

Institution: University of Cambridge

Unit of Assessment: 19 (Business and Management Studies)

a. Overview

This UoA is constituted entirely by Cambridge Judge Business School. We aim to advance knowledge and secure impact, working closely with organisations to identify innovative questions, interrogated through rigorous research. We aim to publish our work in leading academic journals and disseminate it widely beyond the academy.

All staff are members of one of six subject groups (Economics & Policy, Finance & Accounting, Marketing, Operations, Organisations & Information Systems, Strategy & International Business), linked to international networks. We build on our position in the University of Cambridge to pursue cross-disciplinary research which reflects shared interests in sectors, functions, geographies and theoretical/methodological communities. Three areas of interdisciplinary activity are of particular importance: sustainability, innovation and policy.

b. Research strategy

We have maintained our commitment to advance knowledge within our disciplinary subject groups, and to develop collaborations internationally and between disciplines. Our RAE 2008 strategic aims have guided our development in two important respects:

- i) We have built sustainable international research networks through
- an enhanced seminar and workshop programme (average 100 visiting academic leaders pa from North and South America, Continental Europe, China, India and Australia)
 - a funded network of leading scholars who locate part of their research in Cambridge, act as mentors for junior faculty and graduate students and collaborate with full-time colleagues in the design, delivery and publication of research (current posts held by Boland, Heide, Orlikowski, Reed, Subrahmanyam and Tellis)
 - strengthening research administration, with two new full-time posts to support workshops, conferences, visiting programmes and speakers
- ii) Our publications record in ISI journals has improved: 87 articles in 2008, 99 in 2012.

In two other respects we have deviated from our 2008 plans:

i) With changes in our leadership (2011 Loch succeeded De Meyer as Director) and our reading of global trends in business and management research, we no longer have the publication of research monographs as a school-wide strategic aim, although it may be a chosen and supported avenue for individuals. Our REF2014 output is largely in internationally peer-reviewed journals.

ii) We have increased the resources and strategic emphasis we give to linking research with executive development and involvement in organisations through a reinforcing spiral of deep engagement across academic, business and policy communities, as follows:

- Engagement with students and clients through teaching and executive development, so they access our cutting edge knowledge and we learn from their unique experience,
- thereby helping us to identify novel and important problems and questions,
- and stimulating research to uncover insights and solutions,
- which are published in leading journals, and
- help us develop new pedagogies and managerial methods,
- which in turn enriches our engagement with students and clients.

In particular, we are working with a small number of large corporations and Cambridge cluster start-ups, with the explicit complementary goals to improve their performance, and enable our learning and knowledge creation in a positively reinforcing spiral.

1. New initiatives to further strategic aims

Our future research strategy is framed in terms of the principles of this spiral of deep engagement. Two new initiatives will deliver important benefits to our research environment: i) strengthening research into entrepreneurship and innovation, including the establishment of an accelerator; and ii) extending research into sustainability and enhancing our capacity for deep engagement, including increased collaboration with the Cambridge Programme for Sustainable Leadership (CPSL). These plans underline our commitment to advance cross-disciplinary work on innovation, sustainability and policy.

1.1 Strengthening research in entrepreneurship and innovation

The University and the surrounding Cambridge Cluster have a well-developed ecosystem that supports the creation of new companies. For the last ten years, we have played a teaching-led role in this ecosystem through our Centre for Entrepreneurial Learning, which annually engages ca. 200 practitioners with 1500+ graduate students and postdoctoral fellows in networks which facilitate entrepreneurship learning and application, including start-up support. In 2013, we established Accelerate Cambridge as a laboratory for the study of innovation, entrepreneurship and economic growth; we have funding for a Reader in entrepreneurship to strengthen research capabilities, and will fundraise for a full professorship in the medium term. A complementary development for our research on social entrepreneurship and hybrid enterprises (Tracey, Haugh), is a partnership with the Future Business Centre, an incubator for innovations in social and environmental enterprises.

1.2 Extending research in sustainability and enhancing our capacity for deep engagement

We will work more closely with the CPSL to enhance our research environment in three ways. First, to increase innovative research opportunities in sustainability in several disciplines: for example, sustainable supply chains in the Operations subject group, energy policy in Economics, moving sustainability from CSR into core Strategy, communicating sustainability to consumers in Marketing or incorporating long-term uncertain effects beyond returns into Finance, where we have already established a lectureship in sustainable finance (Saidi). Second, to secure an enhanced international network of researchers and practitioners for colleagues working in sustainability (Ansari, Hope, Munir, Pollitt, Prabhu, Reiner, Zyglidopoulos) and increase our capacity to address problems emanating from complex interdependencies between organisations, economies, society and the environment. Third, to increase our capacity to work with organisations on strategic issues, with the explicit goal of creating research and knowledge at multiple levels and fields as described in our virtual spiral of deep engagement. We have a first such example in our work with Statoil, whilst CPSL has three years of experience of intensive collaboration with a major South African bank, Nedbank, on the integration of ambitious environmental and social goals into the company's core business strategy.

2. Continuing developments to advance research strategy

The two new initiatives are underpinned by continuing developments to sustain our core commitments to advance knowledge within disciplines and to secure deep engagement with practitioners and policy makers, notably through investment in theory and methods development, international networks and a major building plan.

2.1 Investment in research training, theory building and methods development

In the last 18 months we have established:

- the Cambridge Markets, Organisations and Society Research Group with departmental funds, building on the success of Munir's co-ordination of the Organization Theory Research Group (OTREG), to support visits of international scholars, workshops and seminars (Munir, Tracey).
- the Methods Forum, as an arena for discussion and development of practical applications of research methods (Thompson, de Rond, Tracey)
- the Cambridge Experimental Behavioural Economics Group, a collaborative venture with the Faculty of Economics, to support surveys and experimental work, providing a database of potential participants, survey software (zTree), computer laboratory space and an academic laboratory manager (Menges)

2.2 Strengthening support for international collaboration

- The 2013-14 budget doubled the allocation for visiting speakers, workshops and seminars
- In 2013, we established an earmarked fund for faculty to bring international collaborators to Cambridge (including for scoping and executing new projects, and co-authoring papers) and doubled the residential accommodation provided for academic visitors.

2.3 Building development to enhance research facilities

Currently some of our research groups are located outside the main building. A major family trust has committed a leading donation to develop and execute a master redevelopment plan which will bring all faculty onto one site, enhancing communication both across subject groups and with executive education and policy fora, and secure a physical infrastructure fit to support our research strategy.

c. People

Staffing strategy and staff development

Loch was appointed Head of Department in 2011, succeeding De Meyer, who became President of Singapore Management University. The UoA has grown from 48 academics in RAE08 (inc. 10 professors) to 59 (inc. 15 professors and 6 senior international researchers) in August 2013.

We encourage all faculty members to be patient and persistent in aiming high with their publications and to submit papers developed through networks of friendly peer review and discussion to the leading international journals in their fields. We discourage placing published work with outlets which do not have a long and well-respected international reach. As outlined in our impact template, we also encourage the development of carefully crafted and researched practitioner-oriented articles in international journals e.g. *HBR*, *MIT SMR* and *CMR*, which feature in our impact template but not our selected academic output.

Our staffing policy is to continue to increase faculty numbers, with a focus on senior appointments, to ensure we have high calibre senior academics to provide leadership in key subject areas. Within the period, Lambrecht succeeded Eatwell (Professor of Finance) and Kavadias proleptically succeeded Hughes (Enterprise); and there is a search for a successor to Dawson (Management). We are building strategic capacity with new appointments in innovation (Loch, Kavadias and Mina); sustainability (Saidi, working with colleagues in the CPSL); and entrepreneurship, with funds secured for a new Readership position.

A network of distinguished associates forms part of our research staffing strategy. That part of the network which is international is evidenced in our returned faculty profile in that we include senior colleagues who are on long-term part-time contracts and play significant leadership and mentoring roles (Boland from Case Western; Heide from Madison Wisconsin; Orlikowski from MIT; Tellis from USC). Reed from North Carolina and Subrahmanyam from UCLA hold College Fellowships. Others, like Williamson, hold non-stipendiary College Fellowships, and are thus not returnable under the REF, but are nonetheless very active in our research community e.g. Williamson co-authored with Yin (*Ivey Business Journal* 2011) and De Meyer (*California Management Review* 2012), and developed research-based executive development for Chinese firms investing in the UK.

Promotion, probation, development and mentoring

Four staff were promoted to Professor and five to Reader in the assessment period. A further five new professorial appointments were made. Lecturers follow a five-year probation in which research progress is reviewed annually by their mentor; and in year three, a full probationary meeting provides focused feedback from a committee of internal and external reviewers. A scheme of discretionary increments offers financial rewards for outstanding work.

Our maternity, paternity and parental leave arrangements are more generous than those required by law. In the period, two male faculty members were granted paternity leave. The UoA abides by

Environment template (REF5)

all University policies and procedures on equal opportunities, disability and dignity@work. Cambridge was the highest ranking university in Stonewall's Top 100 Employers list 2012 and 2013 and won an Employee Engagement award from the Employers' Network for Equality and Inclusion. The University funds paid sabbatical leave for one in six terms of service, with 75 sabbatical terms approved in the period. The UoA supports travel costs for sabbaticals overseas, such as Hadida's 2012 sabbatical at the University of Tel Aviv. In 2008, Hope was granted unpaid leave to develop a new version of his integrated assessment model of climate change (see impact case study), ahead of the UN Climate Change Conference in Copenhagen in 2009.

In 2011, the UoA established an annual research fund of £100k to fund, through rapid internal review, small faculty-led projects (such as field travel or paying experimental subjects), thereby avoiding work-intensive applications for small amounts to external grant bodies.

All staff or student-led research projects involving human participants are reviewed by a UoA ethics committee, who provide advice to staff and students and authorisation for proposed projects. Complex cases are referred to a cross-departmental Research Ethics Committee, and if necessary, to the supervising University Committee.

We employed 59 postdoctoral researchers in the period. They are fully integrated into the research community, with support for full participation in presenting and discussing all aspects of the research process from initiation to publication. University-wide initiatives and networks such as the postdoctoral researcher forum at the Centre for Research into the Arts, Humanities and Social Sciences, and the Researcher Development Programme, provide training in teaching, project management and career development. The University Careers Service and Centre for Personal and Professional Development offer individual advice and courses on career development and interview techniques. In the biennial 2011 Careers in Research Online Survey, almost 80% of respondents in the Cambridge School of Technology, which includes this UoA, agreed that our research culture stimulates their work (UK response 67%). Over 80% rated their overall Cambridge experience as good/very good. In 2012 postdoctoral researchers became the largest staff group in the University (3500+ of a total of 9500). A major property development in North West Cambridge, to open in 2015, provides housing for over 600 postdoctoral researchers and their families. The University Director of Postdoctoral Affairs represents postdocs in policy and operational discussions, and champions infrastructure development to support their careers.

Current and former senior colleagues (e.g. Dawson, Kilduff) continue to offer valued advice, mentoring and access to established international networks to junior colleagues. This often includes collaboration in publishing with both PhDs and postdoctoral fellows. For example, Savva published with Scholtes in *Nature Biotechnology* (2008) and *Production and Operations Management* (2013, submitted in this REF) and Brands published both with Kilduff in *Administrative Science Quarterly* (2010) and with Menges in the *Academy of Management Best Paper Proceedings* (2013). Zachariadis, now Assistant Professor at Warwick, published with Barrett in *MISQ* (2013, in this REF). Oborn published with Dawson and Barrett in *Human Relations* (2010), *Information Systems and Research* (2011, in this REF) and *Organisation Science* (2012, in this REF); Feduzi published with Runde in the *Journal of Economic Behavior and Organization* (2011) and the *British Journal for the Philosophy of Science* (2012, in this REF); Salge published with Barrett in the *Journal of Production Innovation Management* (2012); and Boulouta published with Pitelis in the *Journal of Business Ethics* (2013).

Research students

Our PhD programme's purpose is the training of future academics, and placement in leading business schools. Recent graduates have secured postdoctoral fellowships at Bocconi (Cappellaro, PhD submitted); Ivey (Kim, PhD submitted), Stanford (Wolf, PhD 2009), King's College London (Komporozos-Athanasios, PhD 2013), Emmanuel College, Cambridge (Cardinale, PhD submitted) and ETH Zurich (Haney, PhD submitted). Other graduates are in faculty positions at London Birkbeck (Boulouta, 2011), London SOAS (Feduzi, 2008), London Business School (Savva, 2008 and Brands, 2013) and within the UoA (Amel-Zadeh, 2009). Two are already in professorial positions: Salge (2009) at Aachen and Oborn (2006) at Warwick.

We have invested in a suite of 26 graduate coursework modules. All PhD students take a minimum of 12 modules as part of their initial two-year training. We ensure that all students are funded sufficiently to guarantee four years in full registration, including four ESRC quota scholarships paid, departmental funds, and awards from external grant bodies and donors. All students have two supervisors and a minimum of fortnightly one-to-one supervisions, termly written reports, and subject-specific weekly reading groups. They participate fully in research centres and benefit from mentoring from senior colleagues. Our annual Winter Doctoral Conference has close involvement from faculty as keynotes, discussants, best paper award judges and student coaching through video recording, rehearsal and rigorous feedback on presentation and Q&A skills. In 2012, 15 faculty members were discussants; and 33 students were presenters, discussants and chairs.

The student community has been enriched by a total of 28 visiting PhD candidates since autumn 2008. Our students have spent research time at other major universities (recently in USC, Stanford, Wharton, California at Berkeley, and Alberta) and can apply for earmarked funds to support overseas visits and networking. Students are encouraged to develop their academic leadership skills in pursuit of shared interests. For example, the student-initiated group Managing4Development brings together management academics, practitioners, and students to volunteer their skills to alleviate global poverty, and offers career events, workshops and a speaker programme.

d. Income, infrastructure and facilities

Our planned building expansion is outlined in section b. Alongside resources in College libraries and the University's legal deposit library of 7m+ volumes, our Information & Library Service offers access to business information databases e.g. Business Source Complete, ABI Inform, Factiva, Bloomberg, Euromonitor Passport, Datastream and Investext; classroom sessions and one-to-one training on literature searching and bibliographic resources, presentation software, social media, and Qualtrics survey software. These services are delivered via a 24/7 Information Centre, blog, instant chat service and support tutorials. Regular internal seminars stimulate open sharing of early stage research findings. Subject-specific reading groups allow in-depth analysis and peer feedback on papers for journal submission. An annual faculty Away Day, as well as subject group strategy discussions, encourage all staff to engage in discussions about research direction and execution.

Fundraising from external donors for targeted strategic priorities since Jan 2008 includes a £1.8m endowment of the Pembroke Visiting Professor of International Finance, a total of £1.2m for research into international business, India and Eurasia, £450k for PhD scholarships, and corporate sponsorship of £150k for the European Finance Association Conference. The Centre for Risk Studies raised over £750k of corporate funding in the period and the Energy Policy Research Group over £1m.

Grant funds active in the period were awarded by industrial sponsors (e.g. BP, Lockheed Martin), Research Councils (ESRC, EPSRC), UK government (DBERR, DECC), overseas bodies (US Air Force, CSIRO), charities and the EC. The Centre for Business Research (CBR, led by Hughes) raised over £4m in grant income over the period, including £2.4m from the ESRC for the UK Innovation Research Centre, a joint venture between the CBR and Imperial College Business School, co-funded by BIS, the ESRC, NESTA and the Technology Strategy Board. Other significant grants were awarded in the period by the ESRC (Coates, £440k), EC (Eatwell, £455k) and CLAHRC NIHR (Barrett, £773k), with many linked to ongoing research relationships built through the deep engagement spiral described in section b. Recent grants awarded by Enel and EDF grew from the Energy Policy Research Group's research networks, and ongoing research in social entrepreneurship was stimulated by a grant from the Edmond de Rothschild Foundation.

e. Collaboration or contribution to the discipline or research base

Achievements are summarised in three sections, which reflect our strategy to advance knowledge through: 1) developments and achievements in each subject group, 2) key collaborations with

members of other Cambridge faculties and 3) strengthening our position in international networks.

1. Advancing knowledge and developing disciplines within subject groups

1.1. Economics and Policy

The group conducts theoretical and applied economic analysis in three interconnected areas. First, the Energy Policy Research Group (Pollitt and Reiner) builds on strong links to business, government and other stakeholders, and via its Energy Policy Forum, provides a hub for work on energy and the environment that focuses on policy pressures, technological advances and political challenges. Research on climate change, used in UK and USA policy, includes an integrated assessment model to quantify impacts of climate change and costs of abatement policies (Hope), with work published in *Nature* and *Nature Climate Change*. Second, work on business performance and decision-making focuses on the analysis of corporate performance in specific sectoral, regional and international contexts (Kattuman), decision-making under extreme uncertainty and causal explanation and technology (Runde and Faulkner) and corporate governance in relation to corporate social responsibility, the direction and performance of takeovers and the incentive effects of executive pay (Hughes). Third, work on financing and innovative performance in entrepreneurial and knowledge intensive businesses (Mina and Hughes) is closely linked to interdisciplinary research on innovation, technology and science policy, in part through the UK Innovation Research Centre. Research on business innovation and university-industry knowledge, based on the world's largest survey of academic interactions with external organisations (Hughes and Kitson), is leading to a reappraisal of the role of social sciences, arts and humanities as well as STEM subjects in innovation performance and policy development and evaluation in the UK and abroad.

Mina won Best Paper at the EC's CONCORDi conference 2013. Hughes has served as Editor of the *Journal of Business Finance and Accounting*, Pollitt is Co-Editor of *Economics of Energy and Environmental Policy*, and Hughes, Kitson and Runde are Co-Editors of the *Cambridge Journal of Economics*. Pollitt was Economic Advisor to Ofgem (2007-11) and is currently a member of the Office of Rail Regulation's expert panel and an energy advisor to the Consumers' Association. Hughes is a member of the UK Prime Minister's Council for Science and Technology, the Lead Expert Group on the Foresight Project on the Future of UK Manufacturing, and the Intellectual Property Office's Research Advisory Panel. He has also served as a member of the EPSRC Strategic Advisory Network, as Expert Panel Member on the Australian National Innovation Review, as Advisory Panel Member of the German Council of Science and Humanities' Excellence Initiative (2011) and as Innovator in Residence for the State Government of Queensland (2012).

1.2 Finance and Accounting

The group works on empirical corporate finance, broadly defined as the analysis of financial decisions of business. The group uses two principal sources of data to investigate firm behaviour from a micro-perspective: prices in financial markets and financial reports from businesses. Current topics include bribery of politicians to obtain government contracts (Rau), voluntary disclosure of management earnings forecasts during mergers and acquisitions (Amel-Zadeh and Meeks), the role of accruals in explaining earnings persistence and growth (Chu), the use of proxy voting by institutional investors to influence corporate governance (Saffi), the characteristics of a successful board director (Nguyen and Rau) and relations between information and trading technology and the dynamics of the Dow Jones industrial average (Szilagyi). Lambrecht brings a theoretical and empirical focus to the work on the behaviour of financial markets, the relationship between finance and economic performance, and the formation of financial policy, including work on macro-financial balances and linkages in the international economy, financial contagion – including the analysis of high-frequency data, international financial regulation, financial bubbles and risk management. Subrahmanyam and Reed are experts in the microstructure of financial markets, with current research interests ranging from the relationship between the trading environment of a firm's stock and the firm's cost of capital, to behavioural theories for asset price behaviour and empirical determinants of the cross-section of equity returns.

Rau is Vice-President of the European Finance Association, Executive Editor of *Financial*

Management, and Associate Editor of the *Journal of Banking & Finance*, *International Review of Finance* and the *Quarterly Journal of Finance*; Lambrecht won a 2008 Emerald Citation of Excellence (for his *Journal of Finance* paper with Myers), is a Research Fellow at the Centre for Economic Policy Research, Associate Editor of the *Journal of Banking & Finance* and Editorial Board Member of the *Journal of Business Finance & Accounting*; Meeks is a member of the Academic Panel of the Accounting Council of the Financial Reporting Council and Editorial Board Member of the *Journal of Accounting and Public Policy*; Eatwell is opposition Treasury spokesman in the House of Lords, and has given advice to the Basel Committee; Reed was named one of the world's best 40 business school professors under 40 by *Fortune* magazine in 2011; Subrahmanyam is Co-Editor of the *Journal of Financial Markets*. Dimson held a Leverhulme Emeritus Fellowship in financial market history 2010-12, Chairs the Strategy Council for the Norwegian Government Pension Fund and the FTSE Advisory Board, and has advised the UK Government Nuclear Review, the High Court, and the European Commission.

1.3 Marketing

The group's research falls into two areas: innovation and consumer behaviour. Innovation is studied from a firm perspective (how firms innovate in recessions (Mak); how corporate culture drives innovation, including the development of a widely used instrument to audit firms' cultures of innovation (Tellis and Prabhu); how market research decisions for new products affect product variety (Oraiopoulos and Mak), how innovation is driving inclusive growth in emerging economies (Prabhu), and from a consumer perspective e.g. what drives consumer adoption of innovation (Tellis and Yin). Methods used include industrial organisation modelling, time series cross-sectional (panel) data estimation, interview and survey-based methods. The Centre for India & Global Business (founded in 2008, directed by Prabhu) brings together business, academic and policy leaders to focus on India's role in the global economy, with particular attention to generation and social and economic impact of a) frugal innovations in energy, healthcare and financial services b) multinational R&D centres in India, and c) the relation between globalisation of Indian companies and both innovation in India and access to global innovation.

Consumer behaviour, the second area, covers how consumers may postpone purchases strategically in anticipation of future markdowns (Mak), how consumer search behaviour differs across cultures (Mak), how the moral self motivates donations of money versus time (Levy), how identity threat impacts materialistic consumer purchases (Levy), how direction of social comparison affects prosocial behaviour (Levy), and how consumers may form boundedly rational inferences of loss probabilities when making insurance purchase decisions (Mak). The methods used include game-theoretic modelling and laboratory experimentation. Overall, through its research and outreach efforts, the group has established an international reputation in its cross-disciplinary and multi-method studies in developed and emerging markets in the areas of innovation and consumer behaviour.

Prabhu and Tellis were runners-up for the Harold H Maynard Award, *Journal of Marketing* (2009); Prabhu was an AIM ESRC Innovation Fellow (2007-09), is on the editorial board of the *Journal of Marketing* and is listed in the top 20 researchers in innovation worldwide (*Journal of Product Innovation Management* 2010). Heide was Associate Editor of the *Journal of Marketing Research* (2007-10) and won a Lifetime Achievement Award (2012) from the American Marketing Association for Interorganizational Research; Tellis is an Officer of the INFORMS Society of Marketing Science, won the Paul D Converse Award for contribution to science in marketing (2012), the INFORMS Society for Marketing Science Long Term Impact Award (2012) and the Behavioral Pricing Lifetime Achievement Award for Contributions to Behavioral Pricing (2009). *Jugaad Innovation* (Prabhu et al) was cited one of the top 10 business bestsellers by the Delhi-based *Business Standard* (2012), is shortlisted for the Prahalad Breakthrough Ideas Award 2013 by Thinkers50 and has been translated into five languages.

1.4 Operations

The group studies the design and management of value-enhancing systems, to improve outcomes at both tactical and strategic levels. It combines empirical work in organisations with analysis of operational interactions and operations research models. Process improvement (Holweg, Lawson)

and supply chain management (Davies, Holweg, Lawson) are strongly represented. Innovation in operations including new product development (Davies, Holweg, Kavadias, Loch, Oraiopoulos) is another strength; Kavadias and Loch are especially well known for their research in managing complex uncertainties in projects and new products. Robust and stochastic modelling (Jiang, Ralph) are used in the study of operational and economic systems under uncertainty. Scholtes has given new direction to research on effective management of hospitals and business models for the biopharmaceutical industry.

There have been several important developments in the group over the period. The Centre for Risk Studies (director Ralph) was formed in 2009, and the Cambridge Centre for Health Leadership and Enterprise in 2010 (director Scholtes), yielding significant investment in co-developing research agendas with the energy, finance and health sectors. In 2012 the Operations Group was formed by the operations and management science faculty from the previous Operations & Information Systems and Management Science groups, and strengthened by the arrival of Kavadias.

Ralph is Editor-in-Chief of *Mathematical Programming (Series B)*; Scholtes was Associate Editor of *Operations Research* (2004-10); Loch was Department Editor (2004-09) and Associate Editor of *Management Science* (2009-11) and *Manufacturing & Service Operations Management* (2003-11); Kavadias is Associate Editor of *Management Science* and Department Editor of *Production and Operations Management*; Lawson is Associate Editor of the *Journal of Supply Chain Management*; Loch was listed in the top 10 and Kavadias in the top 20 researchers in innovation worldwide (*Journal of Product Innovation Management*, 2010). Scholtes was an INFORMS 2013 Pierskalla Award Finalist; Loch received the Project Management Institute's Research Achievement Award (2011) and the Emerald Citation of Excellence for his 2009 *Journal of Product Innovation Management* article. Holweg received the 2012 Top 10 Cited Article 2007-2011 Award from the *Journal of Operations Management* and the Emerald Literati 2012 Outstanding Paper Award.

1.5 Organisational Behaviour and Information Systems

Rich ethnographic and interpretive work along with experimental research on groups and creativity characterise the innovative methodologies used in this group, with coverage including high performing teams (de Rond), leadership (Stiles, Dawson, Menges), emotions (Menges), creativity (Richter) and innovation in organisations which are technology based or knowledge intensive, and/or are concerned with the pursuit of public goods through social enterprise (Haugh, Tracey) and health care (Barrett). Walsham is acknowledged as a pioneer of interpretive IS research, with his book *Interpreting IS in Organizations* attracting 2000+ citations. Theoretical developments are concerned with the generation of organisational theory, and the relationship between institutions and organisations, e.g. the micro-foundations of institutions (Tracey), institutional development in Scottish community enterprises and Indian social enterprises (Haugh), the plasticity of organisations evidenced in high-performing boat crews and combat surgeons in Afghanistan (de Rond), knowledge translation and service transitions in UK mental health institutions (Barrett), open platforms and public service innovation (Thompson). The ESRC Mid-Career Fellowship awarded to Tracey (2011-13) enabled him to work closely with a social enterprise in the East of England, Keystone, to design a programme of employment mentoring and support for ca. 300 long-term unemployed and young people from 'non-traditional' academic backgrounds who were identified as being at risk of leaving school without qualifications.

We have made three significant developments since 2008: i) merging the Information Systems and Organisational Behaviour faculty to reflect their common concerns with organisational development and innovation; ii) developing work in micro OB, initially under the leadership of Kilduff (now moved to University College London), continued with the appointment of Richter and Menges, who leads a micro-OB experimental collaborative laboratory with the Faculties of Economics and Psychology; iii) establishing the Centre for International Human Resource Management (directed by Stiles) in 2008 to focus on management innovation and human agency with extensive international participation, e.g. a 2011 workshop in Singapore on leading transformation in Asia, in partnership with the Human Capital Leadership Institute.

Group members and their doctoral studies have won several Best Paper Awards, including at the

Academy of Management's Healthcare Management (Tasselli 2013), OB (Richter 2013), MOC (Menges 2013) and OCIS divisions (Barrett 2011) and at EGOS (Reineke 2008, Cappellaro 2013). Menges won the Outstanding Author Contribution at the Emerald Literati Network Awards for Excellence for work on organisational emotional intelligence (2010); Barrett was Senior Editor of the *Journal of the Association of Information Systems* (2009-12), Associate Editor of *Information Systems Research* (2006-08), and is Senior Editor of *MISQ*. He and Jones are Senior Editors of *Information and Organisation*. Jones is also Senior Editor of *Organization Studies* and Tracey is on the editorial boards of both *Administrative Science Quarterly* and the *Academy of Management Journal*. Walsham was Senior Editor of *MISQ* (2007-08). Dawson chaired the Executive Steering Committee of the ESRC/EPSRC Advanced Institute of Management 2007-11 (£20m budget) and sits on the board of the US Social Science Research Council (annual budget ca. \$20m).

1.6 Strategy and International Business

Group members work at the intersection of strategy, organisation theory and international business. Work ranges from national competitiveness to decision-making in organisations, and is characterised by its international context e.g. value chains in South East Asia (Zhang), child care in the Netherlands (Ansari) and sensitivity to critical social, economic and environmental issues including child labour in Pakistan (Munir), climate change (Ansari) and corporate corruption, including developing a training programme in compliance with a leading UK bank (Zyglidopoulos). Work also spans various levels, from industries (e.g. Munir and Ansari on telecommunications) to studies of decision-making (Hadida). Group members collaborate in networks of senior scholars in their fields, e.g. Munir with Orlikowski, Greenwood, Willmott and Dacin; Ansari with Fiss, Zajac and Phillips; and Hadida with Heide and Durand.

Munir is Senior Editor of *Organization Studies*, won best international symposium at the Academy of Management (2009) and convened a sub-theme on organisational theory at EGOS 2013; Ansari is on the editorial boards of *Organization Science* and the *Academy of Management Review*, won the Academy of Management OMT division's Dexter Award for best international paper (2009) and the OMT division's Best Paper Award (2013); Hadida won Best Paper Award at AIMAC (2011). Group members advise governments, multilateral agencies (including the World Bank, Asian Development Bank, UNCTAD, government of Pakistan) and major corporations (Shell, Citibank).

2. Advancing knowledge through collaborations across Cambridge University

In this section, we highlight five institutional manifestations of Cambridge collaborations which are led by our faculty and have secured substantial funding. Our institutional support and faculty collaboration in the work of the Centre for Science and Policy is outlined in the impact template.

2.1 Centre for Business Research (founded 1994, directed by Hughes) provides the institutional base for collaboration with colleagues from Economics, Law, Social and Political Sciences, Geography, Land Economy and Engineering. Recent projects include construction and analysis of large survey-based datasets on SMEs and innovation, university knowledge exchange, longitudinal analysis of regulatory change affecting firms, and fieldwork-based studies of corporate governance and organisational practice. Since 2008, the Centre has received £4m+ of research funding, produced 100+ refereed journal articles and deposited 8 new ESRC datasets. ESRC-funded work on knowledge exchange was rated 'outstanding'.

2.2 Cambridge Corporate Governance Network (founded 2012, directed by Dissanaiké) encourages collaboration with Law and Economics through a programme of academic and practitioner seminars. It hosts the Cadbury Archive of papers associated with the Committee on the Financial Aspects of Corporate Governance 1992 and subsequent work by Sir Adrian Cadbury to provide a valuable open research resource (donated 2012).

2.3 Centre for Risk Studies (founded 2009, directed by Ralph) collaborates with the University's Centre for Financial History on maritime risk and financial catastrophes and has secured funding for collaborative activities in emerging risks in insurance, and systemic risks in finance and banking. The Centre partners with Columbia Graduate Business School and the Institute of

Catastrophe and Risk Management in Singapore's Nanyang Technological University, which also co-funds the Centre's Cambridge-Singapore Research Fellow.

2.4 Energy@Cambridge (founded in 2010 as a network of 250+ researchers with Pollitt as one of the university champions leading on Economics, Policy and Risk) supports initiatives in multidisciplinary research in energy. Pollitt, Reiner and Taylor are part of the collective leadership of the Energy Policy Research Group, a collaboration with Economics, which runs the Energy Policy Forum, to facilitate knowledge exchange between academics, policy makers and utility companies.

2.5 Cambridge Endowment for Research in Finance (founded 2001, directed by Lambrecht in succession to Eatwell, retired 2012), awards ca. £0.5m pa to support research across the university on all aspects of finance, financial institutions and financial markets, supports a collaborative network of business, economics, law and mathematics specialists for seminars and initiatives in Cambridge, and facilitates annual research exchanges, paper development discussions and workshops with Wharton, Rotterdam and Princeton.

3. Advancing knowledge through strengthening our international networks

We leverage our position in Cambridge to build resilient networks of distinguished scholars who spend significant time as funded, fully participating, members of our research community and regard Cambridge as their second research home, thereby enabling us to integrate expertise from global leaders and overcome some of the challenges the UK faces in terms of competitive salary levels. Significant achievements include:

- Funded annual programme for Visiting Professors in a) Strategy, Innovation and Marketing (2008-13 from Queen's, Texas Austin, Stanford, Harvard, Carnegie Mellon, Cornell and MIT Sloan, resident for a minimum of a month), newly named the Sandra Dawson Visiting Professorship to commemorate Dawson's contribution to the UoA and b) Finance (2011-13 from the Universities of California, Cornell and New York, resident for an average stay of 6 months).
- Funds and support for faculty to take visiting positions at leading business schools, including posts held at the University of California at Berkeley (Pitelis), University of Oxford (Barker), Harvard Business School (Chambers), University of Queensland (Hughes), University of Southern California (Eatwell), Tel Aviv and ESADE (Hadida).
- Development campaign jointly with Colleges for visiting positions associated with College fellowships, increasing their attractiveness. Funded annual fellowships are in place with Sidney Sussex, Pembroke and Clare Hall.
- Encouragement of faculty to take leading roles in shaping international academic agendas: 38 staff served on the editorial boards of 81 journals in the period, and members of faculty gave 66 keynote addresses; Ansari co-organised a symposium on Climate Change at the 2010 Academy of Management, Barrett was Programme Co-Chair on Information Systems & Organisations at the 2008 IFIP 8.2; Haugh chaired the Organizations and Communities Symposium at the 2010 Academy of Management; Tracey convened sub-themes at EGOS 2010, 2012 and 2013; and Munir co-founded the Organization Theory Research Group (OTREG) as a European forum to encourage regular interaction between scholars. This forum is now replicated in Toronto, Montreal, Oxford and Helsinki.
- The annual Darden & Judge Entrepreneurship and Innovation Research Conference (in Virginia in 2013 and Cambridge in 2014) attracts contributors from top US schools (MIT, Olin, Kenan-Flagler, Fuqua), and opens opportunities for faculty both to engage with a wider network of high calibre academics and to showcase their work.
- Support for hosting major international conferences in Cambridge, including: 2011 Annual Conference of the European Operations Management Association (host: Holweg); 2012 20th anniversary conference of *Corporate Governance: An International Review* (host: Dissanaike), and 2013 conference of the European Finance Association, which attracted 655 participants, presenting 240 papers, selected from 1,713 submissions.