

<p>Institution: UNIVERSITY OF BIRMINGHAM</p> <p>Unit of Assessment: C19 Business and Management Studies</p> <p>a. Overview</p> <p>Birmingham Business School (BBS) is one of four schools in the College of Social Sciences (CoSS). This unit of assessment covers three departments within BBS; Accounting & Finance, Marketing, and Management. Economics, also part of BBS, is submitted under UoA18. Whilst each has a distinctive focus, BBS and College are very effective governance structures for facilitating interdisciplinary and engaged research. The creation of a College structure in 2008 led to a consolidation of Research Centres to align their focus to the evolving needs of specific academic policy and practice constituencies. This concentrated department-level research around a set of specialist fields, with BBS playing a leading role in several interdisciplinary centres, including the Centre for Research on the Economy and the Workplace (CREW), the Centre on Household Assets and Savings Management (CHASM) and the Centre for Leadership at the University of Birmingham (CLUB). Highlights from the work of these centres and other distinctive research groups that have developed since 2008 are described below.</p> <p>In May 2013 the University approved a strategic investment plan, which has brought over £1million of additional research funding into BBS, complementing other investments into new faculty and staff. This underpins BBS' current push to develop thematic Research Clusters to further strengthen our focus on international and engaged research, create a clearer identity in terms of research and impact and further leverage the advantages we have as part of a large Russell Group University. We outline below how these are being developed from existing strengths and form a central pillar for enhancing the calibre of research at BBS during the next REF period.</p> <p>b. Research strategy</p> <p>Our opening statement in the 2008 RA5 ('Environment and Esteem') captures the key principles that remain at the heart of BBS' focus on research excellence. Our core aim is to conduct research that "advances knowledge, shapes academic debate, and impacts on policy and practice". As in the previous RAE period, we have supported this approach through strategic appointments, investing in targeted areas of research, developing research-led Master's programmes, building capacity through the doctoral programme and the appointment and development of early career researchers.</p> <p>Since 2008 BBS has increased the total number of staff submitted to the REF, from 38 FTE to over 50 FTE. BBS continues to build on its long-held reputation for engaged research. Our focus on the Birmingham industrial hinterland and West Midlands region, with an emphasis on policy and practice in relation to local manufacturing and entrepreneurship, remains a distinctive strength around which the broader policy agenda has recently aligned. Our faculty are central to the shaping of policy debates concerning the evolving regional economy initiatives triggered by Lord Heseltine's '<i>No Stone Unturned in Pursuit of Growth</i>' report. We have also contributed practical support to small firms and enterprise growth for a long time as an integral part of our regional entrepreneurship research and are now a leading contributor to Lord Young's business growth agenda. This local orientation thus underpins the development of models of economic development with significant national and increasingly important global reach.</p> <p>This focus continues to evolve as the central theme of our research strategy and continues to differentiate us through a unique combination of research rigour and relevance in an increasingly crowded market. Alongside this local-regional emphasis, established strengths have also provided the platform for developing our international comparative research in the areas of entrepreneurship, global value chains, international HR and public sector finance and accounting. This international dimension of our research and the range of international collaborative partnerships have grown during the 2008-2013 REF period and will be a major emphasis for the next 5 years.</p>
--

Progress Since 2008

This section outlines some of the major developments over the current REF period (2008-2013) and how they are feeding in to BBS' new strategic investment programme from 2013 onwards. Three key Research Centres, CREW, CHASM and CLUB, have been a focus for recruitment and research leadership, as well as being highly successful in developing more inter-disciplinary and international research. However, BBS' research achievements go well beyond the activities of these centres as reviewed below.

CREW emerged from the Centre for Productivity, Management and the Workplace, which was identified as a priority for development in the last RAE submission. It acts as an umbrella organisation, bringing together a range of researchers from the Departments of Management, Economics and Marketing; set up by O'Mahony and Rainbird, it is now directed by Carmichael. It provides a focus for research from a range of disciplinary perspectives on workplace performance with an emphasis on **how human resources are developed and utilised in the context of economic activity that has become increasingly globalised and knowledge based**. It has a strong, comparative, international orientation. Faculty critically analyse the role of education, training and lifelong learning in the development of knowledge and innovation, firm performance, changing institutional structures and inequality and diversity in the workforce.

Specific research themes have evolved with the appointment of new staff. In 2010-11 the members of the Centre for Business Strategy and Procurement (CBSP) joined CREW. This resulted in close links between the above themes and research on **international production, consumption and global value chain analysis**. As a testament to its success, CREW's research has attracted significant funding in projects led by: O'Mahony, developing indicators for evaluating international performance in service sectors (EU-funded FP7-INDICSER and FP7-SERVICEGAP); Y. Zhang on **high value engineering in China and Europe** (FP7- EC-HVEN); De Propriis, including NESTA-funded research on **creative clusters and innovation**, AHRC-funded studies on **cultural intermediation and the creative urban economy** and EU-funded research on **welfare, wealth and work in Europe** (FP7-WELFARE, INTEREG-EU DISTRICT); Rainbird, funded by the Department of Health to examine **skill development in the social care sector**; and Duberley on **talent management in the NHS managerial workforce**. Siebert was awarded an ESRC Bilateral award with Hong Kong on **innovative management practices and firm performance in China** and is working with Medical School colleagues in the Birmingham Lung Improvement Studies (BLISS) programme to understand **how lung disease progression affects occupational performance**. Chapain has won AHRC funding for research on **community and the creative citizen**. Others have won awards from the British Academy (Duberley, Carmichael, Hsieh, Lewis, Donnelly), UNISON (Rainbird) and the NIHR (Sanderson, Siebert).

The growing reputation of CHASM demonstrates the benefits of College-level initiatives to facilitate interdisciplinary collaboration between faculty in BBS and other areas of the social sciences. Seed-corn funding and special events are organised by the College's Advanced Social Science Collaborative (ASSC). As a result CHASM has effectively bridged the fields of social policy, personal finance, tax and accounting (Lymer, Cox) providing a focus for world-class research on **the role of assets and their distribution in people's lives from pensions to housing to financial savings**. It is a joint research centre operated across the School of Social Policy and BBS. The Centre's Deputy Director (Lymer) is from BBS. The Centre formally includes four BBS members (Cox, Dickinson, Chaudhry and Lymer) as core faculty and has a BBS PhD student attached to it. CHASM research is divided into four work streams; **financial capability, financial security, financial inclusion and taxation**. Funders include private donors, Leverhulme Trust, the AHRC, Joseph Rowntree Foundation and Friends Provident Foundation, amongst others. This includes AHRC-funded work on **'Responsibilities, Ethics and the Financial Crisis'** (Mullineux) and research into **women's financial wellbeing pre- and post-retirement** (Szmigin, Carmichael, Duberley).

CLUB also developed as a multi-disciplinary group of scholars (notably Mabey) working across the College of Social Sciences. A central theme has been a critical, multi-discourse analysis of **leadership development activities in organisations**. Three high profile events are noteworthy: hosting the annual International Conference for Studying Leadership (December 2009), running a Leadership debate as part of the Public Intellectuals series (June 2010), and co-hosting a symposium with RSA on 'Leadership of Place' (November 2010). The CLUB initiative has underpinned our successful joint bid with the Health Services Management Centre for **NHS Leadership Academy** CPD provision from 2013 which is a platform for expanding our research in public sector leadership more generally (see below). We are part of a consortium that includes Manchester Business School and KPMG and international academic partners from Harvard, Erasmus, Melbourne and Pretoria. Further recent senior appointments have extended our research in the leadership area (e.g. Trehan, Tuck and Taylor).

A related and distinctive research theme at BBS links **public sector leadership, governance, finance and accounting**. Work by Hodges and colleagues (Lymer, Cox) includes analyses of the private finance initiative and other forms of public partnership collaboration and a study of the CPA system of performance measurement in local government. This has a strong policy dimension, encompassing locally a **financial review of Birmingham City Council** and nationally a study of the '**Use of Resources (UoR) Assessment**' applied to English local authorities (2002 to 2010) linked to the abolition of the Audit Commission. This group recently hosted the biennial Comparative International Government Accounting Research (CIGAR) conference (see below). Cox has recently been commissioned to undertake research on metrics and models used to assess company and investment performance by the **Department of Business, Innovation and Skills** as part of the Kay Review of equity markets. Other colleagues (Lonsdale, Sanderson) have interests in **public sector procurement**. Sanderson has been commissioned to produce a synthesis of evidence on supply chain management for the **National Institute for Health Research** (NIHR) (May 2013 to Feb 2014).

Other research fields in which BBS has developed a distinctive international reputation include international business where Child's immense scholarly contribution continues to bridge the areas of **entrepreneurship, organisation learning and internationalisation**. He is the coordinator of a seven-nation project investigating the **internationalisation of SMEs**, with particular reference to decision-making modes, sources of information, and use of networks. He also continues with his long-running studies of **Chinese enterprises**, which connect with the China-related research of Collinson, Shenkar, Zhang, Hsieh and Bryson.

Shenkar is also a leading IB scholar with long-term research interests in China. His book '*The Chinese Century*' has been translated into 12 languages and is underpinned by in-depth research on cultural differences. Collinson continues his **comparative studies of innovation in Western and Chinese MNEs**, funded in the past by the EPSRC, ESRC and the Advanced Institute for Management (AIM) research and currently under Zhang's EC-HVEN programme in collaboration with Zhejiang University. Bryson is conducting a **comparative analysis of Guangzhou, Birmingham and Chicago as part of his regional economy research programme**.

Corporate governance, linked to the above leadership theme, developed at BBS under the auspices of Mallin who led the Centre for Corporate Governance Research. It continues through the work of Clark, Cressy, Farag and Ow-yong. Pressey conducts related research on the **interface between antitrust competition law and marketing**, through links with the ESRC Centre for Competition Policy (University of East Anglia).

Finally, a distinctive focus on **consumer behaviour and patterns of consumption** has been led by Szmigin together with Canning and Pressey, including **relationship marketing, young people and alcohol consumption and consumer behaviour in virtual worlds**. This work effectively bridges marketing, social policy and behaviourism and has evolved as a promising counter-weight to the dominance of behavioural economists in this area. It is part of a broader theme of research at BBS on '**Responsible Management**' (Szmigin, Carmichael, Pressey, T. Zhang, Leek, Houghton, Duberley, Brammer), which focuses on the business-government

interface, public policy issues, business regulation, ethics and corporate social responsibility.

Current investments and future priorities

Led by the initiative of the newly appointed Dean (Collinson) in 2012, BBS' research strategy has been reviewed and re-focused. This has enabled the award of a substantial investment from the University over three years, with over £1million being invested in BBS over and above the on-going research funding streams already committed to the School. Around one-third will be dedicated to developing **six research clusters**, slightly under one-third will be spent on **Doctoral Scholarships** in specific fields, and the remaining funds will be allocated to **'Engagement' and 'International' Research Fellowships, research workshops, Senior Visiting Research Fellowships and a Research and Innovation fund**. This breakdown gives a firm indication of the ways through which we will deliver our key aims and objectives for the coming period.

The strategy is designed to restructure, energize and strengthen distinctive areas of research. We are explicitly moving to 'clusters' as opposed to 'centres' to encourage more of a network form of organisation for research collaboration and engagement. These will be less bounded within subject groups, disciplines or traditional faculties. Each research cluster will become financially self-sustaining through a combination of research funding, endowments, investments by partners and/or teaching activities. Initial investments are being made in six selected clusters on the basis of their potential to develop existing and new connections with specific user groups (policy and practice) and jointly with other disciplines and departments (e.g. engineering and medicine).

The Research Clusters are expected to:

- Target and recruit new faculty to build on current strengths, by attracting leading scholars as well as developing research capacity with doctoral researchers with the view to creating a critical mass in selected areas of research
- Build stronger research links across the College and the University for interdisciplinary projects
- Maximise economies of scale in bids for research funding and be more proactive in developing joint-bids with partners inside and beyond the University
- Create a clearer research identity for BBS externally
- Clarify our priorities in terms of user engagement and impact (policy and practice, local, national and international).

The reorganisation around research clusters builds on strengths that have developed since 2008. Faculty members that formed CREW have driven the development of a leading research cluster on **'Global Value Chains for Sustainable and Inclusive Growth'** (GVC). This encompasses a wider range of disciplines, with strong links into global manufacturing and engineering supply chains and a major emphasis on international comparative work. Sub-themes include: **innovation, sustainable economic growth, skills and competitiveness in clusters and regions** (De Propriis, Rainbird, Ramirez, Bryson); **business ethics, corporate social responsibility policies, private labour standards and employment relations globally** (Niforou, Robinson); **international strategic alliances and firms' internationalisation across the value chain** (Hsieh); **high value engineering networks** (Zhang); **the supply chain upgrading of small firms** (Hanna); and **employment relations in transport infrastructure sectors** (Harvey).

Entrepreneurship was a topic identified for future development in the RAE 2008. Senior appointments made over the past three years (Edwards, Greene, Ram and Trehan) have strengthened our distinctive approach to engaged research in this field. Research at Birmingham funded through the ESRC EREBUS (Engaging REsearch for BUSiness Transformation) programme (2008-2012) illustrates this. A £5m collaboration between Aston, Warwick and Birmingham, led by Bryson and Mullineux, EREBUS was a 'Capacity Building Cluster' developed in consultation with West Midlands business stakeholders to connect research with business innovation in the Energy, Finance and Health technologies sectors. SME partners could benefit from sponsored research students in the form of three-year CASE (Collaborative StudEntship) awards, Knowledge Transfer Partnerships (KTP), and faculty consulting assignments.

The '**Entrepreneurship, Diversity and Enterprise Development**' research cluster has since been identified as one of BBS' priorities for investment from 2013/14. Its core aims are to integrate entrepreneurship and small business research within a broader social science agenda and embed enterprise education across and beyond Birmingham University. Its members have developed a strong track record of engagement across networks of small business managers and policymakers regionally and nationally. Carmichael and Duberley are also central to this work and in 2013 Ram and three colleagues that comprise the **Centre for Research on Ethnic Minority Enterprise (CREME)** at De Montfort University joined BBS to strengthen this cluster, creating a critical mass of research focused on entrepreneurial diversity, enterprise, and economic growth.

The cluster is distinctive in terms of its focus on and relevance for the exceptionally diverse population of SMEs and enterprises in the greater Birmingham and West Midlands region. This forms a platform for international comparative studies and as such this research group has a leading local and national role in both practice and policy support. Part of this is supported by ESRC funding under the £2.9 million **Enterprise Research Centre (ERC)** initiative within which Trehan and Ram are co-investigators. There are strong internal links with the University's ESRC **Third Sector Research Centre and the Birmingham Interdisciplinary Research Institute on Super-diversity (IRIS)** alongside engagement with small business networks. The group holds the Annual Ethnic Minority Business Conference and works closely with intermediaries such as the British Bankers Association.

The theme also has an international dimension, as evidenced by Edwards' work with partners in the 'Intrepid' network which involves over 40 researchers from Argentina, Australia, Canada, Denmark, Ireland, Mexico, Norway, Singapore and Spain. This has been supported by a series of ESRC grants and aims to map the **employment practices of multinationals** in the UK, both British and foreign-owned, and relate these to such organisational factors as corporate structure, degree of international integration, nationality of ownership, and sector of operation. The network has conducted international survey work for more than 8 years and produced several leading articles.

The GVC and Entrepreneurship clusters have a common theme in the '**Regeneration Economies**' initiative led by Bryson and funded by the University through the Institute for Advanced Studies (IAS) programme and with strong links to both the University and City of Chicago. This University-wide programme of research on regional economic development explores regeneration economies by encouraging interdisciplinary dialogue to develop an understanding of **transformations in people, place and production**. It is developing new policy interventions, partly through local comparisons with other economies in Europe, America and China, in the latter case funded by Guangzhou Municipal Government. It also builds on 'MidEx', a three year programme of applied and participative research (funded by the Midlands Excellence charity 2012-15) promoting quality and excellence in small businesses in the Midlands region.

Further research clusters are in development in current areas of strength outlined above, including: **Public Services Leadership, Accounting and Financial Management; Responsible Management;** and **Chinese Economy and Finance**. The latter brings together colleagues in Economics with those in Management and Accounting & Finance, International Economics, International business and Entrepreneurship.

The research clusters approach is part of a broader set of initiatives and investments focused on improving our research performance, enhancing our capability to develop international collaborations and to recruit and retain leading scholars. To justify these investments on-going progress with our research strategy will be judged using performance indicators such as: generated impact and engagement measures; research grant income/FTE; proportion of outputs judged to be of 'international excellence' as an average per FTE; number of international joint-authored papers; home/EU and international PGR student recruitment targets; citations; and selected measures of external recognition and reputation.

c. People, including:

i. Staffing strategy and staff development

BBS has a diverse staff group and celebrates this diversity as a source of creative scholarship; over one-third of BBS faculty are non-UK nationals and over 35 percent are female. BBS employs only a limited number of fixed contract research staff, usually funded by external sources. Such staff are offered development programmes oriented to building their CV and experience in order to help them apply successfully for lecturing posts. Almost 90 percent of BBS faculty have Doctorates. Suitably qualified research staff are encouraged to apply for permanent faculty contracts where opportunities arise. The School also has a very select number of faculty with joint-appointments. Shenkar, who is part-time at Ohio State University is one example; he has held a 50 percent appointment with BBS for over 5 years.

We have a **balanced profile** of faculty in terms of gender and age, although comparisons with other Schools suggest that we have a slightly greater proportion of female faculty and a younger age profile than counterparts. Around 86 percent of faculty are under 50 years of age and about 44 percent are under 40, partly as a consequence of the departure of a small number of senior faculty in the past two years. However, the short term effect of these colleagues leaving has been more than mitigated by an active programme of investment in and recruitment of new faculty over the same period, as described below.

Research excellence is an essential criterion in all research-active appointments and promotions. New hires are expected to add significantly to BBS' research profile and, where possible, complement the evolving research clusters. Our staffing policy has been to maintain the breadth of subjects that the delivery of our teaching commitments requires as well as strengthening significantly our research performance. In particular, BBS has successfully attracted high profile scholars through its '**Open for Business**' recruitment initiative, such as Edwards, Brammer, and Greene. This has allowed BBS to build a cadre of dynamic professors with excellent academic and professional credentials in attracting large scale funding for novel research programmes into contemporary business challenges.

Recently appointed senior faculty illustrate this trajectory, including: Binner (Finance) who has been awarded over £200k as part of the **EPSRC Digital Economy programme** applying new advances in digital technology to model public perceptions of safety in the UK; Brammer (Strategy), with a research focus on the links between **organisational strategy and social responsibility**; Ram (Entrepreneurship) who has served in the former Department of Trade and Industry's **Ethnic Minority Business Forum** and was awarded an OBE for his services to black and ethnic minority businesses; Taylor (Leadership and Strategy) and Tuck (Accounting) with research interests in **public sector management and tax policy** developments. Other hires also complement our evolving research clusters, including: Bensassi (Managerial Economics), Birkett (Organisational Behaviour & IB), Bower (Strategy), Goyer (Organisation Studies & IB), Harvey (HRM), Jones (Marketing), Kennard (Strategy), Kerrigan (Marketing; a co-investigator on an EPSRC award), Mwiti (Marketing) and Niforou (HRM & IB).

Our research strategies are framed within the University of Birmingham's research objectives, which are promoted and monitored at College, School and Department levels through the annual **Research Performance Review** process, reporting procedures for research centres, and individual performance development reviews. Research within BBS is overseen by the **School Research and Knowledge Transfer (SR&KT)** Committee which is chaired by BBS Director of Research (Rainbird) and involves the departmental Research Directors, Director of BBS Doctoral Programme and a member of the **College Research Support Office (CSRO)**. The SR&KT Committee facilitates scholarly events, funding bids and the development of research capacity and expertise across BBS. A relatively new role of **Director of Faculty** (held by Brammer) now has oversight of recruitment, performance reviews, mentoring and support for all faculty in BBS.

The transparent workload model ensures that academic staff can protect **at least one third of their time for research**. Those with funding awards can 'buy out' additional time to fulfil

Environment template (REF5)

commitments to awarding bodies. Faculty can apply for a period of **study leave** every three years. Most colleagues do this and leave is granted to all who can demonstrate that they are research active and have a plausible set of objectives for the leave period. This resulted in 53 individual one-Term study leaves supported by BBS in the REF period with a measurable impact on grant applications and outputs. Staff are reviewed annually via the **Research Performance Review** and the **PDR (performance development review)** process, where research delivery over the last year and plans for the next 12 months are discussed. Early career staff receive additional support through the structured probation and mentoring processes overseen by the Director of Faculty, and there are regular workshops organised by the College that provide training on a range of issues (such as the use of social media to disseminate research findings).

Conference attendance is seen as a vital way of supporting research activity and funds are made available and managed within departments. BBS receives over £160,000 annually to support conference trips and research-related activities for all research-active members of faculty. Faculty are also encouraged and resourced (often through reduced teaching loads) to take up lead scholarship roles in learned societies and international academies in their respective fields, as well as shaping scholarship in peer-reviewed journals through membership of editorial boards (see selected examples on Page 9 below).

BBS adheres to the University codes of practice on equal opportunities, research governance and ethics guidelines. The School's Director of Research oversees a set of procedures which link with the College, via the Research Support Office (CSRO), and University committees. New research proposals have to be assessed and approved according to the guidelines put forward by the UK Research Councils and other funding bodies. In order to enhance awareness of equality and diversity, all staff are expected to complete the University's Diversity in the Workplace online training course (see the University Report, *Promoting Equality Celebrating Diversity*, 2013 - <https://intranet.birmingham.ac.uk/collaboration/equality/documents/publication-of-information-report-2013.pdf>). The University was awarded the HR Excellence in Research accreditation in September 2011 and continues to work towards full implementation of its Concordat to Support the Career Development of Researchers action plan by December 2013.

ii. Research students

The University of Birmingham has been awarded **ESRC Doctoral Training Centre (DTC)** status, one of only 12 single institution DTCs. This brings scholarships and an institutional infrastructure which facilitates inter-disciplinary social science training. Other funding and a range of awards, such as **University of Birmingham Elite scholarships, British Commonwealth studentships and Kirkcaldy scholarships**, have been won in competition with applicants from across the University and beyond. As part of the abovementioned investment in research at the School, six competitive PhD scholarships were advertised to attract the best new students into the Doctoral programme, matching the maintenance grant offered in ESRC awards. This complements the longer-running University investments in PhD grants which have enabled BBS to build up a high quality student cohort and a strong reputation for rigorous Doctoral training and supervision.

Led by the **Doctoral Programme Board of Studies**, which is chaired by the School Director of the Doctoral Programme, BBS has moved to recruiting PhD candidates by pro-actively advertising in areas in which BBS wishes to attract high quality PhD applicants linked to major areas of research. This has strengthened our critical mass in targeted research fields as well as giving students the opportunity to work alongside leading academics in these fields. We have actively managed 'conversions' from MSc to doctoral students and from doctoral students to academic staff. For example, the Accounting and Finance department recently appointed a member of academic staff who was a highly successful PhD graduate in the School and the top student in the MSc in Investments was recently offered a scholarship to enable him to pursue doctoral research.

As part of the DTC provision, the taught element of the doctoral programme combines **social science methods training together with disciplinary specific training in the business,**

management and finance specialisms. Supervision is monitored through University codes of practice and includes the allocation of two supervisors per student and a progress review process monitored by the College doctoral office. We also run a novel four year **PhD with Integrated Study** to accommodate the needs of individuals coming into PhD study after a career in business or related fields.

BBS doctoral students actively contribute to its research environment through presentations and involvement in research workshops. Funding is available for students to present at national and international conferences and they are encouraged to publish their research. For a number of years, BBS has organised an **annual joint doctoral colloquium** with Aston University to enable students to present their research to and network with other students from across the region. In 2013 Birmingham hosted over 70 participants, including students and their supervisors, from the universities of Aston, Loughborough, Nottingham and Warwick at a conference event which involved five streams of student presentations, plus a panel with editors of five leading journals. In April 2012, five of our students were awarded funding to attend a **Universitas 21 doctoral conference** at the University of Connecticut, Hartford, USA, where they were able to present their work in a supportive international environment, alongside students from partner institutions in the Australia, USA, India, Mexico and Singapore, amongst others.

Our doctoral students have won a number of **prizes**. For example: Sonali Sen Gupta shared the University of Birmingham's Michael O'Rourke best paper award; Yasheng Maimaiti was awarded a \$10,000 prize from the Asian Development Bank at a conference in Manila for a paper on the gender gap in education in China; and Doga Istanbuluoglu won a fellowship to attend the Biennial Academy of Marketing Science Doctoral Consortium in the US.

Alumni from our Doctoral programme have faculty positions at the following Universities: American College of Greece, Bath, China Europe International Business School (CEIBS), Coimbra, DeVry, Dhaka, Dublin City, Erasmus in Rotterdam, Ghana, Florida International, Limerick, London, Malaya, National Taiwan, RMIT (Head of School), Sheffield Hallam, Victoria University in Wellington, West of England and Zimbabwe. Others have reached senior positions in the private sector (e.g. Central Bank of China) or the public sector (e.g. Indonesian Ministry of Finance).

d. Income, infrastructure and facilities

Income

BBS faculty were awarded over £3.5 million of research funding from sources outside the University in the REF period (this is not comparable to equivalent figures for RAE 2008 which included a major College-level research centre). This came from a variety of sources including **UK research councils**, the **European Commission**, the **UK government**, charities such as the **Leverhulme Trust**, international organisations such as the **World Bank** and the private sector. BBS invests significant resources into research from other revenue streams and benefits considerably from University level funding into strategic themes and partnerships. Recent examples include: over £4 million into Brazil-related research in the past four years (through which work of Hodges has been funded); money for the Institute for Applied Studies (IAS) (from which Bryson's interdisciplinary Regeneration Economies theme has benefitted); and over £3m into supporting research partnerships with leading Universities in Guangzhou, China (where Bryson is again a beneficiary).

School-level research awards have also become increasingly international, matching the expanding scope of our major research programmes. We have been particularly successful in attracting EU funding to conduct **comparative international studies** within and beyond Europe. BBS faculty have coordinated and/or participated in **eight FP7 network projects under the EC 7th framework**, for example. Through collaboration with leading researchers across Europe we have had a significant input into policies shaping the Europe 2020 strategy. Colleagues have also had considerable success with UK sources of funding, including **ESRC** and **NESTA**, as well as

the **British Academy**, in areas such as the **creative economy**, areas relating to the **workforce and innovation**, and the **ageing workforce**. They have also conducted commissioned research for organisations such as the **African Development Bank, Birmingham City Council, Climate-KIC, the National Institute of Health Research, the Department of Health**, other government departments, the **Italian Ministry of Labour** and **Sainsbury's**.

Infrastructure and Facilities

Colleagues receive support through mentoring arrangements and through the staff development process to apply for research funding. Senior members of staff comment on drafts of proposals, drawing on their experience of applying for and refereeing applications, as well as advice and support from the College's dedicated **Research Support Office (CRSO)** and the **University's European Office**. The latter comprises a team of specialists in EU funding which allows expertise in this area to be shared across the University. The University also has a European office in Brussels to enable faculty to organise and host launch events, consortia meetings and networking seminars in order to maximise visibility and impact on users and the EU policy community. Both the CRSO and the European Office also run sessions on applications under specific initiatives, on the process for applying for different sources of funding, as well as providing support tailored to specific applications. Engagement and impact are supported by BBS' **Research Strategy and Knowledge Transfer Committee**.

The **Advanced Social Sciences Collaborative (ASSC)** established in 2009 is designed to act as the College's internal think-tank and research incubator: "a forum through which to engage colleagues in identifying and debating emerging social science challenges, and in setting the agenda within the College and the national and international social science community." Along with the IAS, the ASSC funds inter-disciplinary research in and beyond BBS.

Our plans for allocating funds to a variety of research initiatives, including the research clusters, fellowships and the innovation fund, from internal University investments are described above. In addition to these we are building a **new £10 million Postgraduate Centre** for completion in 2015. In addition to facilitating engaged research with users, these funds and related infrastructure are supporting the further **internationalisation of our research partnerships** and collaborative networks. The University's Guangzhou platform is one focus of these efforts with joint projects underway with Lingnan (University) College, Sun Yat-sen University and Jinan University (Bryson, Child, Collinson). These complement partnerships with Zhejiang, Shanghai Jiao-Tong and Tsinghua (Collinson, Zhang).

The University has created a number of international travel funds to support Birmingham academics visiting India, China, and North America in support of their research activities; these funds and a College Distinguished Visitors fund also enable leading scholars to visit campus.

Every full-time member of the Department has all of the **research facilities** that would be expected: an individual office with a networked PC of a high standard; and a wide range of software. **Library Services** support the information resources and services needs of staff and doctoral researchers undertaking high quality research, learning and teaching at the university. The university library is one of the largest academic libraries in the country and boasts an outstanding research collection, incorporating 2.7 million items, over 50,000 scholarly journals (electronic and print), and access to 275,000 e-books. Library Services provide study places, computer clusters and a dedicated research room for postgraduate researchers and academic staff. Academic Support Teams provide subject specialist information for staff across the University. The university is currently in the process of investing over £50 million in further improving its library facilities.

Library Services have developed a formal training programme for researchers aiming to deliver improved information skills to make best use of information resources, and also on topics such as 'Raising Your Research Profile'. These sessions include guidance on publication (including open access), bibliometrics and using social media effectively (see intranet.birmingham.ac.uk/as/claddivision/skills/counselists/raisingyourresearchprofile.aspx). The Digital Assets team supports

Open Access to publications, research theses and data through the institutional repository (“green” access) and by advising on publisher options and managing the central budget for “gold” open access.

e. Collaboration or contribution to the discipline or research base

Staff have led and shaped debate in a number of subject areas through high-esteem and high-impact journals edited from Birmingham. These include *Human Relations* where Edwards is editor in Chief, *Action Learning: Research and Practice* co-edited by Trehan and the *International Small Business Journal* where Greene is consulting editor. Bryson is the European Editor of the *Service Industries Journal*. Staff are members of numerous editorial boards including *Applied Geography*, *British Accounting Review*, *European Journal of International Management*, *Financial Accountability and Management*, *Global Strategy Journal*, *Industrial Marketing Management*, *International Journal of Entrepreneurship Education*, *Multinational Business Review*, *Service Business*, *Small Business Economics*, *Sociología del Trabajo*, *Supply Chain Management*, *Venture Capital: An International Journal of Entrepreneurial Finance*, *European Journal of Marketing*, *Journal of Advertising Research*, *International Marketing Review*.

BBS faculty are members of a range of learned societies, professional bodies and external research centres. Many faculty are active in shaping these organisations and influencing the development of social science in the UK and abroad. Edwards is a Fellow of the **British Academy** and has served as the chair of the Academy’s Social Science Group. Collinson is a member of the Council of the **ESRC** (Economic and Social Research Council). He chairs the ESRC Evaluation Committee and has chaired a number of programme and Centre selection panels. He also sits on the Council of the **British Academy of Management** and the **Association of Business Schools** (ABS) executive board. Rainbird was a member of the ESRC’s Research Grants Board and then the Grant Assessment Panel for Business. Szmigin is currently a member of the ESRC Grant Assessment Panel for Business and a member of the **Portman Group** independent complaints panel. Lonsdale and Sanderson are fellows of the **Chartered Institute of Purchasing and Supply**.

Hodges is a member of the Research Board of the **Chartered Institute of Management Accountants**, the **ACCA Global Public Sector Forum** and the **UK Financial Reporting Advisory Board**. He is also winner of the BAR Prize, awarded for the best paper in the *British Accounting Review* (in 2012 with Mellett of the University of Cardiff) and is advising the **Treasury** on government financial accounting reforms. Pressey is Deputy Chair of the Business-to-Business track and Co-Chair of the B2B Special Interest Group for the **British Academy of Marketing**. Donnelly is an associate of the European Work and Employment Research Centre, Manchester. Jelic is an associate of the Centre for Management Buyout Research (CMBOR), Imperial College London. Other awards in the finance and accounting areas include Georgiou, awarded the Perrin Prize for the best paper in *Financial Accountability & Management* (2011, with Heald of University of Aberdeen) and Farag who won best paper at the Global Finance Conference, Monterey Bay, California, 2013.

Child is one of our internationally recognised senior scholars with Honorary Doctorates from the Helsinki School of Economics and Corvinus University in Budapest and is a Visiting Professor at Lingnan University College, Zhongshan University, Guangzhou, China. He is also a Fellow of the **Academy of Management**, the **British Academy** and the **British Academy of Management** and in 2012 received the first ever Lifetime Achievement Award from the **International Association for Chinese Management Research**. Shenkar is Vice President and a Fellow of the **Academy of International Business** and was awarded the prestigious *Journal of International Business Studies* (JIBS) ‘Decade Award’ for his widely cited article “Cultural distance revisited” in 2011. His work has featured in *The New York Times*, *The Wall Street Journal*, the *Financial Times* and *The Economist* and he gave evidence at the **US-China Congressional Commission**.

Research at BBS has increasingly become focused on the wider world given the importance of

emerging economies in global growth. Zhang leads a prestigious network of scholars in an EU-funded project on Europe-China high value engineering (EC-HVEN). This involves partners at the renowned **Institute for Manufacturing (IFM) at Cambridge, the Technical University of Denmark, Harbin Institute of Technology, Tsinghua University, Shanghai Jiao Tong University and Zhejiang University in China**. Other international activities include Siebert as a fellow of **IZA** (Institute for the Study of Labour, Bonn), Collinson's research as Guangbiao Guest Professor of **Zhejiang University** and Tsamenyi as a visiting professor at the **China Europe International Business School (CEIBS)**.

BBS hosts numerous international visitors who work on joint papers with BBS staff and are encouraged to deliver seminars and lectures to students during their stay. Recent examples include: Professor Tilly (**UCLA**) who has collaborated with Robinson on the retail sector; Professor Appelbaum (**Public Policy Institute, Washington, D.C.**) who worked with our MSc HRM students; and Dr Martin Falk (**Austrian Institute of Economic Research**) whose two month stay resulted in joint publications on linkages between manufacturing and service sector firms. Professor Wei, Dean, Faculty of Social Sciences, **Lingnan University**, Hong Kong delivered a workshop for research fellows and doctoral students on field experiments in labour economics and Professor Bagozzi (**University of Michigan**) gave research seminars to academic staff and invited business colleagues. Many staff have joint papers published with international collaborators. Greene, for example, has worked with Wittert, University of Adelaide, Hopp, University of Vienna. Gottshalk and Muller, ZEW, Mannheim. Duberley and Robinson have held visiting fellowships at the University of Sydney (2013 and 2009, respectively).

Two particularly strong international collaborative research networks provide illustrations of our contribution to the research base. Throughout this REF period faculty in the Accounting and Finance group (Hodges, Lymer, Cox, Jones and Herbert) have been central to the development of **the CIGAR (Comparative International Government Accounting Research) network**. This is an international network of scholars who conduct comparative research linked closely to public sector organisations in the members' respective countries. The 14th Biennial Conference was hosted at BBS in September 2013 and included, for example, analysis of and presentations by the **Institute of Chartered Accountants in England and Wales (ICAEW)** and the **Swedish Council for Municipal Accounting (SCMA)** to derive lessons for policy. The CIGAR Scientific Committee are from the following institutes: ESCP Paris, France; University of Zaragoza, Spain; Modena and Reggio Emilia University, Italy; Southern Cross University, Australia; University of Ghent, Belgium; Johannes Kepler University of Linz, Austria; Kristianstad University, Sweden; University of Groningen, Netherlands; University of Coimbra, Portugal; Bodo Graduate School of Business, Norway; German University in Cairo, Egypt; University of Poitiers, France; Anadolu University, Turkey; Kiyoshi Yamamoto: University of Tokyo, Japan. Alongside the main conferences the CIGAR association regularly organises sessions for PhDs and Emerging Scholars in the field.

The second example is the international network coordinated by the **Global Value Chain (GVC)** research cluster at BBS. Faculty (listed on Page 4 above) have organised a long running series of workshops that bring together scholars with private sector stakeholders and NGOs. These have focused on changes in the international organisation and location of production, the impact on innovation, skill formation and the changing nature of work as well as the role of social institutions and local actors in processes of economic and social upgrading. Future meetings will also examine high value engineering production chains and the future of global manufacturing. Speakers and delegates have included Tilly (**UCLA**), Yu-Shan Su (**Taiwan**), Palpacuer (**University of Montpellier**), Kaplinsky (**Open University**), Barrientos (**University of Manchester**) as well as private stakeholders from **Cleanclothes.org**, **Oxfam**, and the **International Transport Workers' Federation**. Members of the GVC research cluster are currently working on three EU-FP7 projects with research programmes involving colleagues at the **Center on Globalization, Governance, & Competitiveness at Duke University** (led by Gereffi) as well as links with **UNCTAD, the FAO, the OECD, the WTO and the WCO**.