

<p>Institution: University of the West of Scotland</p>
<p>Unit of Assessment: UoA19</p>
<p>a. Overview</p> <p>In response to the feedback received from RAE2008 we immediately went about the task of reorganising the research structures within this field. The primary purpose of the restructuring, which established a network of Research Institutes across UWS, was to develop critical mass in areas of established research and drive higher quality research in our key areas of expertise. These semi-autonomous institutes provide a framework for UWS to develop sustainable research funding in their areas of expertise. They also foster multidisciplinary and collaborative research. In UoA19 the research agenda is set by the management boards of two research and knowledge exchange institutes (R&KEIs): Accounting and Financial Markets; and Enterprise and Innovation. A new research group was also established to bring support and prioritise research programmes and funding applications for researchers working in the UWS Business School's emerging areas of expertise in Leadership, Organisational Performance and People Management group (LOP&PM).</p> <p>Our submission to UoA19 includes 10.9 academic staff who all reside within UWS Business School. Five are members of the Accounting and Financial Markets R&KEI (research and knowledge exchange institutes); 1.5 are members of the Enterprise and Innovation R&KEI and 4.4 are members of the LOP&PM Group. Staff submitted are shown in bold, other UWS staff who are research active are <u>underlined</u>, and staff in external institutions are shown in <i>italics</i>. Our primary strategy for improving the sustainability and vitality of our research milieu has focused on enlarging our postgraduate research basis base and developing support systems and recruitment processes that are foster a culture of inter-disciplinary interaction, knowledge exchange and the generation of high quality research. The vibrancy of our postgraduate community has a synergistic impact on activities within and beyond the Business School.</p>
<p>b. Research strategy</p> <p>In RAE 2008, UWS Business School submitted to UoA35 and UoA36. Following the publication of the RAE2008 results, UWS developed its strategic research plan 2008-2015 which outlined the University's over-arching aim to become an academic institution with a reputation for international excellence, particularly in applied research. The University stated its intention to concentrate and build on its existing research strengths and develop a lively research and knowledge exchange (KE) culture. From 2011, UWS began restructuring its research community to create critical mass of research expertise. Consequently, 18 new institutes were formed, including the Institutes of Accounting and Financial Markets, and Enterprise and Innovation which strategically develop and manage the research priorities in UoA19. The University will invest over £1 million per annum into these Institutes across the University to 2015 with the strategy they should then be self-funded. These semi-autonomous institutes provide a framework for UWS to develop sustainable research funding in their areas of expertise. The R&KEIs of Accounting and Financial Markets, and Enterprise and Innovation, along with the new Research Group in LOP&PM frame the research structure within the Business School. The institutes consist of 85 Associates from within the Business School and 63 PhD students. Membership is open, fair, and accessible, based on research achievements and future aspirations. The University continues to invest over £1 million per annum to increase its research student population to 500 students by the year 2015 (one third of the present cohort are externally funded). UoA19 has benefited from this strategy; numbers have grown from 11 PhD students in 2008 to 63 in 2013.</p> <p>Immediately following feedback received from RAE 2008, staff development and support was strengthened across the University. In UoA19, staff who did not have research degrees were encouraged to take PhDs; Bannon, Clarke, Ding, Guo (appointed to a lectureship in 2008) Hill, Moyes and Paul completed during the period; Dunn, Fletcher, Gillon (appointed to a lectureship in 2008), Greener, O'Neill, Scott, and Will are current (see Section c ii). The Business School also applied the University policy of recruiting staff with doctoral degrees and has recently undergone a restructuring exercise to create 17 additional posts (see Section c i). This submission consists of 10.9 researchers. Four researchers (Dekkers, Duff, Ishaq, McKinstry) were entered in RAE 2008. Reid (.5), Scullion (.4), and Tarbert have been recruited in this period. Burnard,</p>

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Carnecelli, Ding, Gillon, and Guo are early career researchers.

Plans in RAE2008 – and achievements

For purposes of comparison with RAE 2008, the strategy and achievements in this UoA19 submission are divided into Accounting & Finance and Business & Management, reflecting the two groups and their respective submissions to RAE2008 (UoA35 and UoA36).

Accounting and Finance (RAE2008 UoA35)

We identified four objectives:

- Increase PhD registrations by at least 50%
- Increase PhD completions by at least 50%
- Increase the number of submitted researchers by 100%. This will be achieved by two targeted appointments and the development of two new faculty early career researchers mentored by **Duff** and **McKinstry**
- Increase external income by 200% by use of a wider range of research funding including professional accounting bodies, other charities, EU sources and research council sources.

In response:

- We established the Institute of Accounting and Financial Markets which develops and implements our focus on applied research and knowledge exchange.
- We increased PhD registrations by 150%. The Accounting and Financial Markets Institute regards PhD students as a key element of the research environment at UWS. Since 2008, the group has significantly developed its research student activity. The PhD student community has grown from 7 in 2008, to 22 today by prioritising proposals to support PhDs and increased volumes of self-funded research students.
- We increased PhD completions by 50% (six completions). Completions are equivalently high to PhD student recruitment as they naturally lag growth in the student population.
- We increased the number of researchers entered within the REF from four to five. Existing staff **Duff** and **McKinstry** are joined by **Ding** and **Guo** (who were recruited direct from our PhD programme, a keystone of our future recruitment strategy), and **Tarbert** from Abertay. Kosmala transferred to another school at UWS. Gemech, Hassan and Struthers have become more research active with research grant income, publications, and doctoral supervisions in this REF period.
- We increased external income by 278% (from £20k to £95k) by use of a wider range of research funding including professional accounting bodies, other charities, EU sources and research council sources to enhance the sustainability of our research by increased dissemination of findings.

Business and Management (RAE2008 UoA36)

The RAE2008 UoA 36 submission articulated no explicit targets moving forward. However, the submission identified a population of four students and three PhD completions. Today the population of researchers in Business and Management has grown to 41 students in 2013, with 12 completions 2008-2013, along with *Danson's* award of D.Litt. The supervisory capacity within this area is augmented by experienced supervisors such as Professor Matlay and Drs Balaraman, Bannon, Hill, Kourouklis, Mackie, Moyes, and Paul. All of these supervisors were employed prior to RAE2008 except Matlay who is an expert in enterprise education joining from Birmingham City University. ECRs are encouraged to join supervisory teams as second or third supervisors to develop our supervisory capacity, offer career development for ECRs, and also to provide doctoral students access to staff who have recently completed their studies.

The Institutes

The two institutes spearhead the University's strategy to become an internationally excellent institution for applied research. They are also the primary mechanism for developing and supporting collaborative research within UoA19.

Institute of Accounting and Financial Markets Research within this strand consists of three strands, **Strand 1: Accounting theory and history (McKinstry and Ding)** examines the interaction between accounting development and accounting theory and encompasses sociological theories about accountancy and the accounting profession. **Strand 2: Accounting education**

and profession (Duff, Guo, Tarbert, Connolly, and Dunlop) focuses on (i) accounting education, style and individual differences, the intersection of education and the accounting profession; and (ii) critical and interpretative approaches in analysing professionalisation and socialisation processes, in professional service (accounting/auditing) firms, and accounting and media. **Strand 3: Finance (Duff, Guo, Hassan, McKinstry, Reid, Struthers, and Tarbert)**. This is a developing strand of research which reflects **Guo's** experience of financial services marketing in China, **Duff's** and **McKinstry's** experience of working within the sector as practitioners. **Tarbert** has developed several related areas in the general area of finance that are based on her applied economics background.

Institute of Enterprise and Innovation Research in enterprise has been a longstanding area of success at UWS and the institute builds on the success of the Paisley Enterprise Research Centre. Key institute members are: **Reid, Amoaka, Hill, Ishaq, Matlay and Moyes**. Recent projects include: **Minority Ethnic Businesses**- the only comprehensive study of ethnic businesses in Scotland was conducted at UWS funded by the Scottish Government; **Financing SMEs through Informal Investment**, 'Business Angels', the only comprehensive study of Angel activity within Scotland was conducted at UWS funded by LINC Scotland; **Rural Entrepreneurship** - UWS was the founder of the 'rural entrepreneurship conference', the only such event in the UK, now in its 11th year, with funding from a variety of sources, notably 'the Countryside Commission; several impact studies of a variety of policy initiatives to support SME development funded by the Scottish Enterprise, Business Gateway; Research into Third Sector Organisations - international workshops have been organised, key link with influential third sector organisations such as *Kibble*. UWS is a key player in Scotland in knowledge exchange partnerships and the School has a dedicated member of academic staff who markets and administers our capacity in this area.

LOP & PM group (Carnicelli, Dekkers, Scullion, Tarbert and Burnard). Work in this group consists of two strands. Strand 1 focuses on **industrial management** and is led by **Dekkers**, with **Burnard** (from Loughborough's doctoral programme where he studied competitiveness within organisations during periods of adversity and crisis, identifying factors influencing the response of an organisation to disasters and crisis events). Strand 2 concerns **research in leadership and is** led by **Scullion**, with **Carnicelli, Gillon, and Tarbert**. **Scullion** is a leading global specialist in International HRM and is well known internationally for multi – disciplinary theoretical and empirical work linking international business strategy and HRM. **Gillon** is an early career researcher whose interests are in Organisation Development and in Leadership Education in Change Management. **Scullion** was headhunted to enhance this area and to develop the ECRs being recruited into this area.

Plans and aspirations 2014-2019

We have identified four key strategies to take us forward in the next REF period.

1. **Focus research and knowledge exchange around the two R&KEs and the research group.** The school is making significant investments (£120k in 2013) in these two R&KEs in: Accounting and Financial Markets; Enterprise and Innovation and the LOP & PM group. They have developed mechanisms that encourage more staff to become research active. All staff have an annual appraisal and R&KE activities are a significant component of this evaluation. This provides the mechanism to identify future support.
2. **Embed research with knowledge exchange opportunities and practitioner relations to achieve greater impact.** Both research groups' work is practical and applied in nature. Our research typically involves direct interactions with the accounting profession, enterprise, and finance. Practitioners in these areas are both participants in and the audience for our research. We intend to extend this work in the future.
3. **Internationalisation.** The School is developing extensive international links particularly in China. For example we have run three collaborative annual research conferences with BCBUU in China. For example, **Guo** has funding from BCBUU (with Wang, BCBUU) (Yuan 15k) to study CSR and professional accounting in China. **Tarbert** is a visiting professor at two universities in China. We have similarly established research networks in West Africa and Taiwan and **Tarbert, Scullion, Balaraman and Matlay** have strong links with the Enterprise Development Institute (EDI) in India. We are actively cementing these

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relationships by the establishment of international education graduate programmes in China and Malaysia and more staff are expected to travel to develop these relationships.

- 4. Growth in research activity.** We have explicit plans in place to ensure an increase in the numbers of researchers entered into the next evaluation framework by 100%. This will be achieved by the institutes and research group to mentor, support, and monitor new researchers recruited in this and the forthcoming REF period.

c. People, including:

i. Staffing strategy and staff development

In support of the UWS research strategy we continue to promote doctoral study. PhD students are guided by our established researchers. The Business School's strategy is to foster a large, active and vibrant postgraduate research community as this provides vitality across the School and stimulates a culture for quality research. The Business School also regards the postgraduate research pool as a key talent pool for staff recruitment and development, ensuring that newly appointed staff are research active. Since 2008 the Business School has seen its **PhD student community increase** from **11** to **63**. The School provides funds for staff and postgraduate researchers to attend conferences at home and abroad. A workload allocation model allows staff access to significant time to undertake research as part of the annual appraisal exercise. The Business School has recently made several research-focused appointments. These include **Burnard, Reid, and Scullion**, who are all entered within this submission. In addition, nine new appointments have been made with PhD-qualified staff. We are currently recruiting two readers in accounting and finance and two readers in enterprise along with three early career researchers. It is anticipated that each of these individuals will become research active and supported to be included in a REF 2020 submission. Each of these appointments was made with the expectation they will contribute with research of at least 3* quality in this next REF period.

Staff development

Over the period 2008-2013 we have implemented a strategy which provided all staff with the opportunity to become active researchers. The Business School should reach its target of 50% research-active staff by 2015. The mechanisms used to foster research activity include the appointment of researchers as associates in R&KEIs and the organisation of a comprehensive programme of seminars, conferences and other events. The School encourages participation in conferences and events at the national and international level and offers funding to incentivise participation. Staff are encouraged to develop conference papers, work with experienced researchers, and eventually submit to journals for publication. This allows for mentoring and for peer review and evaluation. This has resulted in a gradual improvement in the nature and quality of outputs. R&KEIs provide the following support measures for doctoral students:

- Enrolment onto the PGCert in Research Supervision to develop supervisory capacity
- Mentoring to support academic publishing or grant application
- All major and all first grant applications require support by peer review
- Access to the research training programme including credit bearing modules in Research Methods and a wide range of short courses
- Access to conference attendance funds and research development funds via the R&KEIs
- Dedicated Early Career Research Development and Knowledge Exchange Development programmes with on-going after-care and peer support for staff development
- Tailored grant assistance including support to identify funders and dedicated support for applications to the RCUK First Grant Schemes.

UWS has an annual cycle of promotion to the posts of Senior Lecturer, Reader and Professor for staff who demonstrate the required level of contribution and achievement in the University. Candidates for promotion must meet agreed benchmarks related to learning and teaching, research, or a contribution to the wider mission of the University. We expect to make a number of promotions in line with our research strategy and our aspirations 2014-2019.

Equality and diversity

We are proud of our tradition of committing ourselves to the widening of access to HE from all sectors of the community and of our record in attracting students from under represented socio-

economic backgrounds. Equality and Diversity initiatives have been firmly embedded in the University's systems and processes in liaison with relevant internal and external stakeholders. We encourage flexible working and working from home and will always consider fractional appointments.

ii. Research students

The School's implementation plan of the UWS Research Strategy highlighted the aspiration that every research active member of staff should supervise at least two PhD students. All staff entered within this submission (with the exception of ECRs) have at least two students as Director of Studies. The University has significantly expanded the numbers of research students through a system of funded university studentships. The university studentships include the payment of fees and the provision of an annual stipend, supplemented by income from part-time teaching. In some instances, stipends have been supplemented by external income. Through successful University studentship proposals and increasing funding from internal resources the numbers of doctoral students has risen 2008-2013. Staff submitted for this UoA currently supervise 63 doctoral students. PhD completions in the School have risen from 11 in the RAE 2008 period to 18 in the current REF period. Students are supervised by an experienced Director of Studies drawn from research active staff or from a team of Business School staff with doctorates and who have experience of at least one completion and hold the PGCert in Research Supervision.

Postgraduate students are seen as an essential part of School activity and their contribution to research and knowledge exchange is embedded in the activities and student support systems of the R&KEIs (see above).

PGR training and support mechanisms

In 2012/13 a cross-University Graduate School was established to increase engagement with and between students, to improve opportunities to engage in credit bearing educational development and to drive forward an agenda of engagement with other Graduate Schools across Scotland and beyond. This support is designed to integrate students into the research culture of the University.

PGR students undergo research training and are supported by an experienced supervisory team. There is a Research Students' Society, providing mutual peer support. Students complete a Transfer Event (with external assessor) to move from MPhil to PhD registration, and there are annual Research Conferences, at which students present their work either through an oral presentation or a poster display. Within UoA19, research students also lead seminar presentations within the School. All students have access to a guaranteed fund to support development, including conference attendance, regardless of their funder arrangements, and many will have additional funds in addition to this minimum.

UWS has an approved and robust system for monitoring research student progression. This involves regular meetings with supervisors followed by an annual review with an assessor external to the scheme. The system aims to ensure that any potential problems or specific needs of the student are highlighted at an early stage. It encourages students to reflect on their progress and to meet their targets, thus supporting successful completion. This is managed centrally by the Head of the Graduate School, Professor Struthers, located in the Business School.

d. Income, infrastructure and facilities

The fundamental philosophy that underpins our research infrastructure is to become recognised for internationally excellent research, especially applied research. The largest change in our approach to research since 2008 has been the significant increase in the size of our PhD population and the number of doctoral completions (described in b and c). This reflects our strategic investment in building our research student community and the development of this talent pool to equip them with the skills and ethos that will lead to internationally excellent research. The University has also invested in the organisational infrastructure to support UoA19 research.

We apply for funding from external parties to:

- Sustain our PhD community and allow these research students to actively participate in prestigious external research projects. Examples of this type of funding include **McKinstry's** Leverhulme project (with PhD completer **Ding** as a PDRA); Duff's ICAEW

funded research on CSR and the accounting profession (supporting **Guo** to gain a full time academic post); **Duff's** ICAS-funded research on credit rating agencies (which supported PhD student *Einig* to gain a post at Oxford Brookes); and **Dekker's** RSE-funded work with then-student *Thomson* (now at Caledonian University).

- Provide, usually marginal, resources to undertake research work.
- Allow external organisations to access our research expertise where this is not possible without the support of a third party. This opens up pathways for our research to deliver additional impact beyond the collaborators or partners within a project.

The desk-based nature of much research in the business disciplines, and especially accounting and finance, requires relatively modest sums of funding. The Institute of Accounting and Financial Markets has been successful in gaining grant funding from the British Academy, Business Education Support Team, BCBBU, Carnegie Trust, ICAEW, ICAS, and Leverhulme. These grants have allowed us to maintain and develop our research at an international level. In total A&F research grant expenditure over the REF assessment period was £69k (compared to £20k in 2008, a three-fold increase); alongside knowledge exchange income of £94k (the specific use of this grant income is explained in the subsequent section). The Enterprise and Innovation R&KEI and LOP & PM group has income from the Carnegie Trust, EHRC, EPSRC, Great Britain Sasakawa Foundation, Higher Education Academy, OECD, Regional Studies Association, Royal Society of Edinburgh, and Scottish Funding Council. **Total research income in UoA19 in this REF period is £298k** (compared to £249k for then UoAs 35 and 36 in 2008).

Key funded research projects in the period are:

Institute of Accounting and Financial Markets

1. **Scott and Glasgow University: the Management and Aesthetic Direction of Europe's Largest Architectural Practice.** **McKinstry** commenced this Leverhulme Trust funded project for £88,325 in June 2013 using UWS doctoral completer **Ding** as a full-time funded research assistant.
2. **Corporate Social Responsibility (CSR) and the professional accounting firm.** **Duff** (with **Guo**) with funding from the Institute of Chartered Accountants of England and Wales (£27k).
3. **Teaching research nexus in accounting.** **Duff**, with *Marriott* (Winchester) has investigated UK accounting academics' attitudes to linkages between research and teaching. The work was funded by an ICAS grant (£19k).
4. **Credit rating agencies (CRAs).** **Duff** and *Einig* (Oxford Brookes) completed an ICAS (£10k) project on the role of credit ratings agencies in debt markets. The work was complemented by well-attended launch event with ICAS and the Association of Corporate Treasurers at Bloomberg's (London), Scotland Europa (Brussels), and the American Chamber (Luxembourg).

Institute of Enterprise and Innovation

5. **Diversity Management in the UK Armed Forces.** **Ishaq** (with *Hussain*, Durham), £26.5K awarded by the Equality and Human Rights Commission.

LOP & PM group

6. Leverhulme Trust Visiting Fellowship (£16.7k) (**Dekkers**) aimed at strategy processes and development for German and Scottish industry.

Knowledge exchange income (including income awarded for applied research projects) during the REF assessment period was £874k and was awarded from a variety of sources including the ESRC, Technology Strategy Board, Scottish Executive and Government. Three of the projects within UoA19 were nominated for national awards due to their impacts on the partner organisations in terms of job creation; impact on firm performance and the ability to deliver new activities for their staff, customers and suppliers. UWS is ranked second on the Scottish list for KTP activity. Researchers also receive additional support for developing funding proposals through University's **Innovation and Research Office (IRO)**. This central resource provides support for grant applications and offers advice on relevant funding opportunities, developing budgets for submissions, and liaising with funders. IRO also delivers an events programme bringing speakers from research funding bodies, such as the AHRC, BA, and ESRC which are attended by UoA19

personnel.

e. Collaboration or contribution to the discipline or research base

Institute of Accounting and Finance Markets

Professor **Duff** has published widely in the fields of accounting education, the accounting profession, and credit rating agencies. He was ranked the most productive accounting education researcher in the world according to Urbancic (2009). He has examined four PhDs in the current period at Dundee, Glasgow, Manchester, and UWE. He is Research Advisor to the Institute of Chartered Accountants of Scotland 2009-14 and ICAS' Research Committee and Technical Policy Board. He was an associate editor of *Accounting Education: An International Journal* in this REF period.

Dr **Guo** is publishing in the fields of accounting education and financial services. He is developing international research interests in China in collaboration with partner institution BCBUU.

Professor **McKinstry** is an internationally-recognised expert on accounting theory and accounting history. He co-edits *Scottish Business and Industrial History*, which is the Journal of the Business Archives Council of Scotland (with *Dobie*, Stirling) and has received funding from the ESRC, Leverhulme and Carnegie. He has externally examined a PhD at Aberdeen in the period.

Professor **Struthers** is Lead Editor for the newly established *Journal of Social Business*. In 2011 he was appointed a Visiting Professor in Economics at the University of Glasgow and from 2008 he has served on the Council of the Scottish Economic Society.

Professor **Tarbert** is a visiting professor at Beijing Institute of Petroleum Technology and also at the University of International Business and Economics. She has examined four PhDs during this REF period. In addition, she has published an Oxford University Press textbook.

Institute of Enterprise and Innovation

Dr **Ishaq** is regarded as one of the foremost experts on Equality and Diversity in the UK armed forces. He was interviewed by Radio 4 in 2009 and 2010 and contributed to a Radio 4 programme series looking at the changing face of the British Armed Forces.

Professor **Matlay** is editor of *Journal of Small Business and Enterprise Development*.

Professor **Reid** has received an Honorary Doctor of Business Administration (Abertay, 2010) for his research in business economics and an examined Doctor of Letters (Aberdeen, 2012) for his research in small business enterprise.

LOP & PM group

Dr **Dekkers** has received funding from a wide variety of sources, including Carnegie, EU FP6, Leverhulme and the Royal Society of Edinburgh. In addition, he has been visiting scholar at the ESC Grenoble (France), German Graduate School Heilbronn (Germany) and Massey University (New Zealand). He is a board member of the International Foundation for Production Research and Director of the International Association for Management of Technology. He has been a guest editor in the REF period of *Journal of Manufacturing Technology Management*.

Anne Clare **Gillon** is an ECR and is active in the British Academy of Management (BAM) community, is Vice Chair, Chair and Convener of the SIG Coordination Committee and also the Co-Chair of the OTCD SIG. She is also the Part-Time Doctoral representative on BAM Council. She assists with the organisation of the annual Doctoral Symposium and last year presented a workshop on Learning and Teaching.

Professor **Scullion** plays an influential role in international conference organization and is regularly invited to act as track chair for major international conferences such as the Academy of Management and the Academy of International Business. He sits on the editorial board of a number of international journals including the Journal of Global Mobility, the Journal of Managing Organizational Effectiveness and the Irish Journal of Management. Prof **Scullion** is currently Visiting Professor at ESCP Berlin, Universitat Rovira 1 Virgili (Reus-Tarragona), Poznan University of Business and Economics.