> the largest of which, the Manchester Institute of Innovation Research (MIOIR) is located in the School while others engage our staff in cross-faculty collaborative research, for example the Sustainable Consumption Institute (SCI); Collaboration for Leadership in Applied Health Research and Care (CLAHRC); Dalton Nuclear Institute; and the Tyndall Centre for Climate Change Research (North). Aggregate awards made to these Institutes related to specific MBS activities in the period is c.£17.3 million. 2. MBS currently has nine research <i>centres</i> led by leading researchers with membership drawn from across the School and in some cases from other schools within the Faculty. The thematic priorities are: comparative international business (CIBER); investment risk (CAIR); work and employment systems (EWERC); fairness at work (FairWRC); socio-cultural change (CRESC); infrastructure development (CID); development informatics (CDI); public sector research (HSC); and decision and cognitive sciences (DCS). 3. <i>MBS research groups</i> (currently 9) which are less permanent structures which facilitate clusters of interest which may evolve into centres covering areas such as health, security, project management, supply chain management, consumer behaviour and retail marketing. <p><i>Since 2008 we have:</i></p> <ul style="list-style-type: none"> • Published 175 books c.2,500 journal articles, and c.430 research reports • Established new research centres on fair working, infrastructure, and decision sciences • In partnership with the Universities of Liverpool and Lancaster been awarded the North West Doctoral Training Centre (DTC), with specific pathways for business and management and accounting and finance • Hosted 183 funded PhD students in the period 2008/9 to 2012/3 and awarded 320, with approximately 75% of graduates securing academic posts; we have also made 18 MPhil and 13 MRes awards. In the period staff have externally examined almost 300 external doctoral theses. • Marchica and Mura were awarded the 2012 BlackRock/Brennan Best Paper Runner Up Award for outstanding paper in the Review of Financial Studies - this prize had never before been awarded before to scholars affiliated to a UK school. • Attracted £20.3 million in research grant income in the assessment period, and have worked successfully to diversify our portfolio of research income. Some key funding achievements include: <ul style="list-style-type: none"> - renewal of the ESRC Centre for Research on Socio-Cultural Change (CRESC) for 5 years from 2009 (Williams; Froud; Leaver; Erturk); - benefiting from the ongoing £25 million investment by Tesco in the University-wide Sustainable Consumption Institute (SCI), with UoA staff in leading roles (McMeekin; Randles); in addition, Geels is fully funded by the SCI; - playing a significant part (Boaden, Director) in the two stages of the Greater Manchester

CLAHRC (two stages, c.£10 million each to the University of Manchester)

- an EC funded (£2.54m) Marie Curie Initial Training Network on qualitative and quantitative approaches to measuring and managing financial risk (**Poon**).
- Begun a major infrastructural development with £60m being invested in new state-of-the-art facilities for research, teaching and engagement.

b. Research strategy

The three central objectives of the University research strategy, summarised in the Manchester 2020 strategic document are: to achieve research of the highest quality; to support and develop excellent people; and to have an impact beyond academia through discovering new knowledge which yields economic, social, and cultural benefits. Our School strategy aligns with that of the University, reflecting all three aims. Performance against the strategy is subject to annual review against KPIs by senior management in the University's Planning and Accountability Cycle.

Our vision is to advance knowledge and practice in business and management studies by engaging scholars across the world in high-level academic debate, addressing policy issues at all levels of governance including international and engaging with practitioners to understand, influence and improve their organisational strategies and processes. We value traditional scholarly journals, book and conference outputs as well as other more practical contributions, such as project reports and policy documents. We engage in critical approaches that challenge conventional wisdom as well as contributing to mainstream methodologies and issues. Our five strategic goals can be summarised as:

1. *Quality*: publish high quality, relevant and academically rigorous research in the most appropriate journals and refereed books. The strategy to take this forward includes an expectation of internal peer review by colleagues and feedback of data on which journals are most likely to get MBS work in the top decile of citations with a KPI of 27% by 2020;
2. *Resources*: to ensure that staff acquire appropriate sources of research funding through support measures as described in Section d. Our aim in the coming period is to double the level of research income, in part by increasing the proportion from business and other users;
3. *Interdisciplinarity*: to foster and encourage inter-disciplinary collaborations wherever possible by continuing our support for institutes, centres and networks which work across boundaries;
4. *People*: to foster and nurture doctoral students and early career staff to go on to be future research leaders through the support infrastructure described in Section C.
5. *Impact*: to engage with users of all kinds in the co-production of knowledge, to disseminate our curiosity-driven findings and to record the impacts of our work. Our strategy to take this forward includes the appointment of Impact officers to support and facilitate activity.

The size of MBS and the University offer an excellent environment to deliver on these goals through the scale and scope of the training, interdisciplinary combinations and support structures that we can provide.

Implementation of 2008 REF Strategy

In our 2008 submission we set out plans to develop the necessary organisational structures to achieve our priorities, supported by a set of disciplinary and inter-disciplinary research centres and groups. This has been largely achieved: MBS led the creation of Policy@Manchester, established as a University-wide network with an explicit mission to promote and discuss policy research with relevant policy, practice, and other stakeholder communities. We have extended our research on employment systems with the establishment of FairWRC, a new research centre which collaborates closely with the more established EWERC. MIOIR has grown into a University research institute; and we have established a research centre in decision and cognitive sciences.

Our current research strategy is summarised under four broad themes, all of which were flagged for investment in 2008, with research centres and groups cross-cutting through them. These thematic priorities guide, develop and align our strategy against the University's areas of strategic priorities to enable us to compete and contribute in a synergistic and systematic way to large grand challenge and inter-disciplinary agendas. In the sections below we summarise key findings and achievements and indicate the forward strategy for intellectual and project agendas:

Theme 1: Public Sector Management and Public Policy

Research under this theme has explored the changing context of public policy and public sector management and their economic, social, organisational and political implications under three main strands: first, the role of public policy in both causing and responding to financialisation and the economic crisis; second, the changing governance arrangements for public policy and delivery of public goods; and thirdly, the impact of continuing public sector reorganisations on service delivery, efficiency and employees. All of this research has been based on major stakeholder involvement (NHS trusts, European universities, accounting bodies, ETUI.,TUC, EU).

Public policy, financialisation and the economic crisis.

Research by the ESRC-funded CRESC (**Williams, Moran, Froud, Leaver, Erturk**) has studied the increasing problems in managing in present day capitalism arising from the unintended consequences of marketisation and privatisation. This interdisciplinary research (major output *After the Great Complacence* (OUP book, 2011 widely discussed and reviewed "*There have been many books about the financial crisis but very few as original and incisive as this one.*" Nigel Thrift) reveals that the neo-liberal reforms and financial innovation had the unintended and perverse consequence of creating a giant system of corporate welfare where agendas of reform are controlled by business elites. Research on elites in and around finance continues to be explored with a forthcoming book on central banking. Research by EWERC (**Rubery, Grimshaw**) has explored how neoliberalism has reshaped social models and how austerity has specific gender equality consequences (major output *Women and Austerity*, Routledge 2013, as follow up to 1988 book on *Women and Recession*).

Changing governance arrangements for public policy and delivery of public goods

One of the major changes in governance has been the use of public-private partnerships and private finance. From a stakeholder perspective researchers (Shaoul, **Stafford, Stapleton, P**) have: challenged the value for money of PPPs; shown that the actual transfer of risk is much lower than implied in the formal contractual agreements; shown that private finance is significantly more expensive than direct government borrowing; and investigated the governance of PPPs (major outputs widely cited ACCA report and more recent ICAS reports, all aimed at practitioners as well as academics). CRESC research on railways provides complementary findings (*The Great Train Robbery* report, 2013) (independent research report funded by the TUC).

Whitley's European Science Foundation study of university governance reforms on scientific innovations in four European countries has found that different combinations of university autonomy, research funding generosity and orientations towards applied or a variety of research are leading in one country to a narrowing or research agendas while maintaining diversity of research agendas in another (Minerva, 2011;2012).

Employment regulation research has focused on the changing interactions between national and European level governance (for example **Waddington's** research on European Works Councils with the European Trade Union Institute (ETUI, approx. £90k per annum), **Holman, Grimshaw** and **Rubery's** research on public sector pay and procurement – ACAS £11k) and on the changing interactions between legal and voluntary regulation (for example **Grimshaw's** five country study of minimum wages and collective bargaining – BJIR 2013).

Implications of continuing public sector reorganisation

Research in this area has mainly focused on reorganisation in health (**Boaden, Harvey, McBride, Bresnen, Hassard**) and social care (**Llewellyn, Rubery, Grimshaw, Hebson**). Working collaboratively primarily with the NHS as well as other organisations, the ambition has been to develop new knowledge through research and transfer research evidence into practice using approaches that draw on knowledge mobilisation, improvement and implementation science. Through a variety of collaborative funded projects e.g. National Institute of Health Research (NIHR) funding for CLAHRC (2 stages; £10 Million each to UoM), NIHR Health Service and Delivery Research programme (HS&DR) funding of over £1 million this theme has led to greater understanding of the roles of managers within the NHS tested and refined approaches to knowledge mobilisation leading to tangible improvements in patient care.

Strategic development: Future planned developments include University investment in several strategic posts across all levels including two Chairs, a programme of work from CRESC on industrial policy focused on new high technology, export based sector and on the 'foundational economy' (utilities, supermarkets, health and education); comparison of PPPs in the UK and Spain in the hospital and roads sectors and of investment by pension funds in PPPs in the UK, Canada

and Australia We intend to build on the interdisciplinary opportunities offered by CLAHRC 2 funding to further develop the intellectual base for implementation and improvement.

Theme 2: Innovation Management and Service Science

Research under this theme has explored innovation (process and product) from a theoretical, policy and implementation perspective. MIoIR leads this theme on innovation studies, including science, technology and innovation (STI) policy. Key new appointments at chair level include **Tether** and **Geels**. Chair promotions include **Massini** partly in recognition of her leading work on organisational innovations, reflected in highly cited papers on the offshoring and outsourcing of white collar work in JIBS and Organization Studies, and **Nedeva** based on her work on science policy and funding structures including a project funded by the European Research Council.

Research is normally conducted by teams at multiple career stages built around recognised leaders. **Georghiou** and **Edler** have worked on procurement and the demand side of innovation for which they secured a £480k ESRC grant. This led to a series of articles and conference, which has built a new scholarly community in this field and secured widespread engagement from ministries, firms, OECD and the EC. **Miles** and **Miozzo** led work on service innovation including Miles' work for NESTA on 'hidden innovation in the creative industries'. **Mehandjiev**, is a recognised expert in service science, as recognised through multiple collaborative awards funded by the EU (>£2 million). In recent years we have added significantly to this expertise by recruiting **Tether** who leads research on innovation through creativity and design. He led a successful FP7 proposal (€2.5 million) and is now coordinating an 11 partners 8 country consortium studying creativity and innovation. **Shapira** has worked on emerging technologies and new business models (supported by two 'Rising Powers' ESRC grants (£590K)) He has built a research team focused on business models for emerging technologies; this team is also developing new methodological approaches (big data, text mining) and forging academic partnerships in Russia, China and the US (Innovation Co-Lab). **James** and **Flanagan** work on policy advice to Government (with an ESRC grant of £299k). In the area of sustainable consumption **McMeekin** leads a flagship project financed by TESCO and **Geels** is a thought leader in systems transformation research, recently recognized in Thompson Reuters Highly Cited Researchers – in the top 0.5% most cited researchers worldwide in Economics/Business. Together they have secured £400K in an international EU funded project on transitions to sustainable, low carbon societies. The innovation group's work has been featured in 4 peer reviewed articles in the highest status scientific journals, Science (**Nedeva** and **Edler**) and Nature (**Shapira** and **Georghiou**). The group hosted the annual international R&D Management Conference twice in the REF period and organised a series of innovation policy oriented seminars in Brussels and London for NESTA and the European Commission. A high level of engagement with national and international policymakers (up to ministerial level) and firms (up to research director of large corporates) leads to extensive co-production of knowledge.

Strategic development: We will continue to build on our past strengths and strong reputation in the field of innovation studies recruiting new staff under the University strategic investment scheme to strengthen our research capabilities in areas such research on entrepreneurship and innovation. Work on procurement of innovation will be extended to cover systematic study of the role of demand. We will continue to develop new research leaders from within our ranks. Important emerging areas of research strength include: responsible research and innovation (**Shapira**, **Laredo** and **Edler**); mission and challenge oriented science policy (**James** and **Flanagan**); skills and innovation (**Massini**); creativity, design and innovation (**Tether**); entrepreneurship and innovation, especially underpinning the entrepreneurship agenda across the University (**Georghiou** and **Shapira**).

Theme 3: Business, Organisations and Society

Research under this theme locates the study of business, organisations and employment within broader institutional and sociological theories and debates to provide theoretically and empirically-informed critical analyses of organisational systems and practices in a national and global context. This research theme draws on research associated with five research centres or groups including CIBER (leads **Sinkovics R**, **Whitley**), MCMG (lead **Hassard**), CRESC (leads **Froud**, **Williams**), EWERC (leads **Grimshaw**, **Rubery**) and FairWRC (leads **Hoel**, **Martinez-Lucio**). The theme has been strengthened since 2008 by the creation/re-launch of two centres (CIBER and FairWRC) and

Environment template (REF5)

by new chair appointments to provide expertise in Asian capitalism (**Zhang**) and project organisation (**Bresnen**). The research is characterised by strong engagement with international/UK policy organisations (ILO, EU, World Bank, UNCTAD, ETUI, ACAS) and with key social partner organisations (NHS trusts, local governments, MNCs in UK and rising powers, UK and European trade unions).

The research highlights during the REF period can be categorised under three strands: *i) business and organisational practices in their institutional, social and economic environment*: Key themes supported by extensive grant finance have revealed a) the importance of the social/ institutional environment in shaping inter-organisational relations and their economic, social and employment consequences (CIPD/DH project **Rubery, Grimshaw** (£420k); ACAS **Holman** (£11k); ESRC **Froud, Williams, Leaver** (£38k); b) changing managerial and professional labour processes (NIHR **Bresnen, Hassard, Hodgson, Hyde** (£298k); NHS **Hassard, Hyde, McCann** (£398k)); c) job quality in service/care work linked to changing organisational forms, technologies, gender and age (EU (£160k) **Holman**; DH **Rubery, Grimshaw, Hebson, Howcroft, Johnson, Zapf**); d) the impact of austerity on gender equality (ESRC **Rafferty, Rubery Grimshaw** (£81k); Eurofound (**Rafferty, Rubery** (£7k)). *ii) comparative international analysis*: Contributions to international business and varieties of capitalism/business systems debates have been strengthened by a) the innovative CIBER re-launch to integrate “comparative business” and “international business” research to both reflect and promote a more institutional approach in IB research and b) extending the research scope to East Asian capitalisms (**Zhang, Liu, Giroud, Keizer**) rising powers (ESRC **Sinkovics R** and **Yamin** £585k) and online internationalisation and E-risk (**Sinkovics R, Yamin**) c) further theoretical and empirical contributions on changing national models of socio-economic organisation (**Whitley, Allen, Rubery, Grimshaw, Tavora**) and to IB research methods (**Sinkovics R** over 700 cites *Advances in International Marketing* 2009). Grant supported research on employment and social models has extended topics to include trade union representation of migrants (Leverhulme **Martinez Lucio** £182K, ESRC Future Leaders award **Marino** £162K); varieties of minimum wage setting and public sector pay (EU **Grimshaw, Rubery** £79K); the ETUI contributes c.£90k pa to support **Waddington**’s work on European works councils. *iii) critical theoretical, methodological and policy perspectives on business, work and employment*: MBS’s longstanding reputation for theoretically informed critiques of management, business and organisation has been reinforced by high profile publications on management theory (**Hassard**, best paper award *Human Relations* 2012, **O’Doherty, Martinez-Lucio**), by **Cassell**’s contributions to qualitative research methodology and by the hosting of the International Critical Management Studies conference in 2013. Theoretically and empirically informed policy contributions have been enhanced through the medium of the newly formed FairWRC centre. Highlights here include FairWRC’s involvement in the steering committee of the ILO’s Regulating for Decent Work conferences, a range of work on different aspects of regulating for fairness and developing fair work cultures (**Clarke, Holman, Niven, Hoel, Johnson, Martinez-Lucio, Rubery, Grimshaw, Koukiadaki, Hebson, Mustchin, McBride, Froud, Williams, Leaver**), a major ESRC grant (£432k) on LGBT discrimination (**Hoel**) and the establishment of a series of workshops/conferences on fairness supported by ESRC and University investments.

Strategic development

Future investments include commitments to fill at least six posts across organisation studies and comparative and international business and to provide additional funding for CRESC in 2014 post the ending of core ESRC funding. The continued vibrancy of this research area is indicated by on-going and already secured grants; examples include an ESRC grant on MNCs and rising powers (**Sinkovics R**), Marie Curie fellowship on labour market transitions (**Rubery, Lopez**), an ESRC future leaders grant on trade unions and migrant workers (**Marino**), Eurofound projects on job quality (**Holman, Rafferty, Grimshaw**), and funding from Enfield council to explore local and regional government’s potential role in creating jobs as part of a short chain economy (CRESC).

Theme 4: Accounting and Finance.

Research under this theme focuses on macro issues associated with the evolution of financial markets, as well as micro problems associated with corporate governance and accounting practices. The Manchester Accounting and Finance Group (MAFG) adopts multi-methodological approaches respecting a variety of philosophical traditions and combining insights from Economics, Econometrics, Sociology and Political Science. MAFG has a vibrant and inclusive

research culture, giving a comprehensive coverage of prominent research issues in accounting and finance e.g. **Walker, Stark** and **Humphrey** represent the profession on professional bodies and funding councils e.g. ESRC College; **Humphrey** was chair of Conference of Professors of Accounting and Finance. MAFG's *Public Sector* work is covered above. The other five main areas of work are:

Management Accounting and Information Systems scholars focus on processes of change in accounting practices and in information systems, including the implementation of new systems, techniques and practices, emphasising their social and behavioural impacts (**Llewellyn, Newman, Modell, O'Leary, Scapens**). We construct process models of change, exploiting holistic empirical case studies and focusing on how institutions and socially embedded governance practices condition processes of organisational change (**Moll, O' Leary, Newman, Nicholson, Scapens, Modell, Yang**). Group members hold visiting posts at a variety of international universities (e.g. **Scapens** – Lund, Birmingham, **Hyde** - Melbourne. - , **Kolokolova** – Perm State Uni). *Auditing and Accountability* work focuses on the nature of audit practice and associated regulatory systems (**Humphrey, Zaman, Turley, Samsonova, Siddiqui**). Recent and on-going research includes analyses of the effectiveness of audit committees, the impact of the global financial crisis on international audit standard setting, contemporary audit methodologies and notions of audit quality, and the development of the auditing profession in non-Anglo-Saxon contexts. Research also addresses different NGO accountability systems, related service delivery standards, and the significance of sustainability reporting and related assurance functions (**Kuasirikun, Siddiqui**). Market-Based Accounting Research (MBAR) work includes accounting-based valuation (**Jiang, Ohlson, Stark**), accounting anomalies (**Jiang, Lee, Stark**), framing accounting standards (**Ohlson**), the effects of IFRS adoption in the EU (**Lee, Walker**), the quality of analysts' target prices and earnings forecasts (**Strong, Walker**), accounting conservatism (**Strong, Walker**), earnings management (**Lee, Ohlson, Strong, Walker**), and corporate financial communication (**Schleicher, Stark, Walker**). **Schleicher and Walker** have a current co-financed ESRC/ICAEW project on corporate disclosure (£352k). Walker is also a member of the UK Accounting Standards Board.

Corporate Finance and Corporate Governance work has several foci. Research on securities issuance includes initial public offerings' (IPO) survival (**Espenlaub, Khurshed**), IPO under-pricing (**Khurshed**), motives for convertible debt offerings (**Dutordoir**), and information asymmetry around seasoned equity offerings (**Espenlaub, Strong**). Other work covers capital structure (**Dang**), cash holdings (**Gao**), hedging (**Aretz**), share repurchases (**Espenlaub, Khurshed**), and the impact of shareholder diversification on corporate risk taking (**Marchica** and Mura. Corporate governance research focuses on the design of executive compensation structures (**Dang, Stark, Stathopoulos**). Other work including an ESRC award (**Gao, £194k**), examines block-holders, bank connections, and social networks (**Espenlaub, Gao, Khurshed, Lee, Stathopoulos**) and a DAAD grant for hedge fund risking research (**Kolokolova**).

Asset Pricing work spans both traditional security markets (equity, bonds, foreign exchange) and derivative securities markets such as energy, volatility, mortgage backed securities and credit risk modelling (**Bowe, Christodoulakis, Guidolin, Howell, Poon, Stapleton R**) and has generated interesting and practice-driven research agendas (**Howell, Poon**) resulting in a large Marie Curie grant (**Poon, £2.54m**). Real options research analyses corporate decisions, risk appraisal and mortgage renegotiations (**Paxson, Howell**). Empirical research in financial econometrics centres on modelling and forecasting returns, volatility, and correlation for risk management and investment decisions (Garrett, **Guidolin, Hyde, Poon**). Related work models financial crises and analyses the interactions between macroeconomic and financial markets. Other empirical research covers option and market microstructure-based asset pricing models, portfolio management, international investment strategies, and information transmission and price discovery across capital markets (**Aretz, Brennan, Guidolin, Hyde, Kolokolova, Kostakis**).

Strategic development: We will maintain our comprehensive and inclusive research culture, supported by thriving staff research seminar and doctoral training programmes, excellent access to data bases and practice sites, and strong relationships with relevant professional bodies. We are active on many editorial boards (**Bowe, Dutordoir, Stark, Walker**) and will continue to develop this strategy e.g. **Walker** and **Stark** are joint editors of Journal of Business Finance and Accounting. A key strategic priority is to continue to attract, nurture and promote highly talented, young academics. In what is a highly competitive labour market, we have successfully promoted

staff to professor/reader (3) and senior lectureship (4) positions and recruited 3 highly promising external candidates to new SL positions within the REF period. MAFG's current research profile evidences the capability to publish in the most prestigious journals across pertinent research arenas. MAFG will continue to develop its publication strategy, while also actively supporting the wider development of the discipline through a broad range of academic contributions and the development of emerging research issues/fields. We will do so by continuing to maintain and improve the talent pool within MAFG, promoting high achieving staff internally, building on an already strong level of infrastructure support (currently including 2 FTE data support staff), and developing, where necessary, our funded research portfolio by targeting appropriate UK and EU funding sources.

c. People, including:

i. Staffing strategy and staff development

In the 2013 UoM staff survey (71% return rate), 91% of MBS respondents said that the University is a good place to work, 91% feel proud to work at the University, and 85% agree that facilities for research are good. The survey placed UoM highest of the 28 HEIs surveyed by Capita.

Staffing Policy and Recruitment Strategy

Our staffing policy and strategy provides a supportive and rewarding environment for staff to ensure that we fulfil our goal of providing excellent research leadership. Our recruitment policy is informed primarily by our research strategy and influenced by teaching demand. We have sought to attract a select number of part-time research leaders to the School to contribute to the School's research agendas, and to the development of staff and doctoral students alike e.g. **Brennan, Laredo, Moran, Ohlson, Scapens, Stapleton R, Stewart, Taylor, Whitley, Zapf.**

Our research strategy will continue to drive future recruitment. Like other UK business schools, we face the challenge of identifying and developing new talent. We ensure the legacy of key research leaders continues by recruiting and developing early career staff who demonstrate research leadership potential. This has been externally recognised with an ESRC Future Research Leaders Award. We have a strong tradition of appointing talented early career staff with the potential to become leaders in their field, as evidenced by the 21 Early Career Researchers we include in this submission. During the REF period the School has funded 12 highly competitive postdoctoral Fellowships that provide positions to encourage the development of recent PhD graduates; fellows have gone on to hold permanent positions at, for example, Liverpool; Birmingham; Ghent; Valencia; Warwick; Cass. Others are working in industry or the public sector. The School has also attracted and hosted a University Hallsorth research fellow (Nugroho – currently seconded to the President's Delivery Unit of the Indonesian Government).

Staff and Career Development

Our aim is to become the location of choice for staff at all stages of their career, by providing targeted support appropriate to an individual's career level. Newly appointed research staff and junior lecturers are allocated a mentor within their discipline area. New academic staff also follow a structured training and development programme, the Faculty of Humanities New Academics Programme, which focuses on enabling them to develop independent reputations. The New Academics Programme is accredited by the Higher Education Academy. Four staff have participated in the University leadership programme (Headstart) – **Boaden** is now Director of CLAHRC; Howells is now Dean of the Faculty of Business and Law at Southampton. The UoM's website for ECRs offers additional guidance to working in higher education and was the winner of the Times Higher Education 2011 Award for Outstanding Support for Early Career Researchers.

For research staff we also draw on the tailored support provided by the Faculty of Humanities, via its Researcher Development Team, which focuses on developing discipline specific, research, academic and transferable skills with the overarching aim of helping researchers to fulfil their potential and succeed in a highly competitive job market. Commitment to research staff development is exemplified at University level; the University has developed a Research Concordat Implementation Plan to ensure full support for the Concordat to Support the Career Development of Researchers and has received the HR Excellence in Research Award from the

European Commission in recognition of this work.

All staff receive an annual performance development review that helps develop their career progression. The opportunity for academic leave, based on one semester (year) leave for every six semesters (years) worked, provides a dedicated block of research time which enhances career development. Mentors are generally appointed to staff on academic leave and there is a requirement that staff on longer periods of leave (2 semesters) submit an interim report. In the REF period 106 academic staff benefitted from 177 periods of study leave. Each request for study leave is approved by the Study Leave committee (a subcommittee of the School Research Committee) that also reviews reports and assesses the productivity of individuals' study leave.

The effectiveness of the support provided for research career development is evidenced in both the number of promotions and in the career progression and future destinations of research and departing staff.

- During the REF period 19 staff have been promoted to Professor, 7 to Reader, 25 to Senior Lecturer; 10 to research fellow and 6 to senior research fellow.
- Five of the 25 Lecturers/Senior Lecturers who left the School since 2008 have secured chairs elsewhere.
- Of 49 fixed term researchers 17 have permanent positions and another 11 are in Manchester as part of the EU Marie Curie mobility programme.

Our training and development of junior researchers is well regarded externally; for example we were awarded a Marie Curie Initial Training Network (ITN) to train and recruit the next generation of researchers in risk management, we are involved in a number of other ITN projects, and we have during the REF period hosted four individual Marie Curie Fellowships.

Equality of opportunity

The University is committed to advancing equality in employment and career development for all staff. Equality data monitoring and action planning is embedded into its annual performance reviews. This includes monitoring and identifying actions in relation to recruitment, current staff profile and promotion. In addition the University:

- has been awarded the "Two Ticks" disability symbol for a guaranteed interview scheme for disabled job applicants who meet the essential job criteria and has a dedicated support service for disabled staff;
- has implemented key actions from a specially University report on 'women in leadership';
- is one of a small group of institutions that is part of an Equality Challenge Unit's Black and Minority Ethnic (BME) Systemic Change Pilot and have implemented actions to develop specific career development initiatives in relation to recruitment and mentoring.

The Faculty of Humanities Equality and Diversity plan is expected to deliver set targets and will have made significant progress towards having a workforce that mirrors the social, ethnic, disability and gender make-up of its local community and wider society by the 2015 target date. In 2013 MBS appointed its first female Head of School. Analysis of the School employment data demonstrates that: c.32 % of academic staff are women (c.18% of the professorial cohort) and c.16% of academic staff come from a BME background. We implement University and Faculty policies and guidelines in the School and provide supplementary advice and guidelines where necessary, including additional guidance to probationary academic staff, their supervisors and their mentors and workshops for staff preparing for promotion. The School researches extensively into the area of fair working and employment matters: as well as contributing to the national and international research and policy debate in these areas the School endeavours to incorporate the results of this research into its policies and procedures. Part-time staff and staff whose career has been interrupted have access to the full range of training, developmental, and funding opportunities afforded to full-time staff, and pro rata expectations when evaluated for promotion.

Research Integrity

The University's Code of Good Research Conduct governs ethics procedures and research integrity and is implemented by the University Research Ethics Committee. At School level we have a strong ethical reputation, reflected in our research processes and our unshakeable commitment to being unbiased and objective in the results and opinions we publish. We have

ensured that the highest standards of research integrity are maintained by appointing an academic ethics coordinator who reports to the Research Committee and is a member of the University Research Ethics Committee.

ii. Research students

The recruitment and development of high quality PGR students is a strategic priority of MBS. The Financial Times MBA league tables regularly rank our PhD programme first (2013, 2012, 2011, 2009, 2008) or second (2010) in the world. The MBS research student population is one of the largest in the UK with around 60 students accepted onto the PhD programme each year; our DBA is growing and we now recruit around 30 students per year, approximately a third of whom are recruited as part of a strategic relationship with Shanghai Jiao Tong University. We embed the doctoral programmes into the research life and culture of the School by assigning doctoral students to research centres and groups. Students are active in the research life of their centre - organising external seminars, presenting their work to peers in internal seminars, and designing and presenting posters on their PhDs at research centre poster days. We have also worked to align the part-time DBA programme with the full-time PhD. We regard the DBA as a part-time PhD - as rigorous but tailored for more experienced people who maintain employment and can use their own organisations as the subject of their research.

We aim to continually improve the quality of the doctoral programmes in terms of students recruited, facilities, and research training. This improvement has a particular focus on raising the profile of PhD graduates in terms of the journals they publish in and their career destinations. DBAs may have a slightly different ambition, being already in employment. The Director of PGR studies (**Hyde**) manages this activity, reporting to the Director for Research and Engagement (**Cousins**) and supported by a PGR office of seven full-time equivalent administrators. We ensure that this first career step is properly resourced and supported. For example:

- Each PhD student receives an allowance of £1,500 over their three year period of study to cover travel and research related expenses. Research centres supplement these funds for their own students. We also make available additional funds to cover long-term fieldwork. In total this allocation amounts to approximately £100,000 per annum.
- Students can apply to a competitive conference support fund, providing funds to allow them to attend appropriate conferences where they have an accepted paper. This fund allocated £30,000 to 23 students (2011/12) and £33,000 to 21 students (2012/13), and students presented papers at international conferences including the Academy of Management, the Institution for Studies of Business Markets Biennial Conference, the Society for the Advancement of Socio-Economics conference, and the annual colloquium of the European Group for Organisational studies.
- In their first year all PhD students have access to shared work areas. After this, each student has a dedicated desk and PC in a shared office with access to printing facilities and is located close to their supervisors.
- We run an annual conference for all first year students where they are required to present and defend their research. Second and third year students act as discussants in the conference and academics staff act as chairs and lead panels on generic issues such as career development and publishing.

Registrations and Completions

To attract doctoral students of the highest quality we annually fund full scholarships and bursaries. We have also been successful in securing external funding such as ESRC/EPSC Research Studentships and Marie Curie Early Stage Researchers. A significant number of our students are funded by overseas government departments and industry within their country of origin. In 2012 we benefitted from the University's £2.5 million investment in the President's Doctoral Scholar Awards that offered over 100 elite studentships across the University. The University won a prestigious bid to co-host an ESRC funded Doctoral Training Centre (DTC) jointly with Liverpool and Lancaster. Pooling resources allows the sharing of specialised courses offered at each institution to doctoral students from all of the participating universities. To demonstrate the breadth and volume of funded studentships, in the academic years 2008/9 to 2012/13 we have secured the following funded studentships: 27 ESRC/EPSC including CASE; 26 full fee and stipend MBS Studentships;

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23 MBS fee bursaries; 5 Marie Curie fee and stipend studentships; 7 President's Doctoral Scholar Awards, and 95 other types of fee and/or bursary scholarships, primarily from overseas Government agencies. Total PGR (FTEs) graduations in the REF period were 320.95 fte:

	2008/09	2009/10	2010/11	2011/12	2012/13.
PhD	62.0	75.3	70.0	49.0	53.15
DBA	3.5	1.0	1.5	0	5.5
Total	65.5	76.3	71.5	49.0	58.65

As part of our regular review of the programme we have worked with the University's Doctoral College to develop closer monitoring of student progress with the overarching aim of supporting students to complete their PhD within three years. We support this through the University's *e-Prog* on-line corporate system which incorporates monthly activity reporting, as well as formal half yearly and annual progression reviews.

Supervision and Training

We ensure high quality supervision through our policy of compulsory co-supervision; this broadens the student support team and involves early career staff in supervision. There is a high level of engagement with the PhD and DBA programme. In 2012/13 over 200 academics were involved in DBA and PhD supervision with 155 academics as main supervisors. A comprehensive induction for PhD students takes place each September, through a tailored 5-day programme of events designed inter alia to introduce students to the School, the University, the PhD programme and the nature of research, skills training and career development, their fellow students and academic supervisors, the library and data resources. Academic staff are involved in our rigorous research training programme where we draw on world class researchers to deliver specialised research methods training; e.g., **Cassell; Holman; Laredo; Modell; Poon; Scapens; Sinkovics R.** Over 30 academic staff are involved in delivering the training programme. The programme is reviewed annually and improved following student feedback. During the REF period we have enhanced general skills training and expanded the range of advanced specialist courses.

In addition to our research training programme our students follow the research development framework of the Faculty of Humanities and can draw on a range of courses from across the University including the innovative *Methods@Manchester* network for coordinating advanced research methods training and related events across the Faculty and extending to the rest of the University. Collaboration with the Universities of Liverpool and Lancaster via the North West Doctoral Training Centre has increased and developed the range of training that students in all years of the PhD programme can undertake; the School provides funds to support student travel to partner training events. To further embed PhD students into the School's research life, each academic year the doctoral student cohort elects 12 representatives, one from each year from each academic Division. The (academic) Director of PGR and the (administrative) Head of Research and Doctoral Support Services meet regularly with the student representatives to discuss matters of concern and share good practice. Small groups of PGR students meet regularly (three times per annum) over lunch with the Head of School to discuss their research and the programme.

Career development

Around 75% of our PhD graduates go on to hold academic posts, while about 25% go on to hold posts in industry or the public sector. About half go on to hold posts overseas. The career and professional development measures the School puts in place throughout the programme support these academic and professional aspirations. The researcher development framework includes a programme of activities including CV writing, academic interviews and presentations. This is complemented by workshops held annually at our doctoral conference, which includes panels on securing an academic job and applying for postdoctoral funding. The University of Manchester Careers Service is widely recognised as one of the best in the UK and was voted best in the country for three years running by the Association of Graduate Recruiters and Barker's Graduate National Media Audit. For example the annual 'Pathways' event supports delegates in career choices, exploring future plans and discovering the breadth of opportunities available through open

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discussion with PhD graduates from a wide range of job sectors. Some doctoral achievements in the period include:

- Tahoun to LBS; Kregar to Harvard and Purdue;
- Klochkin; Chao Chen; Hsing Fen all single or first authors in Research Policy; Chaudhry single author in International Journal of Human Resource Management
- Existing student Nasr appointed Social Media Coordinator for Journal of Service Management.

d. Income, infrastructure and facilities

Research funding. As reported in REF4, in the period since 2008 grant and contract income has been stable at around £4 million per annum in an increasingly competitive funding environment. We have responded well to that change and are diversifying our portfolio, especially in the area of EU funding and to reflect increasing interdisciplinarity. For example, annual funding from “UK central government, local government, health, hospital authorities” has more than doubled in the period to c.£1.4 million. Significant research awards during the REF period include:

- The cross Faculty ESRC funded Centre for Socio-Cultural Change, co-directed by **Williams**, was funded (£4.4m) for a further five years from 2009.
- **Walker** leads an ESRC funded project (£282k) on understanding the influences of financial reporting, corporate disclosures and financial media on the corporate financial environment, supplemented by £55k from the ICAEW.
- **Edler** leads an ESRC funded project (£480k) on understanding public procurement of innovation.
- **Poon** is leading an EC funded (£2.54m) Marie Curie Initial Training Network on qualitative and quantitative approaches to measuring and managing financial risk.
- **Mehandjiev** leads a University multidisciplinary team working on EC funded (£519k) award on adoptive production management.
- **Boaden** has played a key role (co-Director and now Director) in both stages of the Manchester Collaboration for Leadership in Applied Research and Care project (2 stages, each c.£10m) funded by the National Institute of Health Research
- A number of awards through the Health Services and Delivery Research (HS&DR) arm of the NHS (**Hyde, Llewellyn, Bresnen, Boaden**), total value of c. £1.7 million
- **Martinez Lucio** secured a prestigious Leverhulme Trust Award (£182k) to study social inclusion, migration and unions in the EU.

Research Grant and Consultancy Generation Strategies

The strategy and management of research is coordinated through our Research Committee. The Committee, in consultation and discussion with divisions and research centres, establishes research priorities and strategy. Research centres provide leadership opportunities for senior staff and ensure close mentoring of junior and developing staff. Combined with integrating students into centres we have created a vibrant culture of interdisciplinary discussion and collaboration.

Our strategy is to diversify funding with a focus on interdisciplinarity, engagement and application. We use a variety of methods to encourage and support academics to be involved in submitting applications:

- Staff on standard teaching and research contracts are allocated 40% of their time for research in the workload model.
- Probationary lecturers receive a 1/3rd reduction in their teaching load for their first three years.
- A generous Academic Leave scheme that allows academic staff to apply for leave one semester (year) after six; criteria for study leave include, *inter alia*, plans for submitting research grant and contract proposals.
- A School-wide academic staff discretionary research allowance of c.£383k, along with an additional c.£50k to support staff and doctoral students to present at conferences.
- The opportunity to apply to the School’s research support fund, which provides funding up to £5k for small research projects, pilot studies and seed-corn funding to develop research proposals. In 2012/13 we invested c.£50k in this scheme.
- The opportunity to apply to the Faculty of Humanities research support fund, which provides funding up to £15k for teams preparing large and collaborative bids and for first grant

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applications from early career researchers, and the guarantee of matched studentships attached to large grant applications for research council funding. It also provides funding for impact generating activities which will be further enhanced from Autumn 2013 by the secured ESRC Impact Award Acceleration Award pilot (2013 to 2018; £1.4 million), as well as funds to help develop research institutes. Two of our research centres, FairWRC and MIOIR have benefitted from this funding.

- Providing £12k per annum for organising specialised research conferences and to underwrite bringing major established conferences to Manchester e.g. CMS; EISAM; R&D Management.
- The School has a rigorous peer review college consisting of academic staff with a successful track record of gaining research funding. All research funding applications are School reviewed and applications for specific calls by Research Councils also follow a Faculty peer review.
- The Director of Research and Engagement and the School is supported by an MBS research support office with eight FTE administrative staff who offer expert advice throughout the grant cycle, from initial application to signing off the final report and project accounts.
- The Centre for Engagement helps to develop long-term research relationships with research users and helps researchers gain access to companies.

Infrastructure for staff (and doctoral students additional to that described primarily on pages 9-10)

Manchester 2020, the University's ambitious strategic plan (published 2010) has permeated all levels of the organisation and, together with its research strategy, has been driving strategic recruitment and investment in research. The University's estate is the largest single campus of any HEI based in the UK and, since 2004 we have completed a £750 million capital investment project which represents the largest capital construction programme in the history of British higher education. Our next plans will see further spend of £1 billion over the next ten years. Work has begun on a £60 million development which will co-locate Manchester Business School into a single new building, replacing the current four interconnected buildings. Research infrastructure includes:

- The Eddie Davies Research Library (EDL) is on site with one of the largest on-line specialist collections in the UK, it includes dedicated holdings of business and management books and journals, plus access to the latest market research reports and statistical information. EDL also holds a research archive of company annual reports, academic journals and statistical data dating back to the 1950s. EDL is part of the wider library service operated through the world renowned University of Manchester Library (formerly John Rylands Library), designated a National Research Library.
- The EDL's range of services, underpinning research at Manchester. Specifically, it houses the Business Data Service (BDS), established through a Joint Infrastructure Bid. This service provides access to and advice (three full time staff) on a full range of national and international data services (e.g., Bloomberg, Datastream, Thomson One Banker, CRSP, Compustat, WRDS). BDS' annual data budget is £450,000.
- A dedicated marketing and engagement service that works with academic staff to develop long-term research relationships with research users and ensure our research is relevant and accessible.

e. Collaboration or contribution to the discipline or research base

Interdisciplinary

As a large and broad-based School we have a presence in virtually every area of business and management and a strong interdisciplinary tradition particularly with disciplines such as health, science, and engineering. Interdisciplinary work is supported and encouraged by organising and coordinating our research via research themes, supported by the activities of research centres. An analysis of 2181 MBS articles in Scopus indicated that 28% were in B&M journals, 14% in Social Sciences, 13% in Economics, Econometrics and Finance and 17% in Computer sciences and Decision making. The remaining 28% displayed wide interdisciplarity with presence in fields such as medicine, mathematics, environmental sciences, chemical engineering, arts and humanities and energy. This is also reflected in the School's involvement and contribution to the University of Manchester Research Institute (UMRI), one of the vehicles the University is using to deliver on its 2020 strategic vision. UMRI currently funds three School activities:

1. Interdisciplinary collaboration with Nobel prize winning team on graphene research and innovation systems (**Shapira**)

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2. Building interdisciplinarity in attitude research (**Irwing**)
3. Exploring new opportunities in mHealth (**Boaden; Yang, Xu; Miles**)

The School's emphasis is on creating new research agendas and ways of thinking about old agendas. Interdisciplinary work is carried out nationally and internationally. Many of our staff are currently engaged in interdisciplinary research, e.g.,

- **Boaden** and **Harvey** are working with health care and medical specialists in the collaboration for leadership in applied health research and care project.
- **Williams** is working with sociologists and anthropologists from the University and the Open University in his role as Director of the Centre for Socio-Cultural Change.
- **McMeekin** and **Randles** are working with sociologists, economists, psychologists and climate scientists within the University through the Sustainable Consumption Institute.
- **Bresnen** has collaborated with engineering departments at Manchester and Loughborough as co-investigator on an ESRC Seminar Series on cultural issues for project organisations.
- **Erturk** has been working on an interdisciplinary research project on the financial crisis, working with social anthropologists from the University of Helsinki.
- **Gil** has collaborated with colleagues from engineering and environment disciplines from the Universities of Leeds, Berkeley and Durham.
- **Nedeva** works with scholars across Europe (e.g. Nowotny) from the sociology of science, higher education studies and science studies disciplines.

Networks and Internationalisation

Apart from the formal collaborations such as the ESRC supported co-labs with the USA and China described above, international networking pervades MBS research – during the period 1176 Scopus papers (54% of total) were co-authored with European partners, while North America and Asia-Pacific accounted for 9% and 8% respectively. Out top 12 co-authoring institutions included 10 from the UK reflecting regional and national excellence (Lancaster, Sheffield, Bradford, Leeds, Nottingham, Warwick, MMU, Liverpool, Cambridge and UCL), and two from the USA, Georgia Institute of Technology, and the University of North Carolina at Chapel Hill. Our academics are engaged in 44 international networks. E.g.,

- colleagues from MIOIR, **Edler** and **Barker**, play leading roles in the EU-SPRI (European Forum for Studies of Policies for Research and Innovation), a network of 13 partners across Europe;
- **Whitley** is a member of a European Science Foundation programme on restructuring higher education and scientific innovation with political scientists, sociologists and other social scientists. This has already resulted in the publication of a book by Oxford University Press and presentations to conferences in Helsinki, Berlin, Gothenburg, Amsterdam, and St. Petersburg.
- colleagues from EWERC on their public sector pay project worked with a network across Europe including colleagues at the University of Duisburg-Essen, the Hungarian Academy of Sciences Linnaeus University, University of Paris and Edhec Business School in Paris, which resulted in **Rubery's** invitation by the Socialists and Democrats group in the European Parliament to join the new Scientific Board of the Progressive Economy Initiative (led by Stiglitz), and a number of plenary speaker engagements e.g. ILO Geneva July 2013.

Beyond academic collaborations, 57 academics are engaged in industry networks and 49 are engaged in third sector networks. These are integral to our brand essence and core values which reflect conducting rigorous, relevant research; collaborations take many forms including working on research projects through knowledge transfer programmes and consultancy projects. Highlights include:

- **Bresnen** is a member of the Knowledge and Innovation Network (KIN), a fee-based academic/practitioner network consisting of 18–20 corporate members.
- **Burton** runs a practitioner benchmarking group providing contact with 6–9 companies per year.
- **Froud** and **Williams** have collaborated with Vion Foods UK (one of Britain and Europe's largest meat processors) and with remuneration consultants KPMG on ESRC funded projects.
- **Gil** and **Winch** are directors of the Centre for Infrastructure Development, which is a collaborative venture with an independent organisation, Constructing Excellence.
- **Sampaio** is a founding member of the SSMenetUK (United Kingdom's Network of Service Science Management and Engineering). SSMenetUK's aim is to promote services research, education and innovation by bringing together universities, industry and the UK's public sector.

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- **Martinez Lucio** has undertaken research with the UCATT trade union on enforcement and migration
- **Yang** has closely collaborated on research projects with General Motors and SABMiller.
- **Howcroft** has undertaken work for the PCS trade union on lean implementation in HMRC.
- **McBride** is a founder member of the Healthcare Workforce Research network, which involves NHS practitioners.

Contribution to the research base—seminars, journals, conferences.

Twelve prestigious personal fellowships are currently held by submitted staff, including two Fellows of the British Academy (**Rubery** and **Moran**), Fellow of the Agder Academy of Science and Letters (**Newman**), Elected Foreign Member of the Royal Swedish Academy of Letters (**Whitley**), and Elected Member of Academia Europaea (**Georghiou**). More generally, our academics are engaged in a wide range of activities that indicate a high level of international excellence and contribution to their discipline. Here we summarise some key highlights.

During the REF period, 56 staff held 80 visiting appointments, including the following:

- **Cassell** was visiting professor at Griffith University, Australia.
- **Davies** (2005 and 2010) was visiting professor of marketing at Waterford Institute of Technology.
- **Hassard** (2008 and 2010) was visiting scholar in residence at Deakin University, Melbourne.
- **Hyde** is the Central Bank of Malta visiting professor of economics at the University of Malta.
- **Miozzo** was visiting professor at Keck Graduate Institute for Applied Life Sciences, University of California.
- **Walker** is visiting professor of accounting at the LSE, and Stockholm School of Economics.

Our academics have delivered 133 invited conference presentations of which 56 have been keynote. Highlights include:

- **Cassell** at the Annual International Ethnography conference, Cardiff, 2011.
- **Geels** at the 7th International Symposium on Soft Science, Beijing, 2012.
- **Georghiou** at the XI International Academic Conference on Economic and Social Development, Moscow, 2010.
- **Hodgson** at the CRISES biannual conference, Montreal, 2011.
- **Miles** at the 21st International Conference on Management of Technology, Taiwan, 2012.
- **Rubery** delivered the Cathie Marsh memorial lecture at the Royal Statistical Society and National Social Research Association, London, 2010.
- **Stark** at the SAICOM conference, Pakistan, 2012.
- **Walker** at the British Accounting Association Annual Conference, 2010.

In addition to delivering keynote and invited lectures, 67 staff have played leading roles in organising 155 major conferences. Examples include:

- **O'Doherty, Hassard, and Bresnen** are members of the organising committee for the annual Critical Management Studies conference (2013) held at MBS.
- **Grimshaw** and **Rubery** organised with the EC a conference on public sector pay and procurement strategies during austerity, 2012.
- **Hoel** was co-organiser of a two day international conference on Workplace bullying at University of London.
- **McCann** was a member of the organising committee for the annual Critical Management Studies conference, 2012.
- **Humphrey** was chair and organiser of the opening plenary session at the European Accounting Association's Annual Congress, 2010.
- **Irwing** is a member of the three-person program committee organizing the Thirteenth Annual Conference for the International Society for Intelligence Research, 2012.
- **Martinez-Lucio** is a permanent coordinator of the Critical Labour Studies Conference.
- **Stark** (with **Walker**) has been co-organiser of the British Accounting Association Doctoral Colloquium for the REF period and has jointly organised the Journal of Business Finance and Accounting Capital Markets Conference during the REF period.

19 staff are or have been editors or co-editors of 19 journals; 23 staff have held or hold 29 associate or senior editor posts; 20 staff have edited 33 special issues. Journals that staff have

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edited or co-edited include:

1. Journal of Business, Finance & Accounting—**Stark and Walker**
2. Journal of Operations Management; Journal of Supply Chain Management—**Cousins**
3. Management Accounting Research—**Scapens**
4. Culture and Organisation—**O'Doherty**
5. Government and Opposition—**Moran**
6. Accounting, Auditing and Accountability—**Llewellyn**
7. New Technology, Work and Employment—**Howcroft**
8. Quarterly Review of Economics and Finance—**Guidolin**
9. Competition and Change—**Erturk and Froud**
10. IEEE Transactions on Engineering Management—**Gil**

Advisory roles to professional association and learned societies

Our academic staff are active in advising, guiding and leading professional associations and learned societies; 47 staff are currently involved in 171 advisory roles to external panels including government and professional bodies and 20 staff advise 27 learned societies. E.g.,

- 11 staff are or have been members of the ESRC Peer Review College (**Bresnen, Edler, Flanagan, Healy, Kitagawa, Miozzo, Stark, Tether, Walker**) and 4 staff have been members of ESRC Commissioning Panels (Cameron, **Cassell, Massini, Miozzo**).
- 12 staff have acted as advisers to other major research sponsors including EPSRC, MRC, Leverhulme, British Academy, international research councils (**Boaden, Bresnen, Dutordoir, Edler, Flanagan, Geels, Georghiou, Laredo, Mikhailov, Winch and Yang**).
- Reflecting our level of expertise with EC funding, 12 academics have acted as expert advisers or rapporteurs to 23 EC panels/committees including:
 - **Amanatidou** was a member of the EC expert Group on 'Global Europe 2030/2050'.
 - **Edler** was a member of the EC expert group on the 'EU Strategy for International Cooperation on STI'.
 - **Georghiou** is a member of a senior EU Advisory committee 'European Forum on Forward Looking Activities' and has chaired two ERA Expert Panels and the Future Internet PPP Interim Assessment.
 - **Rubery** was member of the EC expert group on the 'Social Investment Package'.
 - **Tether** is a member of the EC expert group on 'Design and its Role in Innovation and Competitiveness'.
 - **Uyarra** was a member of the EC expert group on 'Technology Risk and Public Procurement'.

Additional notable advisory roles include:

- **Edler** is a member of the high level group at the German Science Council examining the future of the German science system.
- **Humphrey** was a member of the Financial Reporting Council's (FRC) working party on improving audit reports.
- **Moran** is a member of the Nuffield Council on Bioethics.
- **Rubery** is a member of the European Trade Union Institute Advisory Board.
- **Walker** is an academic panel member of the UK Accounting Standards Board.

PGR student cooperation and collaboration is achieved in a number of ways, including:

- the ESRC funded DTC, joint with Liverpool and Lancaster.
- our membership of Northern Advanced Research Training Initiative (NARTI), which provides our PhD students with the opportunity to attend research training workshops
- active participation in advanced research methods training from Methods@Manchester.
- students from computer science/engineering disciplines make use of training on our first year doctoral research training programme
- generous funding that enables students to be active in and contribute to academic dialogue and discussion at conferences etc.

We believe the measures explained in this document demonstrate our commitment to support the discipline area, and the wider research base of business and management studies and our connections with other research agendas.