

Institution: University of Glasgow

Unit of Assessment: 19 Business and Management Studies

a. Context

Business and Management at the University of Glasgow has a range of key groups as end-users of its research: businesses (from small and medium enterprises to large multi-national organisations), public service providers, government departments, community interest groups, and public service commissioning bodies. To extend the reach and significance of its impact, the UoA has been creating and strengthening links with professional networks and user communities (for example, Scottish Government, Police Scotland and the Risk and Security Management Forum), recognising that these end-users have different requirements for how research is developed, undertaken, communicated and its findings implemented. The UoA aims to enhance staff understanding of policy and practice needs, help identify opportunities for knowledge exchange and impact and legitimise colleagues' standing within key user communities. Within the REF period, these networks have included a number of accounting, corporate security, health and emergency planning bodies, personnel management associations and transport and logistics organisations. Consolidating and extending these links has resulted in a range of knowledge exchange and impact including changing practice in corporate, professional and public sector domains.

b. Approach to impact

The UoA's approach to impact is driven by policies at a range of levels, aimed at developing reach and significance by translating knowledge exchange (KE) to impact. At the University level, KE and research-derived impact is integral to the vision, mission and strategic plan of the institution (Glasgow 2020: a global vision) and is embedded in annual staff development and performance reviews as well as professorial zoning. Within the UoA, the focus has been on ensuring that academic research is disseminated to the relevant user communities through consultancy, KE programmes and impact activities. While the UoA's impact is particularly strong in terms of engagement with public sector organisations and government (UK and Scottish Government departments, health, emergency, police and security services), there is also considerable engagement with commercial organisations through well-established practices of KE contracts and academic consultancy.

The UoA has adopted a number of approaches to facilitate its impact-related activities. A defining element of the UoA's impact strategy is to encourage the engagement of potential end-users to underpin the co-production of knowledge. Staff are encouraged to leverage the expertise and experience in their existing networks in order to highlight key researchable problems faced by organisations. This intelligence gathering process has allowed staff to be more effective in identifying those issues that are both *meaningful* to practitioners and have *intellectual merit*.

1. The UoA is increasingly and proactively shaping pathways from research to impact by embedding KE across its entire portfolio and into its strategic decision-making processes. KE and Impact (KE&I) is an integral part of the annual appraisal process, the professorial promotion criteria and associated zoning process. When the Adam Smith Business School (ASBS) was established in 2010, an independently chaired advisory board composed of senior managers from the business community and government was set up to provide advice across the range of the School's activities. One outcome has been the creation of a 'leadership forum' (in 2012), which draws upon the wider community to examine issues of leadership research and practice. This advisory group is becoming integral in refining the School's research and KE strategy. In addition to these formal structures, the UoA has supported the development of several research networks where researchers have been able to demonstrate clear evidence of strong links that offer the potential for KE&I. These include activities around finance, economic and regional development, human resource development, risk and security, health care, and international business. A cluster of activities concerns small and medium enterprises (SMEs) and involves a number of staff who have obtained initial funding from First Step and Enterprise awards (**Fischbacher-**

Smith, D., Fischbacher-Smith, M., MacLean, Mason, Morgan-Thomas, Paton). These awards are funded by Scottish Enterprise to allow organisations the opportunity to work with academics on the commercialisation or application of research to management issues identified by private and public centre partners. These partners have ranged from biomedical and energy companies to games developers, bakers and charities. The scheme helps to build long term relationships as a pathway to impact. Another notable area of strength is employment, economic and regional development (**Cumbers, Docherty, Finch, Findlay, Mason, McMaster, Wilson**) including the Training and Employment Research Unit, which undertakes research and evaluation work, and delivers specialist training for a wide range of clients across the UK including regional governments, as well as OECD and EU agencies.

2. The UoA has a long history of direct engagement with its user communities, and the creation of the ASBS generated additional opportunities to enhance elements of these networks through the School's Advisory Board, research networking events and practitioner-focussed conferences and seminars. The University of Glasgow has developed a range of workshops, lectures and business briefings to enable practitioners to bring their experience of real-world problems into the School for discussion and debate by the academic community. This engagement with industry includes Business Breakfasts, Clydesdale Bank sponsored lectures (in association with the Glasgow Chamber of Commerce) and the Japan Dialogue lectures, which bring high profile Japanese industrial speakers to the University (including board members from Hitachi and Terasaki Electric). There has also been a series of round-table meetings through which ASBS academics engaged in open discussion with the practitioner community to frame and develop the research agenda, stimulate dialogue, build mutual trust and identify potential for further engagement. For example, five London-based events were held in partnership with the Risk and Security Management Forum (RSMF), a professional body which aims to draw its membership from the chief security officers in the UK's top 100 companies. These events have involved a series of meetings in which two members of ASBS have engaged with a community that is normally reluctant to share its problems in open forum; they are currently the only academic members of RSMF; **Fischbacher-Smith, D.** is also a member of the RSMF governing council. Additionally, research into professional standards and CPD within the accounting profession (case study; **Beattie**), has formed the basis of a continuing, collaborative dialogue with the profession about its on-going development. **Docherty's** work with Transport Scotland has also allowed for an extended series of knowledge exchange opportunities with transport service providers through research findings associated with the impacts of government policy.
3. The School has also encouraged staff to seek opportunities for extended research placements and consultancy with organisations and policy bodies. Within the first two years of the policy's operation, research-based secondments have been made to Scottish Government, Police Scotland and Merseyside Police (**Fischbacher-Smith, D.**). **Fischbacher-Smith, D.** has worked for a day a week within Scottish Government resulting in a series of briefing documents into the policy community, involvement in formal government committees and formal presentations to the wider user communities of hospital senior managers, infrastructure providers and the emergency services. UoA staff also undertake extensive consultancy and KE activities with multi-national corporations including IBM (**Paton**), Clydesdale Bank and the Institute of Directors (**MacLean**), Scottish Water (**Finch**), Unilever, Novartis, Santander and the Royal Bank of Scotland (**Fischbacher-Smith, D.**).

These approaches to impact have resulted in formal engagements with the Scottish Government, NHS Scotland, NHS24, Police Scotland, Merseyside Police, NATO, the Risk and Security Management Forum, Transport Scotland, the Royal Bank of Scotland, Clydesdale Bank, Santander, Barclays and Unilever. Particular examples can be found in the work around security (**Fischbacher-Smith, D.**), service design (**Fischbacher-Smith, M.**) and the development of transport policy (**Docherty**). These activities have also allowed the development of extensive

Impact template (REF3a)

networks that support research grant applications and have been successful in securing income from a range of sources including ESRC, EPSRC, the Glasgow Centre for Population Health and the National Patient Safety Agency.

Given the diverse nature of potential end-users for research associated with the UoA, it has sought to develop its interdisciplinary work and this is evidenced by the case studies on service design (**Fischbacher-Smith, M.**), HR management and organisational development (**Martin**), transport policy (**Docherty**) and risk and security (**Fischbacher-Smith, D.**). **Finch** has also jointly developed a marketing clinic with [Centre for Engineering Education & Development](#) (CeeD), a not-for-profit company that works to solve operational issues raised by member companies by bringing together business and academic leaders.

In addition, the UoA has been successful in developing a range of small (10-day long) consultancy projects with SMEs, (initially known as 'First Step Awards' and now 'Interface Awards'). These University-level awards (funded via Scottish Enterprise) are aimed at providing local businesses with access to academic research that underpins longer-term relationships with business. These collaborations have led to joint research funding bids and commercial developments, including research council bids that have involved the Police (Strathclyde, Merseyside and the Metropolitan Police Service), Scottish Government and a number of commercial organisations.

Finally, the UoA plays an active role in a wide range of University initiatives around KE and Impact, most notably through the Adam Smith Research Foundation and the newly established Policy Scotland initiative. Both these initiatives are based in the College of Social Sciences and aim to support and deepen existing policy research strengths within the University in areas relevant to the UoA (e.g. criminal justice and security, economic policy analysis, healthcare management, transport policy, work and employment) and provide a hub for KE and public engagement.

c. Strategy and plans

Research KE&I are embedded within the University's strategy and enacted through policies for staff performance, development and business engagement. KE&I were also objectives in the UoA's RAE2008 submission and have been reinforced and extended as a key research strategy of the newly merged ASBS. Procedurally, impact is managed through the School's research and knowledge exchange committee and the subject groups to which academic staff are affiliated. Since its formation, the ASBS has sought to develop a more systematic and detailed strategic approach to the management of its research impact and KE activities in order to ensure that its world-class research has clear policy and practice value beyond the academic. The School's strategies for KE recognise that there are varying demands for both conventionally written material and more interactive forms of exchange – and therefore ensure that published research findings are disseminated both through traditional forms (academic journals, books, conference proceedings), and more practitioner oriented networks (briefing papers, practice-based workshops, research-led teaching). Recent appointments to the UoA (notably the Professorial appointments of **Cumbers, Finch, and Mason**) have also taken the lead in strengthening existing areas of impact (entrepreneurship, regional development) and extending emergent areas of activity (such as engagement with the water industry).

Against this broad background, the main strategic impact aims for the School are to:

- (i) provide opportunities for staff to disseminate their findings to policy makers, professional bodies and community interest groups, with the aim of increasing the potential impact of their research. E.g. more than ten conferences and workshops targeting a number of entrepreneurship, health care, and risk management communities;
- (ii) ensure that research impact principles are embedded in all forms of research activity and research specifically co-produced with potential end users is supported across the UoA;
- (iii) support staff applications for start-up awards as a means of facilitating early stage research links with organisations – including those awards which encourage collaboration with Scottish SMEs (First Step, Interface);
- (iv) extend the opportunities for research-based secondments into policy and practice

communities. This follows on from successful research secondments into Police Scotland and the Scottish Government described in the security and risk impact case study. The aim is to provide staff with the opportunities to spend extended periods working with user communities develop research programmes that meet their needs;

- (v) provide opportunities to develop and sustain networks to support research by linking practitioners with the ASBS research community. Work with a number of professional bodies and networks (the Chamber of Commerce, the Security Institute, Emergency Planning Society, Chartered Institute of Marketing) to generate knowledge exchange opportunities with a longer-term aim of building collaborative research proposals;
- (vi) develop KE programmes that focus on key areas of practice relevant to the School's research portfolio;
- (vii) extend the process of specifically co-producing research with the potential end-users of that research to the School's doctoral programme with the aim of increasing the number of collaborative PhD studentships offered by the School. One particular example of this initial engagement (funded via the Scottish Enterprise First Step/Interface award) led to a collaborative PhD bid that was funded through the University's Lord Kelvin Adam Smith scholarships for leading edge, multidisciplinary research.

In support of these aims, the School will continue to ensure that it provides opportunities for the cross fertilisation of ideas with government departments, public services and business. A number of KE events are planned including a suite of seminar programmes that are both multidisciplinary (boundary spanning), focussed on non-academic partnerships and that encourage the development of research that is co-produced with the potential end users. Staff will continue to be encouraged to obtain professional memberships that are appropriate to their areas of research and to develop strong professional networks that allow for effective KE&I. Finally, the School is in the early stages of developing online research portals, a process being explored in collaboration with the RSMF.

d. Relationship to case studies

The five case studies submitted by Business and Management reflect the approach taken to developing impact within the REF period. Each displays clear elements of KE&I that have emerged through sustained research collaboration between the academic and user communities. The cases have contributed to changes in organisational behaviour and working practices, and have led to additional policy formulation, process and performance improvements. They each display the dual requirements of reach and significance and have benefitted from the set of processes put in place by both the College and the ASBS.

The commissioning of research from **Beattie**, for example, is the result of a long-standing association with professional accounting bodies, where there has been a constant interchange of ideas between research and practice. Similarly, **Docherty's** case study has developed out of a well-established relationship with Transport Scotland, resulting in his appointment as a non-executive director and affording him the opportunity to spend considerable periods of time shaping and influencing policy. The work of **Martin** has also arisen out of long-standing relationships within the human resource management profession. The health care management (**Fischbacher-Smith, M.**) and risk and security case studies (**Fischbacher-Smith, D.**) have involved secondments to both Scottish Government and Police Scotland and this has enhanced the effectiveness of KE and delivered impact. In addition, **Fischbacher-Smith, D's** role on Unilever's Central Ethics Advisory Group has allowed for additional KE around the risks associated with the use of human subjects in research in a global company.