

Institution: University of Glasgow
Unit of Assessment: 19 Business and Management Studies
<p>a. Overview</p> <p>Business and Management Studies research at the University of Glasgow has undergone substantial growth and investment since 2008, thereby strengthening the UoA's organisation of research activities and its research culture. In 2010 the University was restructured to create four Colleges, each of which is responsible for the management of a suite of cognate Schools. The logic of this change was to enhance the research culture of the University, to provide extensive support for research and PGT/PGR degree programmes, and to encourage interdisciplinary research. The establishment of the Adam Smith Business School (ASBS) as part of the restructuring has enabled its constituent subjects – Accounting & Finance, Management and Economics (submitted under UoA18) – to foster and develop research synergies.</p> <p>The UoA has actively recruited an additional 23 academic staff, at all levels, who have increased the vibrancy of the UoA's research culture and considerably enhanced the quality of research outputs. The volume of outputs during the REF period demonstrates the extent of this activity, with staff in the UoA having published over 370 journal articles, over 120 book chapters, and some 20 books and edited books. The UoA has also increased its Research Councils UK (RCUK) income and total research expenditure from all sources during the REF period is in excess of £4m.</p> <p>The UoA has also increased the number of research students registered on its doctoral programmes; there are currently 70 PGR students – more than the total number registered throughout 2001-2008 RAE period. Several research themes have also been sustained and developed during the REF period and represent the major foci of research within the UoA: Accounting; Finance; Work and Organisation; International Business and Entrepreneurship; Marketing; and Strategic Management and Policy.</p>
<p>b. Research strategy</p> <p>The creation of the Adam Smith Business School (ASBS) in 2010 led to the co-location of all of the constituent academic staff within the University's iconic Gilbert Scott Building. This re-organisation provided the impetus for a significant enrichment in the UoA's research clusters, enabling the School to enhance research activities and outputs, generate considerable growth in postgraduate numbers (both taught and research), and use additional revenue to underpin the development of research through new staff appointments. Research leadership is provided by each subject group (Accounting & Finance, Management) and each group has a research convenor. There is a thriving programme of research seminars organised by the subject groups across the School that has brought a number of high profile academics to the University to present their research. The School has a Director of Research who is the main point of contact with the College Research Office and represents the School on the College Research and Knowledge Exchange Strategy Committee. The UoA's strategic aims over the REF period have been to:</p> <ol style="list-style-type: none"> i. ensure the highest international quality of research, grow the volume of research outputs, and ensure that research is published in high quality journals; ii. increase the number of successful applications for research funding (especially RCUK funding); iii. facilitate the effective dissemination of research to policy makers, professional bodies and managers, and to increase the potential for impact from that research; iv. increase the number and quality of PhD students. <p>In pursuit of (i), academic colleagues within the ASBS are provided with excellent support for research in terms of research leave, workload allowances, conference attendance and software and data set acquisitions. A number of other initiatives support the research and knowledge exchange process under this objective:</p>

- The UoA has implemented processes to ensure that staff workloads are configured to maximise opportunities to engage in research and activities that will result in high quality outputs. During the REF period a more nuanced and transparent workload model was introduced that provides all staff on research and teaching contracts with a guaranteed protected minimum of 520 hours for research – one third of the contracted time for a full-time member of staff. In addition to this base load, highly active research staff and staff with research grant buy-out also have that activity reflected in an additional research loading of up to 1040 hours (two thirds of contracted hours). All staff are eligible to apply for 6 months of research leave every three years and additional short periods of leave are allotted for the development or completion of high quality research projects. Where possible, staff teaching loads are concentrated into a single semester to allow more uninterrupted time to devote to research activities.
- In addition to subject-specific seminar programmes, innovative research is encouraged through 'boundary-spanning' seminars on issues central to the UoA's research portfolio. These have included discussions around environmental impacts, science and technology policy, and technology management and have involved colleagues from across the University.
- To promote high quality publication, there is a supportive process of internal review of draft articles across the various research clusters, and papers are targeted at prestigious international journals.
- Annual personal development reviews of each member of academic staff allow reflection on research performance and the development of research targets for the next year.
- The School also works to promote the quality of its research by hosting world-class research related events, conferences, seminars and guest lectures.

In pursuit of (ii)

- A formal system of internal peer review at both subject and College level ensures that the highest quality external funding applications are developed. All bids over £100k (and all RCUK applications) are reviewed at College level in line with funders' demand management expectations.
- Colleagues have also accessed the College's seed-corn funding scheme administered through the Adam Smith Research Foundation to encourage interdisciplinary research collaborations.
- The University and College provide dedicated support for funding applications from EU schemes, RCUK and other funders. There have been several joint bids for research funding made to RCUK most notably around the risk and security, international business, and policy areas. The creation of the University's **Global Security Network**, for example, has brought staff in the ASBS into more direct contact with other colleagues in the College but also with staff in History, Life Sciences and the Medical and Veterinary Schools.

In pursuit of (iii)

- The UoA has developed a knowledge exchange and impact strategy.
- The College's **Policy Scotland** initiative is a new research and knowledge exchange hub for insights around public and social policy. A number of staff within the UoA have been actively involved in the development of this initiative which has already led to the submission of two major research funding bids.
- Additionally, sources of sustainable external collaboration have been exploited, for example the EU-funded TEMPO programme on Corporate Social Responsibility (CSR), to create a pan-European executive development programme. This was carried out in association with European partners and was based on the Unit's research strengths around CSR and risk management. The collaboration has resulted in new research initiatives that will develop further during the next REF period, most notably around the social responsibility aspects of genomics and the ethics of data collection surrounding security issues.
- The University has dedicated seed-corn schemes to develop research relationships between businesses and academics (through, for example, the First Step, Innovation, and Encompass programmes) and members of the UoA have been involved in over 30 of these

projects within the review period.

In pursuit of (iv)

- the growth in the number of PGR students has led to the development of additional research collaborations with other academic areas, most notably in business history, economics, urban studies, biological sciences, and social policy. Further details are provided below (section c).

The UoA has achieved its strategic aims and strengthened its research culture as evidenced through increased grant income, growing international networks (indicated by increasing international collaboration, joint funding applications, and conference organisation), and thriving research seminar programmes. The ultimate goal has been to provide a supportive but demanding research culture that allows all staff within the UoA to engage in high quality research by ensuring that there is both financial support (through research leave, conference support, high-end IT and database support, funded PhD and research assistant posts) and an environment that encourages and prioritises research and impact.

The 5 main research clusters that were described in RAE2008 remain active within the Unit and have benefited from significant investment and co-location. In addition to these established research clusters (Accounting; International Business and Entrepreneurship; Marketing; Work and Organisation; Strategic Management and Policy) the creation of the Business School has facilitated the development of a finance research cluster that has engendered a closer alignment of staff formerly located in three dispersed units.

Accounting:

Research within this cluster centres on issues of: accountability; governance; the emancipatory potential of accounting, the profession and associated issues of education and gender; accounting history; audit practice and quality; social and environmental accounting; and management control and performance evaluation. The cross-cutting themes of *accountability* and *governance* recur in much of the research, and are the explicit focus of a number of outputs. Within these broad themes, a considerable body of work has explored how accounting and management practices, including corporate governance systems, can facilitate attempts to alleviate poverty and enhance well-being globally (**Hudaib, Sales de Aguiar, Wickramasinghe**). Work on the *emancipatory potential of accounting* explores the possibilities for more enabling accounting and accounting education, employing theoretical, historical and contemporary social analyses in the process. The *workings of the accounting profession* has been a long-standing focus of research within the group, particularly around the nature of professional discipline and continuing professional development (**Paisey, Gallhofer**).

Finance:

Investment in the finance research cluster is a strategic outcome from University restructuring which facilitated an enhanced collaboration among colleagues. This cluster brings together staff from across the Business School (**Cerrato, Liu, Sermpinis, Siganos, Tsoukas, Veld, Veld-Merkoulova, Verwijmeren**) and also links into other areas where there is work in progress around the banking crisis and its implications (**Cumbers, Fischbacher-Smith, D., McMaster**). The cluster has worked on corporate finance, finance and corporate governance, investments, and banking. A key area in *corporate finance* is research on convertible bonds (**Liu, Siganos, Veld, Verwijmeren**) particularly on the role of hedge funds as buyers of convertible bonds and these papers have appeared in a range of high-quality journals (*Journal of Financial Economics, Review of Financial Studies, Financial Management, Journal of Banking and Finance, Financial Analysts Journal*). Significant links exist with the major banks in the UK and there are also synergies with work undertaken in other research clusters around the banking crisis and corporate security. For example, **Liu** has published on competition, risk, stability, and profitability in the *banking* sector. Another area of research in the finance cluster is financial restructuring activities such as divestitures and spin-offs (**Veld, Veld-Merkoulova**) and mergers and acquisitions (**Maclver, Siganos**). Research in *finance and corporate governance* includes how different components of executive compensation affect the cost of debt (**Veld-Merkoulova**) and disclosing shareholder

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corporate governance practices. *Investments* have been studied from various angles, including work on the relation between stock market changes and interest rates (**Kontonikas**), the market's evaluation of real options Research and Development expenditures, and the role of investor sentiment in option pricing (**Hung**). Work in progress focuses on the relation between sentiment and investments (**Siganos, Veld, Veld-Merkoulova**).

International Business & Entrepreneurship (IB&E):

Since the last RAE, new staff have been appointed in support of the cluster's main themes, developed during the previous REF period (**Buck, D'Angelo, Mason**): (a) the management, economic development and public policy dimensions of multinational enterprises and their subsidiaries, including associated historical perspective (**Dimitratos, Young**); (b) activities of high growth firms, entrepreneurial finance and related regional economic development and public policy issues, with particular emphasis on developing countries (**Mason**); (c) the activities, learning mechanisms, information and communication systems and performance of internationalised firms, with a particular emphasis on small and medium-sized enterprises and associated international new ventures (**Buck, D'Angelo, Dimitratos, Jones, Morgan-Thomas, Young**). Against these existing strengths, the group has also begun to develop research that deals with state-of-the-art methodological issues in international business research (**Buck, Dimitratos, Jones**). The IB&E cluster has been prolific in publishing this work in high-quality journals in the current REF period. These include publications in the areas of internationalisation (*Journal of International Business Studies*), entrepreneurship (*Entrepreneurship Theory and Practice, Journal of Business Venturing*), general management (*British Journal of Management, Journal of Business Ethics, Journal of Management Studies*), business history (*Business History*), and public policy (*Environment and Planning A*). During the current REF period, the IB&E cluster received research funding from bodies in the UK and EU, such as the ESRC (**Jones, Mason**), British Academy (**Buck**), Scottish Enterprise, Scottish Development Agency & Scottish Development International (**D'Angelo, Dimitratos, Jones, Mason, Young**), the UK Department of Trade and Industry (**Jones**); and the EU (**Dimitratos**). Several members of the cluster (**Dimitratos, Jones, Young**) have contributed to a range of policy debates through the United Nations Conference on Trade and Development and the United Nations Industrial Development Organization.

Marketing:

Since RAE2008, this cluster has benefitted from considerable investment (**Anker, Chatzipanagiotou, Finch**). These new appointments have developed the established themes of *Modelling in Marketing Decision-making*, and *Consumers and Markets* and there has also been an expansion of the cluster's interests in *Business-to-Business Marketing*. The cluster's research activities may be captured in terms of its contributions to the relevant marketing specialisms (marketing management and brand development, consumer behavior, and business-to-business marketing); contributions to cross-disciplinary research (with colleagues in psychology, artificial intelligence, sociology and science and technology studies); and work around methodological advances, (including simulations, experiments, visual analysis, fuzzy set theory and ethnography). There are a number of main themes present within the work of the cluster. Firstly, *Modelling in Marketing Decision-making* which **Moutinho, Chatzipanagiotou, Shaw** and **Morgan-Thomas** have developed to include conceptual and empirical work in the areas of brand management, consumer decision-making in purchasing and brand identification, consumption in conditions of uncertainty, and the development services. **Moutinho** has extended his work on consumer behaviour and decision-making to assess responses to branding, with funding from the British Council and the EPSRC. Working with colleagues in artificial intelligence, he has contributed to neuro-marketing, including advanced modelling approaches to data drawn from functional magnetic resonance imaging (fMRI) experiments. **Chatzipanagiotou** applies a range of modelling techniques to large datasets in consumer decision-making in the areas of retail, tourism, hospitality and services development and marketing. Her work has also continued in the areas of *Consumers and Markets*. Both **Shaw** and **Anker** have contributed to the development of this theme by examining the ethical behaviours of consumers, producers and intermediaries, conceptually and in contentious policy settings. **Shaw** has investigated consumer behaviour where uncertainty makes spaces for spiritual and ethical consumption, working with colleagues from the University of Lille, Bangor, and Royal Holloway College, with funding from the British Academy and the Royal Society of

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Edinburgh. She is now examining methods of visual data analysis and semiotics, including work with **McMaster**. **Anker's** conceptual contributions have developed normative ethics in consumer behaviour and branding, applied to analyses of alcohol advertising, food labeling, nutrition and healthy diets. He is working with colleagues at the Universities of Stirling, Copenhagen and RMIT (Melbourne). Finally, a significant new area of strategic investment in this cluster is the theme of *Business-to-Business Marketing*. **Finch** draws on research developed in connection with the international Industrial Marketing and Purchasing Group and in science and technology studies to examine the functioning of business markets. His work with Geiger (University College Dublin) has been funded by the Leverhulme Trust (2010-2013) and examines the development and marketing of green chemistry.

Work and Organisation:

The work of this cluster spans both Organisational Behaviour/Human Resource Management and Strategy. There have been some changes to the composition of this cluster since RAE 2008. New appointments, whose work falls into this area, have included **Chia**, **Cumbers** (to chairs), **Dudau** and **Siebert**. In addition, existing staff within other research clusters have extended their work into cognate areas (**Buck**, **Cumbers**, **Fischbacher-Smith, D.**, **McMaster**). A key focus of the work of this cluster is around the challenges for human resource management and industrial relations arising out of organisational change and crisis events. **Cumbers'** work, for example, has focused on the challenges for employment relations arising from processes of corporate restructuring and privatisation, and the tensions generated in areas of job stability and trade union strategy. Together with **McMaster** he has also published on the related theme of economic democracy. **McMaster** has investigated the efficient organisation of labour in a developed capitalist economy. **Findlay** has examined issues relating to organisational pay, the requirements for staff development as part of the employment contract, and the impact of caring requirements on employability for early years workers. She was also part of a research team that undertook work on student debt for the Scottish Government. **Dudau**, **Fischbacher-Smith, D.**, and **Siebert** have analysed the challenges encountered by professional groups arising from changes to their working practices. In specific terms, this work has looked at the challenges that have occurred around changing contracts of employment within education, healthcare and social work and the challenges associated with inter-agency working. The latter has been carried out in terms of the human resource impacts that exist across education, health and social care in terms of dealing with vulnerable children. Much of this work has strong synergies with the Strategic Management and Policy cluster and particularly with research on adverse events in healthcare and the processes around organisational learning. Work on organisational change has two main components. **Chia's** research is concerned with the processes of strategic change, strategy practices and strategic sensemaking, the educational role of University business schools in developing management theory and practice, and the manner in which decision-making processes take place in organisations. Work by **Cumbers**, **Fischbacher-Smith, D.** and **McMaster** is concerned with the negative aspects of change, its implications for industrial action and resistance, and the generation of crises within organisations.

Strategic Management and Policy (SM&P):

This cluster has been strengthened since 2008. The appointment of **Cerretano** has allowed the cluster to develop a focus on the analysis of organisational strategy through a business history lens (with **Wilson**), whilst the appointments of **Canales**, **Cumbers**, **Smart** and **Thanos** have strengthened the international dimensions of the cluster's research. The work of the cluster has also continued across the themes developed prior to 2008. The first of these concerns the *management and organisation of health care and social services* (**Dudau**, **Fischbacher-Smith, D.**, **McMaster**) with a particular focus on the generation of adverse events in service provision and the costs of care. This work has considered the processes by which organisations can learn from adverse events and the impact that strategies for patient safety can have on organisational working practices. The second theme involves the *management of critical infrastructures* and continues from the work reported in the last RAE. During this REF period RCUK-funded work has been carried out on the failures of service provision, protection of critical infrastructure and vulnerability of port areas (**Fischbacher-Smith, D.**). In addition, funded research has also been undertaken into the failures of the banking sector (**Fischbacher-Smith, D.**, **McMaster**). **Docherty** has continued to contribute in the area of transport policy, particularly on issues relating to sustainable transport and

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low carbon transitions. The third theme relates to the *processes around strategic management* (**Canales, Thanos**) and most notably around innovation processes for biotechnology (**Subramanian**), the role of informatics in strategic transformations (**MacLean, Subramanian**) and the role of dialogues within that process (**MacLean**). Work on transformations is also carried out at the interface between operations management and the strategy process, with research on process innovations, particularly in terms of supply network innovation and the implementation of innovations at the interface of organisations (**Smart**). **Cumbers** has also focused on the strategic processes around regional development and economic reform and, together with **McMaster**, has analysed the nature and conceptualisation of economic evolution in this context. The final theme is concerned with *complexity in the strategy process for environmental management* and, in particular, the manner in which it typifies debates on such wicked policy problems as climate change (**Fischbacher-Smith, D.**) and food supply (**Subramanian**). New appointments have provided critical mass in the development of business history research, which the unit is seeking to develop over the next REF period as a pan-School theme that integrates accounting, international business, and strategic management (**Cerretano**). Work around evolutionary economics and management brings together a number of colleagues who have interests in the historical development of contemporary problems (**Cerretano, Cumbers, McMaster**).

c. People

I. Staffing strategy and staff development

The period since the last research assessment exercise has been marked by a number of core changes that have implications for the School's staffing strategy. These include: the recruitment of additional high quality staff with strong international research reputations; the consolidation and development of existing research clusters; the development of greater interdisciplinary research; and the continued development and strengthening of the overall research culture of the School. The UoA has grown in both the size and extent of its research – as measured by the quality of journal outputs and the impact of research on policy and practice. Whilst there has been some loss of staff following retirements or moves elsewhere, the Unit has also been able to recruit a significant number of international research leaders among its senior staff (**Buck, Canales, Chia, Cumbers, Dimitratos, Finch, Mason, Paisey, Smart, Veld, Veld-Merkoulova, Wickramasinghe**) as well as a cohort of promising early career researchers who have the capability to develop into future research leaders (**Anker, Cerretano, Chatzipanagiotou, D'Angelo, Dudau, Thanos**).

The School's staffing strategy is based on both the retention of staff and the recruitment of highly qualified and productive individuals. Its retention policy includes a market supplement on salaries in areas where it has traditionally been difficult to both recruit and retain staff. Professorial appointments have been made in line with the University's new 'zoning' policy that appoints professors in one of four zones reflecting standing, capabilities and experience across a range of measures. Several promotions to personal chairs have been made during the REF period in accordance with this zoning policy. Personal chairs were awarded to **Docherty, McMaster** and **Shaw**, with **Morgan-Thomas** and **Siebert** promoted to Senior Lecturer.

A core driver for the UoA's approach to equality and diversity is the University's overall aim of ensuring that our inclusiveness embraces diversity by valuing and respecting the perspectives and contributions of all our colleagues and students. Senior staff within the UoA are required to undertake equality and diversity training as part of their managerial roles, and the UoA has a well-established local induction programme for new staff. The University of Glasgow is committed to promoting equality in all its activities and aims to provide an environment free from discrimination and unfair treatment. The University operates a single job evaluation scheme to measure the relative value of all pay and grading structures within an overall framework that is consistent, transparent and fair. The University's zoning policy reflects these principles and the overall aim of the policy is to eliminate any gender bias in pay and remuneration systems in accordance with the Equality Act 2010, Public Sector Equality Duty and European law. As a consequence, the University is a member of the Athena Swan initiative and is also a Stonewall Scotland diversity champion. The Colleges of Arts and Social Sciences have a women's mentoring scheme to support female staff at all levels/grades and across career tracks. Several members of the UoA are actively engaged with this network as mentors and mentees. The School is fully committed to these

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principles and this is reflected in its own policies for recruitment, retention and staff development.

The School has an active staff development policy that supports a regular programme of study leave (one semester in 6), provides staff with the opportunities to develop new areas of research and associated links with practice, and ensures that continuous professional development (CPD) needs are met. An active strand of this policy has been to encourage staff to gain professional qualifications/memberships that are important to their research work and contribute to the School's impact agenda. Colleagues are currently members of a number of professional bodies including: the Academy of Social Sciences; Chartered Institute of Logistics and Transport; Chartered Institute of Marketing; Chartered Management Institute; Chartered Institute of Personnel and Development; Security Institute; and the Emergency Planning Society. The staff development policy has also provided workshops, training events and CPD opportunities for staff to develop new methodological skills. A systematic process of annual reviews for all staff is undertaken by senior colleagues or the Head of School, to assist and guide staff in attaining agreed performance targets.

In line with the Concordat to Support the Career Development of Researchers, the University provides a broad suite of research and leadership training, including skills-oriented courses on managing research teams, becoming a Principal Investigator, research collaboration and developing externally funded research projects.

To enable early career researchers to realise their potential the UoA operates a system of mentoring by senior colleagues tailored to enhance the progress of early career staff. This has also been accompanied by a series of seminars and workshops on, for example, publication strategies. Early career colleagues are also provided with additional support during their probationary period including a reduced teaching load, support for travel and conference attendance, and access to software and required databases.

Each research cluster is led by a group of professors who take an active role in the development of research ideas within the cluster. This involves mentoring junior staff, leading on research bids, and developing new areas of research through informal seminars and the sharing of work in progress. There is an expectation that all professorial staff will provide such leadership within their specific research areas. Whilst each research cluster operates in this way, two initiatives are worthy of note: (i) the International Business & Entrepreneurship cluster has been particularly successful in developing a series of internal seminars to allow staff within the cluster to share ideas and refine work in progress; and (ii) the Strategic Management and Policy cluster have also run a series of boundary-spanning seminars with a view to enhancing their interdisciplinary research.

II. Research students

The School has a strong doctoral research programme and since 2008 there have been 30 successful PhD awards within the UoA. This is more than double the number of students who graduated during the period of 2001-2008. The number of PhD students within the UoA has seen a progressive rise from 59 in RAE2008 to over 90 during the REF period. The UoA has taken active steps to improve the student experience in terms of student research training, staff supervision training, student integration, PGT conversion, PhD student retention and doctoral employability. Recent graduates have, for example, secured employment at universities including Dundee, Edinburgh, Hull, Lancaster, Nottingham, and Shandong (China). In the 2013 Higher Education Academy Postgraduate Research Experience Survey, Business and Management Studies at the University of Glasgow scored consistently higher than the sector average particularly across Supervision, Resources, Research Culture, Responsibilities, Research Skills and Professional Development. The majority (88%) of those surveyed were pleased with how their research experience at the University of Glasgow had met their expectations, compared to an average 79% sector score. To strengthen the sense of community and enhance the student learning experience, all full-time PhD students are co-located in offices within a designated building.

A significant change brought about by the restructuring of the University has been the creation of a Graduate School within the College of Social Sciences, which has consolidated and broadened the programme of postgraduate training available to Business and Management students. The programme provides students with a high level of research training through the College's research

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training modules, supplemented by specialist training courses within the School which include qualitative and quantitative research methods as well as advanced training courses in quantitative approaches to management research. In addition, the School offers specialist training for PhD students through the annual doctoral retreat which brings students, visiting speakers and staff together for intensive discussions. Research students are given the opportunity to develop their teaching skills by inputs to tutorial support and, for some students, opportunities to provide lectures in specialist areas. The UoA's research training excellence has been recognised by specific ESRC funding to widen access to its doctoral retreat held every April.

The School is part of the Scottish ESRC Doctoral Training Centre (DTC) through the Business and Management Pathway and, as such, students are invited to the ESRC summer school and shared events at our member Scottish institutions. Further, the Unit's PhD research training model is being used as a benchmark to develop an annual collaborative training event across the Business and Management pathway of the Scottish DTC. This involves presentations of research progress by students to a wide audience of academic staff, the development of joint conference presentations (as a requirement of research training), and the need to maintain a learning log of regular meetings with academic supervisors. The School has been able to increase the number of highly qualified doctoral students through an allocation of c.£1 million for full and partial scholarships within the last three years. This investment has been supplemented by competitive external funding including the ESRC DTC and Kelvin-Smith interdisciplinary PhD studentships. For example, the UoA secured funded studentships to investigate the application of systems biology concepts to the development of organisational crises across supply chains and for a study of how flood risk can be identified and managed in collaboration with colleagues in Biology, Geography and Statistics.

Doctorates Awarded in Business and Management by year and type:

Award	2008/9	2009/10	2010/11	2011/12	2012/13
PhD	3	10	11	6	7
DBA	1	1	Course registration discontinued in 2006		

d. Income, infrastructure and facilities

The development of the School's research has been extensively underpinned by revenue from a range of activities. The School generated a substantial surplus over the REF period that was available as discretionary spend within the budgeting process. From this surplus, it was able to contribute £2.3m to support research, including £1m for research scholarships and an additional £418k to support attendance at conferences and staff development. Since 2008, the UoA has been awarded research funding from RCUK (ESRC, EPSRC) and other funders including Leverhulme, the European Union and the Scottish Government. The University has invested heavily in its physical infrastructure with the refurbishment of the main building for occupation by the School and the relocation of all academic staff into a single site. All staff have access to computing and printing facilities within their offices and also to a range of online databases (such as datastream). As part of the consolidation of the estate, the School has constructed a central administrative suite in which all research and postgraduate degree support is located. There has also been investment in the building where the School's PhD students are housed. The University recently opened a dedicated social space, the Gilchrist Club, within the Gilbert Scott Building, with work stations and study space for research students. Staff can also make use of the Gilchrist Club and this has served to enhance staff and staff-PGR interactions. It has proved particularly effective for the UoA as it is located directly adjacent to the new co-located Business School office accommodation.

The creation of the College has led to significant investment in the infrastructure supporting research activities. The College Research Office offers advice on grant applications and this has been an important factor in the generation of an increased number of large and small grant applications. Staff and students have also benefited from wider investments. The library has seen considerable investment both in terms of its physical infrastructure and its book and journal stock, and the University has also invested heavily in online provision, especially journals and databases, which has enhanced access to research materials for staff and students.

e. Collaboration or contribution to the discipline or research base

The School has invested considerably in the development and support of its research collaborations by supporting staff travel to build such networks.

- It is a regular contributor to the Universitas 21 network and several colleagues have been involved in those networks throughout the REF period. In some cases, this has led to collaborations that are beginning to show potential for the development of new research initiatives. One such example has been the work on the protection of critical national infrastructure that arose out of a network meeting held in Sweden in 2008 which has already led to the publication of two journal articles with international partners.
- Strong collaborative relationships exist with the Universities of Aberdeen, Dundee, Edinburgh and St Andrews in Scotland; with Hull, Leeds, Liverpool, Newcastle, Sheffield, and UCL in England.
- International research collaborations have been in place within the REF period with Copenhagen Business School (Denmark); Tokyo University and the Tokyo Institute of Technology (Japan); University College Dublin (Ireland); Monash, Queensland University of Technology and Sydney (Australia); Amsterdam, Groningen, Leiden, Radboud and Wageningen (Netherlands); Innsbruck and Vienna, (Austria); ETZ Zurich (Switzerland); Sichuan and Tsinghua (China); Duisburg-Essen (Germany); and Rutgers and Marquette (USA). Within International Business & Entrepreneurship, colleagues have held grant awards in collaboration with St Mary's (USA) and Athens.
- Staff play a major leadership role within the Association of International Business, serving as members of the global executive committee as well as the regional chapter. The School has developed strong links with professional practice, as well as the academy, as part of its research strategy. For example, staff within the Accounting cluster have close relationships with professional bodies such as the Institute of Chartered Accountants of Scotland, Institute of Chartered Accountants of England and Wales, Association of Chartered Certified Accountants, Chartered Institute of Management Accountants and the Chartered Institute of Public Finance and Accountancy. Within the Strategic Management & Policy cluster, colleagues hold professional fellowships with the Security Institute, Chartered Institute of Personnel and Development, Chartered Management Institute, Institute for Logistics and Transport, and the Emergency Planning Society. The marketing cluster has strong links with the Chartered Institute of Marketing.
- Staff have also had their work highlighted within the academic community. For example, **Buck** has recently been rated as the seventh (equal) international business researcher in the world based on the number of publications appearing in the top three core international business journals; while **Dimitratos**, **Jones** and **Young** have been cited as three of the leading researchers in international entrepreneurship. **Fischbacher-Smith, D.** was admitted as an Academician of the Academy of Social Sciences and a Companion of the Chartered Management Institute. He was also awarded a higher doctorate (DLitt) by the University of Glasgow for his research in the area of risk and crisis management. **Docherty** was elected to the Young Academy of the Royal Society of Edinburgh and appointed to the Expert Panel advising the North East Independent Economic Review in 2012.
- In terms of conference organisation, the IB&E cluster have been particularly active in participating in the organisation of academic conferences in the UK and worldwide such as the Academy of International Business (**Dimitratos**, **Jones**, **Morgan-Thomas**) and the European International Business Academy (**Dimitratos**); while they hosted the annual Academy of International Business/UK and Ireland Chapter conference in 2009 at the University of Glasgow (**Jones**, **Young**). The SM&P cluster have organised several conferences and track sessions during the period. The University of Glasgow hosted the Strategic Management Society Special Conference on '*Strategy in Complex Settings*' in 2013 (**Canales**, **MacLean**) and the Association for Social Economics World Congress in 2012 (**McMaster**). In addition, the cluster has organised the Scottish Centre for Economic Methodology seminars (**McMaster**), and has also organised research tracks at the

International Research Society for Public Management conferences (2011 and 2013) (**Dudau, Fischbacher-Smith, D.**), and the Institute of British Geographers Conference (2013) (**Fischbacher-Smith, D.**).

- Staff within the UoA have been involved in editing several leading journals during the REF period including: *Accounting and Business Research* (**Gallhofer**); *African Finance Journal* (**Opong**); *European Management Journal* (**Siebert**); *Journal of Islamic Accounting & Business Research* (**Hudaib**); *Journal of Modelling in Management* (**Moutinho**); *Review of Social Economy* (**McMaster**); *Risk Management* (**Fischbacher-Smith, D.**, Fischbacher-Smith, M.) and *Urban Studies* (**Cumbers**). In addition, colleagues have served on the editorial boards of a number of journals including: *Accounting, Auditing and Accountability Journal*; *Accounting Forum*; *Critical Perspectives on Accounting* (**Gallhofer**); *Journal of Accounting Education* (**Paisey**); *Accounting Education: an international journal* (**Paisey, Stoner**); *Annals of Innovation and Entrepreneurship*; *International Entrepreneurship & Management Journal*; *Entrepreneurship and Regional Development*; *Journal of Enterprising Communities*; *Small Enterprise Research*; *Social Business*; *International Small Business Journal*; *Venture Capital: an International Journal of Entrepreneurial Finance*; *Journal of Small Business & Entrepreneurship* (**Mason**); *Journal of Economic Issues*; *Review of Social Economy* (**McMaster**); *British Journal of Management*; *Disaster Limitation & Management*; *Journal of Contingencies & Crisis Management*; *Security Journal*; *Simulation & Gaming* (**Fischbacher-Smith, D.**); *Public Money & Management* (**Docherty, Fischbacher-Smith, D.**); *International Journal of Business Administration* (**D'Angelo**); *Canadian Journal of Administrative Sciences*; *European Financial Management*; *Review of Futures Markets* (**Veld**); *Educational Research Review*; *Journal of Higher Education, Skills & Work Based Learning* (**Siebert**); *European Journal of Marketing*; *Journal of Brand Management*; *Journal of Financial Services Marketing* (**Veloutsou**); *European Management Journal* (**Chia, Fletcher**); *Journal of Management Studies* (**Canales, Chia**); *Journal of Change Management*; *Journal of Chinese Management*; *Management Learning* (**Chia**); *Gender in Management* (**Wilson**); *Industrial Marketing Management* (**Finch**); *International Journal of Bank Marketing*; *International Journal of Information Systems in the Service Sector*; *Journal of International Consumer Marketing* (**Moutinho**); *Scottish Business & Industrial History Journal* (**Kininmonth**); *Work, Employment, & Society* (**Cumbers**).