

Institution: University of Salford

Unit of assessment: UoA C19, Business and Management

a. Overview

Salford Business School leverages the historical reputation of the University in technology-led, applied innovation by organizing resources around three multi-disciplinary sector-based centres—Centre for Sports Business, Centre for Digital Business, Centre for Social Business—that draw on knowledge assets from across the University of particular relevance globally and to the city region. Disciplinary excellence is supported with four Academic Units (AU):

- International Finance, Accounting & Economics (IFAE)
- International Strategy, People Management and Salford Law (ISPMSL)
- International Marketing & Services Management (IMSM)
- International Operations & Information Management (IOIM)

Internationally-recognised excellence in core subjects in Business and Management (B&M) has been strengthened by the creation of this matrix organisational structure that unites, for the first time at Salford, research, enterprise and teaching in academic units, and the three strands of research activity that were submitted to different panels at RAE 2008 (B&M, LIM, and Stats/OR). Thus, Salford Business School presents itself as a business school with excellence and critical mass in business disciplines in line with the University's enterprising mission—to deliver research with impact globally and in our city-region—together with core competencies across all primary business disciplines.

Research quality and engagement has realised a step-change during the REF 2008-2013 period including: almost doubling the percentage of staff submitted (compared to RAE 2008), all of whom can demonstrate outputs of at least international excellence standard; a 19% increase in research income generation; and a 129% increase in PhDs awarded.

Salford Business School has a compelling record of generating research in partnership and takes an institutional approach to support its focus, evidencing and promoting its impact in the round with *Salford Impact*. B&M research at the University exemplifies *Salford Impact* and evidences research practice through applied research projects that benefit the communities in which the research is embedded, specifically:

- SMEs (located locally and globally);
- city-regions, regional government, and international organisations;
- the construction industry, their clients and suppliers;
- international rail operators and their commercial partners;
- rail trades unions, their members and employer organisations;
- national and international sports and gaming administration agencies and regulators, the industries, athletes and fans they serve, and sports policy makers;
- football governing bodies, professional football leagues, managers, fans; and,
- gambling regulatory authorities and policy makers including the Department of Culture, Media & Sport, the UK Gambling Commission, the Responsible Gambling Strategy Board.

b. Research strategy

Evaluation of RAE 2008 strategy

For 2008-13, our research strategy articulated in RA5a was:

1. to focus the agenda on research with rigour and relevance aligned with the University priority of regional and global industrial impact;
2. to achieve internationally-recognised B&M research excellence;
3. to be able to demonstrate areas of world-leading research strength;
4. to increase critical mass in the research environment;
5. to increase PGR output and research income.

All 5 objectives have been met. Growth and quality enhancement is evidenced as follows.

- Objectives 1 & 2: Our 3 impact case studies have been evaluated by our School advisory board of senior industry leaders and policy-makers (representation includes BIS, Ing Commercial Banking and Timpsons) as internationally-excellent with substantive evidence of world-leading impact; the 19% increase in research revenue in the REF period from a

diverse range of funders demonstrates both the rigour and relevance of our research; our engagement and esteem indicators detailed below demonstrate our international reputation; and the quality of our published outputs (as below) demonstrate the excellence practiced.

- Objectives 2, 3 & 4: The number of Category A researchers submitted has grown and the quality of submissions has significantly increased: 14% of academic staff at 2001 and 12% at 2008, and 22% of academic staff for REF2014. Heuristic analysis of submitted outputs using the ABS Journal Quality Guide and various citation indices (e.g. Scopus, ISI) conclude a grade point average total submission of 2.95 with a 2.75 – 3.25 range.
- Objectives 4 & 5: PhD-qualified staff have increased (49% in 2008, 65% in 2013); PhD students registered have increased (26 at the time of RAE 2001, 42 at RAE 2008, 127 at present); the number of PhD completions has increased (9 for the RAE 2001 period, 35 for RAE 2008, 80 for this REF period); research revenue generation has increased to a total of £2.5 million for this REF period (£160K per annum for RAE 2001; £420K p.a. for RAE 2008; and £500K p.a. for REF 2014).

We have evolved the strategy to reflect changing economic and societal priorities, and focused the School on core B&M disciplines through new appointments in Marketing (3 chairs, 1 reader, 2 GTS), Finance and Accounting (3 chairs, 1 lecturer, 1 GTS), General Management (1 chair, 1 lecturer); People Management (1 chair, 3 GTS), Strategy (1 senior lecturer). Finance and Accounting is well positioned to exploit synergy with research-informed teaching excellence (BSc Finance and Accounting is rated 1st in the NW and 2nd in the UK on NSS).

Objectives for 2014-2018

We aim to move from a position of rapid development reflecting international excellence to one of established world-leading excellence by:

- Developing research in which we are world leading (Sports Business) and can be world leading (Social Business; Digital Business; Sustainable Marketing; Accounting in Less Developed Countries; and Diffusion of Management Accounting Knowledge) through increased external engagement with industry, funding bodies, overseas universities, and government policy makers;
- Maintaining research in our areas of strength (Marketing; Strategy; Finance and Accounting; Economics; Operations Management and Management Science; People Management and Employment Relations);
- Investing in key business research areas (Entrepreneurship; Innovation; Organisational Behaviour and Psychology) that will complement our existing strengths;
- Horizon scanning to ensure we anticipate economic and societal innovation and higher skills needs (e.g. developments in big data applications resulting from current expertise in business statistics and marketing);
- Moving to a new state-of-the-art building dedicated to the School (opening Nov. 2013);
- Providing a world-leading environment for Postgraduate Research study.

These objectives will ensure that our research is relevant to our stakeholders, is financially self-sustaining, engages all academic staff in scholarly pursuit, and fosters a stimulating, aspirational and supportive research environment across business disciplines, in line with business, community & public policy needs, and underpinning teaching on our innovative taught masters and undergraduate programmes.

Research performance is monitored through: staffing (% internationally excellent; % research active; % with a PhD); citations (on a number of metrics); PGRs (admission, retention and completion rates; student to staff ratio); student satisfaction score measured through our own PGR student survey and NSS; research income (by source); research impact (numbers of internationally excellent impact case studies, KTPs, media engagement, expert roles outside academia); and research environment (numbers of international research fellowships, seminars, journal editorships, conferences organised, sabbaticals).

Developmental priorities

The new centres articulate our world-leading research (e.g. in *Sports Business*) and provide vehicles to develop new initiatives aligned to multi-disciplinary themes: responsibility (e.g. CSR and sustainable consumption); innovation and sustainability (e.g. SME development through training); digital business media and big-data (e.g. fourth generation retailing). These centres

tap funding streams (e.g. industry courses), focus postgraduate research activity (e.g. through Graduate Teaching studentship (GTS) support), and engage with stakeholders so that they (the centres) will be both research generators and financially sustainable. Salford Law, very recently integrated with Salford Business School, will be the focus of synergistic developments in Corporate Law and Law for the Digital Industries (IP, Media and Cyber Law).

Mission

“Salford Business School aims to be the regional and international first-choice for next-generation business, management & legal education and research developing graduates, managers and leaders in the digitally-connected, complex global knowledge economy who are transformational in thinking, behaviour and practice. We are here to create the agenda for and expressly serve the innovation, training and skills imperatives of the global economy and wider information society: Creating globally-relevant leaders and leading innovation in the digital & media, financial, legal services, sports business and technology industries”.

Underpinning our research and this mission is a focus on responsibility, supported by Salford University’s long history of embeddedness in the local community, engagement with industry (from the 1960s), and awareness of environmental issues and the interconnectedness of research with the world both biologically and physically, and culturally and economically. The new *Centre for Social Business* operationalises this, for example. Research in the economics of gambling has focused on the impact of problem gambling, regulation of gambling, gambling policy (e.g. Child Gambling Prevalence Survey 2009, CCPR Report, **McHale, Forrest**), and lottery regulation (**Percy, Forrest** advise the National Lottery Commission on the fairness of draws). That we aim to support those in business who function responsibly not only towards their own business but also towards the environment, community and society is evidenced by our research in: responsible tourism (e.g. Graduate Teaching appointment in “slow tourism”, the impact of tourism on urban communities); corporate governance (studies of the development of NGOs and civil society in Russia and industry response to environmental regulation, **Crotty**); employee behaviour (**Chang**); financial stability of Chinese firms (**Liu**); ethical consumption (**McEachern, McGoldrick**); health governance and Sarawak government policy (System Dynamics studies by **Dangerfield**); **Broderick** and **Sahadev**’s work on sustainable marketing and transformational consumption research; diffusion of management accounting innovations in both developed and less developed countries by **Yazdifar**; portfolio management through crises (**Sorwar**); the role of middle managers in strategic development (**Thomas**); employee relations (**Darlington**’s seminal book on radical unionism); sports modelling (**Percy**’s work on paralympic sport and **Scarf**’s work on fair tournaments, **Forrest**’s study of referee bias); and **Griffiths**’ work on gender issues in IS.

Research in the business and management disciplines

Technology-led, applied innovation is facilitated through our multi-disciplinary centres. The *Centre for Sports Business* (**Baker, Forrest, McHale, Percy, Scarf**) is a new, exciting development that leads the world in quantitative research in Sports Business: the Centre organises Mathsport International, the first international conference series on quantitative analysis in sports, initiated by **Scarf** in 2007; **McHale** chairs the Royal Statistical Society Sports section; **Scarf** and **McHale** developed the EA Sports Player Performance Index for the FA Premier League, a rating system for football players and the first commercial rating system developed for individual players in a team sport. **Forrest** is a key advisor to European sports administrators on sports integrity. **Forrest** et al. are number two in the world for published output in Sports Economics (Sanchez, Castellanos & Dupico, 2010). Interests include sports finance, economics of sport and well-being, leadership and accountability, sports statistics relating to e.g. performance measurement, tactical decisions, design of rules and tournaments, match outcome prediction.

The *Centre for Digital Business* (**Griffiths**) creates a dynamic, externally focused vehicle for informing and disseminating the research of a well-established group of academics that have made important contributions to the IS field and who share an interest in the social and organisational aspects of IS and ICT. Research has considered the impact of technologies in the workplace, including ERP, CRM, Enterprise 2.0, mobile technologies and open-source software systems, examined from the viewpoint of project management, knowledge management, outsourcing, learning, information governance/security and gender issues.

Digital media and social networking are areas of focus at Salford, including social media marketing, search engine optimisation, on-line behaviour and ethics, and virtual team working.

The *Centre for Social Business* (**Broderick, Crotty, McEachern, McGoldrick**) promotes research and consultancy in areas such as microfinance, community issues, social housing, sustainable design, corporate social responsibility, ethical consumption, and business ethics, engaging with national and international networks that address social business issues and with the City of Salford. E.g. **Broderick** has developed a “Framework for Intercultural Competency Development” to help business navigate multi-cultural, global markets; **McGoldrick** has worked with Tesco to help establish funding for the Sustainable Consumption Institute; **McEachern** is investigating socially responsibility in SME management practice and **Crotty** likewise in transition environments. The centre is a leading example of our commitment to responsibility in our research and has received support from Muhammad Yunus.

The discipline groups themselves make sustained research contributions with economic value, locally and globally. *International Accounting, Finance and Economics* (**Forrest, Yazdifar, Liu, Sorwar**) is a broad-based subject group, with research strengths in the main sub-areas of finance and markets, financial reporting and management accounting and control systems, diffusion of management accounting innovations, and sport and gambling markets.

International Strategy, People Management and Salford Law (**Chang, Crotty, Darlington, Thomas**) research focuses on strategic management and leadership development, divided into two levels regarding focus and unit of analysis: i) macro-organizational areas (managing organizational change, leadership and employee engagement, employment relations, trade unionism, employment law, international and comparative HRM and HRD practices, organizational learning, knowledge and information management); ii). micro-organizational areas (work-life balancing and social harmony, the impact of organizational and technological innovation on human capital, exploration of the value chain).

International Marketing and Services Management (**Broderick, McEachern, McGoldrick, Sahadev**) focuses its research on emerging research domains like digital marketing, new product development, services management, international marketing, tourism marketing, political marketing and branding strategies. Core work surrounds the consumption of products and services with special emphasis placed on cultures and subcultures; ethical consumption; shopper behaviour—both online and in physical retail environments, management of front-line employees, destination marketing and management of boundary spanning elements.

International Operations and Information Management research outside the centres broadly falls under two headings. In *Operations and Global Logistics Management* (**Dangerfield, Scarf**) the School is both investing and developing existing expertise. Themes include: models of quality management, lean organizations, agility and business excellence; global supply chain management; risk and crisis management; integrated service solutions for complex technical systems; automation and cognition in factories of the future. In *Management Science and Statistics* research (**Baker, Dangerfield, McHale, Percy, Scarf**) high quality projects address decision problems confronting business, industry, health care and Government. Outputs include: models of maintenance and reliability; strategic decisions using system dynamics; statistics and OR in health care management; and general underpinning methodologies (e.g. **Baker**'s work on multivariate analysis underpins research in sports business).

Research is led and managed within the discipline groups (AUs) by the AU Heads and Research Convenors (RCs). RCs report to the Associate Dean for Research and Innovation (ADRI) through the Research and Innovation Committee (CRAIC). This committee meets six times a year, overseeing matters relating to academic quality, standards and enhancement of research programmes and research activity, reporting to and advising the School Executive on the strategic development of Research and Innovation. The ADRI leads research and innovation in Salford Business School, setting the strategic priorities and operationalising these in the School plan. The ADRI sits on the School Executive committee, reports to the Dean, and chairs CRAIC. The ADRI is assisted by the Postgraduate Research Director (PGRD) who looks after all matters relating to Postgraduate Research programmes (FT and PT PhD and MPhil). The professoriate also provide named mentoring roles to support early career researcher (ECR) development. Administrative support is provided by a Research Manager

and a Research Support Officer.

c. People, including:

i. Staffing strategy and staff development

Building capacity and capability is an integral part of our research strategy. Our staffing policy centres on the development of existing and new researchers through the mechanisms described below. Since 2008, 24 of the 25 staff recruited have PhDs and 5 staff have gained PhDs bringing the percentage of PhD qualified staff for the Business School from 49 to 65%; 9 (FTE) professors and 2 readers have been appointed over the period.

The research workload for staff members is set by the School. All staff undergo a regular unified PDR (annual and mid-term) with their line manager which includes research activity as part of overall academic workload (line managers consult with the ADRI to ensure research activity is properly included). Objectives for reviews are set within the University's Academic Career Path descriptors. All staff are eligible to apply for research leave after seven semesters of normal service under the School's sabbatical scheme. To ensure equal opportunity for early career researchers, a number of sabbatical awards are reserved for non-professorial staff. All staff in the School are given the opportunity annually for review against the Academic Career Path criteria, either for HERA re-grading to Senior Lecturer (in the case of Lecturers), or for promotion to Reader/Professor by the University Professorial Promotions Committee (**Darlington, Griffiths, McHale, Percy, Scarf** have been promoted during the REF period).

Newly appointed staff are all placed on a one-year probationary period, and are allocated a formal mentor from among senior staff in their disciplinary area. New staff who are ECRs are given partial teaching loads in their first year. Research training and development is included within the induction programme. There are University-wide staff support schemes, such as the Vice-Chancellor's Research Scholarship Scheme for ECRs and members of staff new to research. School strategic investment funds, together with a rigorous programme for staff development at School and University level, ensure that staff are able to extend their skills and competencies in a number of areas, whilst ensuring the high-standard infrastructure and services are provided to our students and contract researchers. School initiatives to grow research capability (e.g. "Converting PhDs to publications", "Joint internal bidding", "area specific training" e.g. Structural Equation Modelling with AMOS) have been developed.

To improve supervisory skills and update staff on new PhD regulations, all staff undertake supervisory training that includes equality and diversity and widening participation. In 2010, the University was one of only 10 institutions recognised by the European Commission for its work in supporting the professional development of its researchers, meeting a Concordat to support career development of research staff. Also, researcher development opportunities offered at Salford played a significant role in retaining the European Commission HR Excellence in Research Award in 2012.

External researchers are linked to activity within the School through the University's Visiting Research Fellow (e.g. Dr Salmi Edawati Yaacob) and Visiting Professor schemes (e.g. Prof. Aris Syntetos, Cardiff Business School).

ii. Research students

Our research student community is an integral part of the research we do. Postgraduate research activities are managed by the PGR Director within the School. We are a member of: the UK GRAD Programme, which is committed to working with universities, supervisors and other national organisations to support doctoral researchers; the Northern Advanced Research Training Initiative (a network of research-based B&M Schools in the N of England).

PGR student recruitment has been a target for improvement over the REF period (success is evidenced by the increase in number of entrants from 19 in 2007 to 40 in 2012). PGR supervision is supported by a supervisory team (two supervisors and a personal tutor for each candidate). Elected PGR representatives sit on school committees to ensure that the voice and expectations of students are heard and acted upon. Diverse PhD modes and pathways exist (full-time, part-time, split site and PhD by submitted works) to maximise the number of students we recruit. The University-wide Graduate Teaching Studentship (GTS) scheme, which started in 2003, funds PhD studies and provides teacher training, and has been very successful. The scheme has funded over 30 GTSs, including 9 in this UoA over the REF period. We have also

used external funds to provide studentship opportunities (6 EPSRC DTAs; 1 KTP funded PhD).

All PGR students complete their doctoral studies under the University regulatory framework for progression, with three formal progression points: a) the Learning Agreement, completed with their supervisors within three months of registration, to identify their broad research plan, training and development needs and doctoral timeline; b) the Interim Assessment, at the end of first year (full time); c) the Internal Evaluation, at the end of second year. Further, annual progress reports by supervisors and self-evaluation documents by the students are scrutinised by the PGR Director, with any issues arising brought to the attention of the ADRI. The success of this targeted progression framework can be seen in the rise in PGR awards over the REF period (129% increase in awards). The University and School both provide appropriate development in generic and subject-specific skills for PGRs. The University Research and Innovation unit (formerly Research and Graduate College) provides generic training through its Salford Postgraduate Research Training programme (SPoRT) workshops which are aligned with the national Researcher Development Framework. These cover aspects of doctoral study (e.g. expectations in the Progression Points and “surviving the viva”) as well as introductions to core research skills (e.g. getting published, making a presentation, writing conference papers). SPoRT also provides introductions to key methodological approaches and software—focus group research, interviewing techniques, NVivo and SPSS. This programme has grown significantly since 2008 (from 51 sessions in 2008-9 to 76 in 2012-13; from 441 participants in 2008-09 to 844 in 2012-13). The School provides customised training through its Doctoral Training Programme, with weekly lectures and workshops, particularly in the areas of quantitative and qualitative methods for business research. The School organises Postgraduate Research Symposia, fora for the presentation and discussion of research in progress. All PGRs attend the Salford Business School seminar series. The Salford Postgraduate Annual Research Conference (SPARC) is a further forum in which students and ECRs across disciplines present their research and gain feedback; this forum is fully mapped onto the national Researcher Development Framework. Annual review of provision (based on attendance, supervisors’ views, and student feedback) informs future development (e.g. in response to the 2011-12 evaluation, sessions on Getting Started with the PhD and Academic Writing were expanded, and new sessions added on impact, project management, focus groups, and personal branding). Using Blackboard Collaborate, R&I and the Library have expanded one-to-one online support for student access off campus. The School provides financial support for development and conference attendance (e.g. NATCOR training).

Within the University’s Student Life unit, a specialist adviser on PGR careers is available. More generally, the Students’ Union elects a dedicated postgraduate Vice-President (two previous Union Presidents since 2008 themselves being postgraduates). In the last internal Postgraduate Research Satisfaction Survey carried out by the University of Salford, 83% of our students responded positively to a series of questions related to academic support.

d. Income, infrastructure and facilities

It is our strategy in Salford Business School to work with a diverse range of funders from different sources and sectors. Funded projects include numerous Knowledge Transfer Partnerships (KTPs) (e.g. Pressurlink Contracting Ltd £117,485.00, BETA Group Ltd £118,001, Cetus £136,852, Dynamic Digital Campaigns £81,000, eLaw System £81,000, Point of Sale Materials £79,000, Tameside Housing £60,577, Valves Instruments Plus Ltd, £110,322.00). These reflect our strong emphasis on industrial relevance. Sustained EU support has been obtained for projects that develop online training courses for entrepreneurs and SMEs (Employability Learning through International Entrepreneurship, Innopolis, Enterprise Cultural Heritage €353,207, and Passport to Trade €292,000). Other EU support includes the DEHEMS project (£295,460) to study domestic energy consumption and monitoring systems. The ESRC has funded work in social citizenship (£37,000, 2009-12, **Crotty**). Sustained funding has been obtained from EPSRC for research into forecasting for stock control (£219,938.41 for group shrinkage methodology research; £58,559 for stock control forecasting for slow moving items, that commercialised earlier pre-2008 EPSRC funded research; and the related “System Dynamics and the bull whip effect” project £21,000), and into asset management (Service and Support Solutions £123,843, and follow-on commercialisation £11,022). The EPSRC funded Totem, a large, collaborative project (£1.39M) has developed digital technology (an online,

smart-phone platform that reads and writes media to a bar-code tagged object) that allows people in heritage, social and industrial communities to attach digital media to physical artefacts so that memories and stories associated with objects can be explored. The AHRC has funded (£10,000) a scoping study to determine capital needs to support leading edge research using new media technologies. Other key funders are British Academy (e.g. **Crotty** £1,999 to study NGO capacity in Russia, **Darlington** £7,440 to study union militancy, following earlier funding), Erasmus, CIMA, and NSC (e.g. **Chang**) and the HEA. Local authority funding has been won from Manchester City Council and Salford City Council (£10,000) to study enterprise culture (work directly related to EU funded projects discussed above).

The School and University believe that research facilities and the research environment impact on the motivation to do research and the quality of research outcomes. All researchers (Staff and PhD students) are provided with the required and suitable space and facilities to conduct their research. We take active steps to ensure that we provide an environment which is supportive of postgraduate activity in order to foster and nurture young talent. Our postgraduate research students have access to a variety of technical facilities which include, inter alia, technical equipment that was purchased through SRIF, including collaborative working video conferencing facilities. In addition, our researchers benefit from SRIF2 investment in technical provision (the ThinkLab). Other dedicated facilities for research, include dedicated Research Rooms, Library, and Digital Work Studios. The 'ThinkLab' itself is a state of the art facility in which researchers can harness the latest ICT developments to solve current and future challenges faced by industry, commerce and the community. The University has invested £1.2m since 2008 in the ThinkLab facility.

e. Collaboration and contribution to the discipline or research base

Editorships and Editorial Board membership **Scarf** serves as Editor in Chief of IMA Journal of Management Mathematics, ABS 2*; **Dangerfield** served as Executive Editor of System Dynamics Review, 2002-11, ABS 2*. Senior colleagues hold editorial board memberships (e.g. J of Retailing, ABS 4*, J of Business Research, ABS 3*, **McGoldrick**; J of Marketing Management 3*, **Broderick**; Work Employment & Society, ABS 4*, **Darlington**; Corporate Social Responsibility and Environmental Management, **Crotty**; International Marketing Review, **Sahadev**; Management Decision, Journal of Documentation, New Library Review and the International Journal of Electronic Marketing and Retailing). **Darlington** is also an editorial advisory member of the journal Employee Relations. Members of the unit have edited special issues in world class journals, e.g. Journal of Marketing Management (**Broderick**, **McEarchern**); International Marketing Review (**Broderick**); Capital and Class 2012, and Historical Studies in Industrial Relations 2012 (**Darlington**). **Dangerfield** was Section Editor for System Dynamics in the 'Encyclopaedia of Complexity & Systems Science', (Springer, 2009), co-edited 'Discrete-event Simulation and System Dynamics for Management Decision-making' (Wiley, 2014), and 'Complex Systems in Finance & Econometrics' (Springer, 2011). Many staff act as referees for prestigious peer-reviewed journals.

Conference organising: as chair or stream or track organising Salford Business School hosted the BAA special interest group on research in accounting in emerging economies in 2012 (chair: **Liu**). **Griffiths** is on the international organising committee for AOIR. Our researchers have chaired 7 international conferences on Modelling in Maintenance and Reliability (**Scarf**), and chaired four international conferences on mathematics in sport (**Scarf**, **Percy**), including two at Salford, and guest edited corresponding issues of the *IMA Journal Management Mathematics* (**Percy**). **Dangerfield** was Programme Chair for the International System Dynamics Conference in Athens in 2008. **Darlington** was co-organiser of "Struggle, Solidarity and Defeat: 1913 Dublin Lockout Centenary Conference". Our researchers have established the "Organizational Learning Conference – Middle East and North Africa" (www.olcmena.com). Many conference streams have been organised at national and international conferences (e.g. OR50, OR55). **Thomas** was SIG co-chair for the BAM Organizational Psychology track (2010-2011). Dissemination work at major conferences is on-going: at European Conference of the International Labour and Employment Relations, British Academy of Management, International Association of Applied Psychology.

Representation on learned bodies **Broderick** is Vice-Dean of the Chartered Institute of Marketing Academic Senate, non-executive director of ABS and past Conference

Chair/member of Research Executive of the Academy of Marketing. We have membership of the ESRC peer review college (**Broderick, Dangerfield**); **McGoldrick** uniquely among UK academics is a member of the Board of Governors of the (US) Academy of Marketing Science; **Scarf** is a member of the executive committee of NATCOR, the EPSRC funded taught course centre in OR. **Dangerfield** is a member of the General Council of the OR Society and a member of the Education and Research Committee. **Percy** is a council member of the IMA and a member of its conference committee. **Darlington** was an executive member of the main professional body in his field, the British Universities Industrial Relations Association (BUIRA), between 2005-11. **Griffiths** is a member of the AIS Task Force of Women in IS, a global initiative. Other staff appointments include: board of the UK Academy for IS; chair of the IFIP WG 9.5 on Virtuality and Society; chair of the Psychology of Programming Interest Group.

Engagement with industry Our strong industry focus is emphasised throughout this narrative. Further extensive details relating to the work of e.g. the *Centre for Digital Business* can be found here: <http://www.salford.ac.uk/business-school/business-services/centre-for-digital-business/projects>. Other examples include: the *Centre for Sports Business* development of the EA Sports Player Performance Index (**McHale, Scarf**) for the Football Association, Press Association, and Football DataCo, the official player rating system for the FA Premier League; **Percy** has worked with Winmau to prototype an unbiased dartboard and advises the International Paralympic Committee for Alpine Skiing on models for racing factors; staff have also worked on projects with Sporting Index (**McHale**), Central Council of Physical Recreation (**McHale, Forrest**), lotteries agencies (**Forrest, Percy**), British Cycling (**Scarf, McHale**); **Darlington** works with unions (e.g. RMT) on "Effective Union Organisation". **Darlington** also works with the Hans Böckler Stiftung and Wirtschafts-und-Sozialwissenschaftliches Institut (WSI) in Germany on strategic dilemmas and opportunities facing European trade unionism (http://www.boeckler.de/index_wsi.htm).

Collaborations **Yazdifar** has been invited as key speaker at several conferences in the Middle East. With researchers there, he expands the contemporary wisdom of management accounting change being manifested in a regime of religious ideology and a programme of privatization. A project in the Islamic Republic of Iran can be applied to other Muslim countries (more than 22 countries). **Chang** provides HRM services ("bonus policies only contribute to employee performance when organisational justice is apparent") to enterprises in China, Taiwan and Thailand. Other staff contribute to the work of the British Psychological Society, CIPD and HEA. **Crotty** is engaged with NGOs in Russian on work related to corporate citizenship, and has advised the Russia Minister for International Development. On 16th May 2013, Professor Muhammad Yunus, holder of the Nobel Peace Prize, the Presidential Medal of Freedom, and the Congressional Gold Medal, launched the *Centre for Social Business* (Director: **McEachern**) at a reception for 300 stakeholders. This and the Yunus Social Business Awards (<http://www.salford.ac.uk/business-school/research/centre-for-social-business/yunus-social-business-awards>) demonstrate the esteem with which research at SBS is held by its peers. **Percy** collaborates with reliability modellers through a prestigious LMS grant; **Broderick** forms part of an international team of 12 authors whose research spans widely different marketplaces in the US, UK, France, South Africa, former CIS countries and the Middle East to help consumers, marketers, community groups, NGOs and policy makers navigate the successive steps towards intercultural competency and business success in multicultural marketplaces; **Scarf** advises the science research councils of Chile (CONICYT) and Canada (NSERC), and collaborates on asset management with academics in Spain, Brazil and Australia. **Forrest, Baker, McHale** collaborate with two Spanish research groups, one for lottery research (funded by the Spanish lottery agency) and the other (Madrid Sportometrics Group) for investigation of issues in sport such as managerial turnover in football and winning Olympics medals. **Forrest's** other collaborations are with researchers in Finland, Switzerland & USA. **Dangerfield** was Visiting Prof at Universiti Teknologi Malaysia in 2012. A collaboration of **Sahadev** with researchers in Turkey on environmental management practices won a best paper award at AOM 2013 (Florida); he also works with Indian business schools on a British Council funded project on sustainable marketing. A collaboration between **Thomas** and Prof. Veronique Ambrosini at Monash won "Best Paper" award in the SaP track at BAM 2010.