

<p>Institution: London Metropolitan University</p>
<p>Unit of Assessment: 19 - Business and Management Studies</p>
<p>a. Overview</p> <p>Formed in 2013, the present London Metropolitan Business School is an integral part of the University's recently established Faculty of Business and Law, and is the result of a major restructuring of its predecessor. An extensive reorganisation of the pre-existing School was undertaken in 2012/13, creating thereby valuable opportunities for re-strategizing research activities and priorities within the business and management area and for the formation of a solid platform for the expansion of business-related research within the University in future years. Specifically, the new Business School now concentrates its research heavily on 'mainstream' business and management topics and aims to serve the corporate business community, as opposed to engaging in more general social science research involving, for example, politics or international relations, sociology or psychology. Additionally the School is pursuing a highly focused strategy intended to generate outputs of 3* and 4* quality and to nurture <i>genres</i> of projects that are most likely to lead to publications of 3*/4* calibre. In line with this approach, the present submission is restricted to individuals whose submitted publications are deemed to be of at least 3* level assessed in terms of Version 4 of the Association of Business School's Journal Quality rankings and through external reviews of the entered outputs undertaken by expert, senior and respected academics in relevant specialist fields.</p> <p>The School has two core divisions serviced by three professors and three readers. Professors are responsible for implementing the School's research strategy and for co-ordinating research activity; readers are tasked with the organisation of research training for staff and for PhD students and with raising external funds. Research strategy within the School is determined by a Professoriate Committee which operates alongside a Faculty Executive chaired by the School's Dean. Each division has three research centres that undertake projects, bid for external research income, and arrange research workshops and seminars. The latter extend to seminar series in Global Business Policy, Progressive Leadership, Human Resources Management and Marketing Communications. The School supports research through a system of time allowances for research active staff, through encouraging staff to present papers at national and international conferences, through holding an annual internal Faculty research conference, and through a range of research training programmes. The Chair of the Professoriate Committee serves on the Faculty Executive.</p>
<p>b. Research strategy</p> <p>b.1 <i>Achievements since 2008</i></p> <p>Since January 2008 the 40 or so research active staff within London Metropolitan Business School (including members of staff who have since left the University) have produced over 350 publications in refereed academic journals, books and book chapters. Around £732,568 of research funding has been obtained. Members of staff have won numerous best paper prizes for publications in academic journals and for presentations at international academic conferences (see section 5 below for examples). Twenty PhD students have been graduated. Additionally two post-doctoral supervisions were successfully completed under the EU Sectorial Operational Program (Human Resources Development).</p> <p>Support for research within the Business School has continued since 2008 despite financial exigencies. Strong national and international partnerships have been developed, increasing numbers of staff have become involved in research, important national and international conferences have been hosted and new and promising lines of research have been pursued. Several Faculty members who were recruited as research assistants have progressed to lectureships and senior lectureships at this University or at other institutions. The School's international standing has been enhanced by the appointment of many of the School's research active members to the editorial boards of leading international journals. During the period since the</p>

2008 RAE the School's research outputs and activities have been embedded within curricula and syllabuses, especially in Masters' courses and the School's growing Doctor of Business Administration (DBA) programmes. The School's research centres have attracted visitors from prestigious universities across the world. Notable achievements recorded by the School's research active staff during the current REF review period include the completion of a large scale EU-funded project entitled 'Ethno-magic Going Global', which involved the development of culture based industries to benefit rural communities residing in six districts of West Bengal; the leadership of another EU (Interreg Programme) project aimed at nurturing the adoption of zero-emission plug-in electric vehicles in west European countries; and pioneering work on monetary policy undertaken by the School's Economics section supported by a number of grants from the ESRC. The School's Centre for Research in Marketing has been responsible for over 40 publications and six best paper awards over the review period and has continued to consolidate its international reputation (evidenced by the presentation of Academy of Marketing's Lifetime Achievement Award to its Director in 2011). Similar success was achieved by the Cities Institute, a research unit that was located in the Business School for much of the duration of the review period. (In September 2013 the Cities Institute was relocated to a different part of the University consequent to a reallocation of research resources.)

b.2 Objectives for the next five years

Consequent to a major restructuring of the Business School finalized in 2013, research activities have been rationalised and consolidated in order to continue to improve the quality and business impact of the School's research work. This extensive restructuring of the Business School resulted from a large scale reconfiguration of the University's overall Faculty structure occurring in 2013 and the previous year. In consequence, resources relating to research within the Business School have been concentrated into subject groupings respectively concerning (i) accounting, finance and economics, (ii) business and management, and (iii) the creative industries. All the School's professors and readers are located in a research Department headed by the Chair of the School's Professoriate Committee. Professors and readers service the three groups *via* the provision of research leadership (of research centres and thematic research teams); staff development activities for research active members of Faculty, and inputs into pedagogic duties including curriculum and syllabus design. Professors generally manage a group's research work, direct projects and mentor novice researchers. Readers are mainly concerned with external relations and fundraising, with the design and development of research training, and with overseeing research students. Moreover, readers act as Early Career Research Champions for newly appointed staff and represent the latter in various University forums. Individual research allowances have been replaced by *project based* allowances whereby a quantum of resources is allocated to each approved project, to be divided up among the project's members (one or more of whom will be novice researchers). This arrangement is designed to enable recent (typically post-doctoral) recruits who possess limited research experience to begin their substantive post-doctoral research careers with the assistance of people with more extensive research profiles. Project based resource allocations include time allowances for relief from teaching and administration, conference attendance allowances, and *ad hoc* payments for software, research assistance, clerical support, and so on. Applications for project based resources are considered by the Professoriate Committee and ratified by the Faculty Executive.

The aim is to enlarge the quantity of the School's research outputs over the next five years. High quality research outputs will be sustained through (i) the School having created precisely themed targets (with themes directly related to the work of the three subject groupings), (ii) concentrating resources on the attainment of these themed targets, and (iii) increasingly involving novice researchers in the formulation and execution of projects. During the coming years, appraisal of the School's research efforts will be based not only on the number and status of resulting publications but also on the relevance of outputs to the subjects taught within a group and to the research themes the group has selected. For the next five years the School's research will concentrate on business-related (rather than general social science) topics, in accordance with the School's refocusing of its identity as an organisation quintessentially involved in research that concerns mainstream business and management subjects. Research in the general social sciences (e.g.,

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sociology, politics, international relations) previously completed by members in the Business School has been reallocated to other Faculties within the University. To qualify for support, research projects need to demonstrate a significant impact on business as well as academic credibility and rigour. The selection of topics likely to receive support will be informed by a recently established Consultative Forum consisting of senior executives in UK and international companies with which the Business School has connections. The Consultative Forum is tasked with identifying 'hot topics' in various business fields and with suggesting the sorts of research that business users will find the most useful. Focus groups comprising Forum members will be convened every six months to discuss relevant issues. Additionally, short questionnaires will be distributed to Forum members, plus the School's 50 or so visiting professors asking them to specify topics they believe to be especially worthy of research. This approach will help bridge the 'academic-practitioner divide', and possibly will result in commercial sponsorship of projects that the Consultative Forum finds interesting. Members of the Forum may be able to contribute financial support from their own companies, or might act as intermediaries *vis-à-vis* obtaining funding from third parties.

In the future, bidding activity for external funds will concentrate on opportunities in the commercial sector rather than on bids to Research Councils. Members of staff who wish to bid to Research Councils may of course do so, but such bids will not be the main focus of the School's external fundraising efforts. Instead the aim will be to establish a solid and sustainable commercially-based long term facility for funding business research.

Staff training in research will increase substantially during the next five years. Assistance and facilities currently available at the University level will be supplemented by a number of Business School initiatives. Thus, a research staff development infrastructure is being developed *within the Business School* rather than relying mainly on University-wide facilities. This infrastructure will involve training events (especially in areas connected with research methods, technique and publishing) and a formal mentoring system. Responsibility for organising training events will lie with the School's three establishment readers, who will liaise and coordinate training activities at two levels. Training events at level one will involve generic research skills, e.g. how to complete literature reviews, how to conduct surveys, how to get work published, and basic courses (for PhD students as well as staff members) in quantitative and qualitative methods. Level two activities will be discipline based and concern techniques specific to a subject area, e.g., structural equation modelling, use of specialist analytic software (M-plus for instance). Researcher exchange mobility *via* international visits and work placements will be encouraged.

b.3 Strategy and structure

Strategy pertaining to research is implemented through a Professoriate Committee that meets once a month to discuss matters such as research student management and progression, the configuration and activities of research centres, and research priorities within groups. The Chair of the Professoriate is the line manager of the School's professors and readers and reports directly to the Dean of the Faculty. The University has a research and third stream income committee that meets twice a year. A parallel committee exists within the Business School. Since 2013 the University has operated a Resource Allocation Model (RAM) through which Faculty budgets are aligned to Faculty earned income. Each of the School's divisions receives a budget from this system. Researchers' salary costs are deducted from these budgets. In addition the School allocates a separate budget to research in order to fund staff research training, conference attendance and miscellaneous research expenditures. Lecturers and senior lecturers in the Business School are employed on one or other of two types of contract: 'teaching and scholarship' or 'teaching and research'. The workloads of teaching and research staff are determined jointly by the Chair of the Professoriate, the head of the relevant division and the Dean of Faculty, having regard to project based allowances (see above) and the contents of the personal development plans of individuals who are on teaching and research contracts. Inventories of staff research skills are prepared periodically and form inputs into the personal development plans of each member of the research staff.

b.4 *New and priority research areas*

As mentioned above, the School's main research priority is to focus research activity on business topics and issues. Because the Business School is located in the heart of the City of London, there will be a pronounced emphasis on research connected with financial services. Priority areas for research include the marketing of financial services, business and financial forecasting, and the analysis of capital structures and corporate risk. Other major fields to be given precedence are enterprise development, remuneration systems, employee talent management, service sector management, and issues connected with the marketing and management of London's burgeoning arts and creative industries (including organisations in the not-for-profit sector).

Additionally the School is increasingly involved with research into the management of urban regeneration projects. Both of the Impact Case Studies attached to the current submission are within this domain. In 2010 the Business School assumed responsibility for the University's 'Cities Institute', which has a long and distinguished record of high level research and publication in matters concerning urban development. The Cities Institute undertakes applied research into the economic and environmental dimensions of urban life, seeking to produce robust evidence-based outputs that support policy and practice. Both of the impact case studies attached to the submission exemplify how the Institute's work fulfils this mission. The Institute has 2.5 core academic staff (who have been entered into a different Unit of Assessment, given the 'urban studies' dimension of their work) plus three contract staff funded entirely from external sources. Funding for the Institute has been obtained from the EU, the Council of Europe, HEIF, AHRC, the UK Government (notably DEFRA), and from research consultancy. Six PhD students are supervised within the Institute, which has a formidable international reputation in the urban management domain.

c. **People, including:**

i. **Staffing strategy and staff development**

Between 2011 and late 2013 the Business School experienced two major reorganisations which led to the redeployment of a number of the School's research staff. Concomitantly, fresh contractual arrangements were introduced whereby all Faculty members were transferred either to 'Teaching and Scholarship' or to 'Teaching and Research' contracts of employment. All Faculty members with Teaching and Research contracts are employed on full-time permanent contracts. Staff recruitment has resumed and includes the recruitment of professors, readers and other research active staff. Every fresh recruit to the Business School, (whether currently research active or not) is now expected to possess a PhD at the time of engagement.

Each year the University makes available (in addition to established Business School positions) three professorial and three readership posts for which University employees, including members of the Business School, may apply. Appropriate members of staff within the School are mentored and given allowances to help them prepare for these posts. Novice researchers can request time allowances to participate in approved research projects under the guidance of more experienced research staff. Staff performance appraisal procedures for staff with Teaching and Research contracts include the assessment of a person's work against precise targets related to various aspects of research.

University policy is to adhere to all elements of the Concordat on the employment of researchers. Responsibility for implementation of the principles of the Concordat lies with the University's central Research Office. No barriers to the implementation of the Concordat have been experienced. Research students may access an extensive range of courses, training events and seminars. Examples include workshops on 'managing stress experienced by PhD students', 'exploiting intellectual property', 'developing a critical literature review for academic writing' and 'management skills for doctoral research'. Events are structured under four headings: (i) knowledge and intellectual abilities, (ii) personal effectiveness, (iii) research governance and impact, and (iv) student engagement with research, influence and impact. Additionally research students may

undertake Epigeum on-line courses on research ethics, on various technical research methods, career planning and 'getting published'.

The Business School operates a number of systems and processes for the career development of both its research employees (e.g., research assistants and research fellows) and its research active lecturing staff. Individual researchers participate in an annual research 'skills audit' designed to identify Faculty members' short, medium and longer term training and continuous professional development needs, and each year take part in performance management exercises through which they may obtain career development guidance. Additionally, research active members of Faculty attend regular progress and review meetings where they discuss career development strategies. Each person, in liaison with the individual's mentor and line manager, compiles a professional development plan and thereafter maintains a record of progress achieved and training undertaken.

ii. Research students

As regards research students, the School's current policy is to recruit only high calibre and demonstrably well-qualified students onto its PhD and professional doctorate programmes. The School has a Doctor of Business Administration (DBA) programme that is specially constructed for participants who are in full-time employment. In the past the School had many part time PhD students who, unfortunately due to their paid work and family commitments, found it extremely difficult to complete their research. Hence completion rates were low. From 2013 onwards the School's approach has been to recruit mainly full-time students and, critically, to embed them fully within existing teams and projects undertaken within a group. Thus PhD students will be project members and academic colleagues of staff engaged on specific lines of research rather than purely independent researchers. The PhD students involved will be given considerably more resources than has previously been the case.

Where appropriate, research students are encouraged to develop their teaching skills; initially through the supervision of undergraduate projects, teaching small groups, and subsequently through delivering occasional lectures. A number of the School's PhD graduates have obtained lectureships at Universities and other forms of higher education institution in Britain (Universities in London, Nottingham and Scotland) and abroad (Russia, Bangladesh, Iran and the Czech Republic).

A highly successful innovation has been the introduction of 'V-C Scholarships' whereby selected students receive a bursary to cover living expenses plus payment of fees. To date 12 V-C Scholarships have been awarded to individuals pursuing their studies within the Business School. A further 4 students have been granted full fee waivers but without a living expenses bursary. Each year the University hosts an internal PhD students' conference at which students present papers in normal conference style surroundings. Students submit papers to the conference in the same way as they would to a mainstream academic conference and all submissions are double blind reviewed. In addition the University's Postgraduate Student Society publishes a peer-reviewed journal, *Metronome*, which is dedicated to the publication of student research. The journal has an Editorial Board, a review panel, and mirrors the processes and practices of a conventional peer-reviewed journal. Submission to and publication in the journal enables PhD students to gain valuable experience of the issues they will encounter following completion of their doctorates and in later academic life. Each full time PhD student has a desk, access to a computer, stationery, a telephone, and printing facilities. All the School's submitted staff are involved in PhD supervision and the execution of doctoral programmes.

d. Income, infrastructure and facilities

Highly competitive grants have been obtained from, among others, the United Nations Environment Programme and the United Nations World Tourism Organisation (for projects concerning green tourism), the European Union and EU FP7 (environmental improvement), the Council of Europe (SME evaluation), Leverhulme (forecasting), the ESRC (economic and monetary

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policy), the EPSRC (the digital economy), the Financial Services Authority (financial literacy) and the Equality and Human Rights Commission (workplace integration).

The Business School has a dedicated 'Business Development and Funding' section led by a manager who is responsible for (i) income generation, (ii) the provision of support for research grant applications, and (iii) the dissemination of information on opportunities for funding and grants. Additionally the University has a Research and Postgraduate Office which operates a University-wide 'researcher development programme' and offers a variety of on-line resources useful to early career researchers for managing and developing their research activities. The researcher development programme was launched in October 2010 and provides 55 sessions covering a range of developmental opportunities for staff and research students. Its construction was informed by the Quality Assurance Agency's Code of Practice for Postgraduate Research Programmes, the Research Council's recommendations for research training, and the HEFCE *Concordat to Support the Career Development of Researchers*.

e. Collaboration or contribution to the discipline or research base

Members of the Business School have undertaken external research collaborations with many universities in Britain and abroad. For example, from 2008 onwards the School has collaborated with the University of Roehampton (London) and the Business School of the University of Sydney in relation to research into security governance and standards and security management practice. In 2011 members of the School's Centre for International Business and Sustainability created a joint research programme in the area of energy management. Also in 2011 the School initiated a collaborative research project with Queen Mary University (London), the University of Westminster and Anglia Ruskin University to examine 'Students' Sense of Belonging' to their institutions.

Business School staff serve on the editorial boards of many academic journals across several areas of business and management. Examples include Annals of Tourism Research, the European Journal of Marketing, the Journal of Marketing Communications, Journal of Managerial Psychology, the Journal of Customer Behaviour and the Journal of Nonprofit and Public Sector Marketing. Faculty members have won best paper awards at, among others, the conferences of the British Academy of Management, the Academy of Marketing, the International Corporate and Marketing Communications Association, and the International Arts Management Association. Several individuals have been awarded best paper prizes for papers published in particular volumes of academic journals and/or have received 'Highly Commended' awards of the Emerald Literati Network.

Since 2008 the School has organised and hosted a large number of academic conferences. For example, in September 2012 the Business School's Centre for Research in Marketing hosted the Eleventh International Colloquium on Nonprofit, Arts, Heritage and Social Marketing and, in 2008, organised the Doctoral Colloquium of the Arts, Heritage, Nonprofit and Social Marketing Special Interest Group of the UK Academy of Marketing. In 2009 the School co-organised with the London School of Economics and the Chartered Institute of Personnel and Development the Ninth International 'Voice and Value' conference which brought together government ministers, academics, management practitioners and senior trade union officials to discuss employer-employee partnership activities. Also in 2009 the School hosted the three day International Conference on Applications of Digital Information and Web Technologies, which was sponsored by the Institute of Electrical and Electronic Engineers and which drew delegates from around the globe. In 2010 the School hosted, in conjunction with Chinese and Australian partners, the Third International Symposium of the International Alliance of Culture and Creative Industries.

Business School Faculty have moreover made important contributions to professional associations in the business and management field. For example, two individuals serve as Chairs of Special Interest Groups of the Academy of Marketing; another is the Chair of a Special Interest Group of the British Academy of Management. Further instances of contributions include membership of the judging panel of the Occupational Psychology Practitioner of the Year Award; Committee membership of the Association for Heterodox Economics, membership of the Advisory Group for

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the National Youth Agency and membership of the National Executive of the British Society for Sports History.