

Institution: University of Westminster

Unit of Assessment: UoA 19; Business and Management Studies

a. Overview

Business and management research, located in the Westminster Business School (WBS) a faculty of The University of Westminster, has grown substantially since RAE2008. The research environment has been enhanced to build capacity for research and developing research active staff and research students. This is evidenced by the growth of our research centres, research activities and outputs, the development of research informed policy for the recruitment, retention and promotion of staff, staff development, and the expansion of our doctoral programmes. Research in WBS has benefitted from close links with professional practice, focused primarily on our three vibrant and thriving research centres, each managed by a professorial director. Through these centres, WBS contributes significantly to international research and professional practice in financial services and pensions policy through the Centre for Finance and Financial Services (CFFS); the economics of employment through the Centre for Employment Research (CER) and demonstrates an interdisciplinary contribution to the study of the built environment through the Centre for the Production of the Built Environment (ProBE). The growth of these Centres underpins our core research development over the REF period, augmented by less formal research groups to support the development of an inclusive research culture towards and beyond 2014. The Faculty Research Director (FRD) oversees all research activities in WBS. The PhD programme, embedded within the university's Graduate School, is managed by a dedicated research-active director of doctoral programmes (DDP) and research income generation activity is supported by a dedicated Research Development Officer (RDO). Each department has at least one formal research leader to provide subject-specific mentoring and to represent that specialism on the Faculty Research Committee (FRC) and during the research support allocation (RSA) process.

b. Research strategy

The University of Westminster is committed to high quality practice-informed research with global impact. Research strategy is defined at University and Faculty level. In accordance with this policy, WBS aims to produce research with a international impact, through high quality publications, offering empirical and theoretical contributions to knowledge, and engagement and collaboration with practitioners and policy makers at the highest level. To this end, following RAE 2008 a formal review of research was initiated at WBS using an internal and external panel of academics. A focused strategy emerged to:

- Concentrate international excellence in publication, impact/engagement and income generation around three research centres, to exploit existing pools of expertise.
- Introduce a formal appraisal system for research support allocation, to reward, support and mentor researchers across the faculty
- Develop the PhD programme and improve supervisor capacity and student completions,
- Grow new areas of research activity through less formal research groups, to provide a springboard for emerging researchers outwith the core centres, and ensure an inclusive research culture
- Grow and monitor research group activity towards Centre status to ensure the sustainability and innovation of our core research activities.
- Prioritise selection of research-active staff, and those we regard as having strong potential to make contributions to our research outputs, during recruitment activities
- Develop existing faculty through the University's promotions process which enables individuals to move from AC3 to AC4/Reader as a result of their research achievements in addition to their teaching contributions

Environment template (REF5)

- Expand the pool of staff available for research supervision, through a combination of recruitment and staff development activities.
- Recruit new research students, through the use of marketing and studentships involving participation in teaching activities, carefully matching the students' interests with the expertise of potential supervisors.
- Continue to support individual staff to produce internationally significant research of direct relevance and influence for professional practice within the UK and worldwide.

The research activity of WBS is organised primarily around the three core research centres. The success of these centres, in terms of income generation, impact and research excellence, as evidenced in the publication output profiles and the Impact Case Studies has provided the Faculty with a secure underpinning structure of research activity.

The Centre for Employment Research (CER) The strength in achieving our strategy of concentrating excellence in contributions to theory and international academic debate together with impact on policy and practitioners is evident throughout WBS research activities. In the Centre for Employment Research, led by **Professor Peter Urwin**, those contributions in the field of employment research are evidenced. CER is of 15 years standing as a Research Centre, and is the largest at WBS. Faculty at CER apply a range of quantitative and qualitative research methods in three broad fields of research, in each of which we have work that is internationally excellent and world leading, with outputs in ABS 3* and 4* ranked journals. The three research areas are: Skills, Labour Markets and Programme Evaluation; Diversity and Equality; and Employment Relations. Together with an ability to contribute to academic debates at the highest level, we have a strong commitment to work with policymakers and practitioners. Through our experience working with government policymakers both in the UK (Department for Work and Pensions, HMRC, BIS, the Ministry of Justice, DCSF and the MoD) and internationally (for instance with the European Commission) we have become expert at communicating specialist knowledge not only at the highest level academically, but also to non-specialist audiences. There are a total of 15 staff members; a Professor (**Urwin**), a Reader (**Di Pietro**), a Principal Research Fellow (**Buscha**) and a 0.2 fte. Professor (**Ghobadian**); four other senior members (**Conte, Walkowiak, Wright, Michielsens**), four more junior members, and three full time PhD students (**Birchall, Gould and Izadi**). One of the CER's previous PhD completions (Delprato) now works as a Research Officer for UNESCO. CER members focus on the application of academically rigorous research methods, to support policymakers and practitioners in tackling the practical challenges they face. Together with work with policymakers, and academic outputs, CER staff have also secured research income from bodies such as the ESRC, the Federation of Small Businesses, ACAS, the London development agency and the CIPD. In total, since 2008, CER has been involved in over 20 externally funded research projects with a value in excess of £650,000. CER contributes to the research excellence dissemination, development and support throughout the Faculty, presenting to the annual WBS research showcase, and contributing to the WBS seminar series. In addition, feeding into the WBS commitment to research-led teaching, members spearheaded the development of the WBS Master's research methods programme (**Urwin and Michielsens**) and directs the WBS doctoral programme (**Buscha**). This role includes representing WBS at the University Graduate School and providing workshops as part of the University Graduate School Doctoral Researcher Development Programme (DRDP). This reflects the University's application of Vitae's Concordat. The WBS research ethics champion (**Michielsens**) chairs the Faculty Research Ethics Committee, and disseminates best practice in research ethics throughout the faculty through a structured programme of engagement. CER has an excellent record in mentoring and subsequent development of staff, with promotions to reader (**Di Pietro**), Principal Research Fellow (**Buscha**) and Professor (**Urwin**) during this period and development of the publication, income generation and impact activities of junior members. For example this year's attainment of a Royal Society award involves more experienced staff from CER and ProBE (**Michielsens, Clarke and Urwin**), supporting the lead CER member who has less experience of income generation (**Wright**). This demonstrates not only junior staff development, but is also an example of cross-Centre collaboration.

Environment template (REF5)

The Centre for Finance and Financial Services (CFFS) The (CFFS) aims to encourage the development of finance and financial services research at the highest level, integrate PhD students into the Faculty, link research into key areas of teaching, whilst promoting and advertising the Faculty's research externally. CFFS is led by **Professor Ben Nowman** and is associated with the broad areas of corporate finance, international financial markets, bond markets and financial econometrics. CFFS also, through the activities of the **Pensions Research Network (PRN)** led by **Professor Orla Gough** incorporates research work in pension policy, an important focal point of effort in terms of impact. The PRN is well-established and one of the leading forums for drawing together academics and professionals and their research within the field of pensions, retirement behaviour, savings and ageing from across the various academic disciplines, providing a cross-disciplinary network and forum for exchange of information, discussion and debate, which widens the field of knowledge and in turn allows research outcomes to impact upon debate and decision making in the UK. In addition, WBS has a joint venture with Specialist Pension Services Ltd. (SPS) called the **Pensions Investment Academy (PIA)**, running seminars for pension scheme trustees and executives from UK and international companies. Research is carried out jointly by members of the Centre to combine our strong research skills in pensions and finance, knowledge and expertise to produce research at an excellent international standard. CFFS includes 15 scholars, including two professors (**Nowman, Gough**) and one Reader (**Elad**) mainly from the department of Accounting, Finance and Governance. Since its inception in 2009 CFFS has attracted external funding from bodies such as the ESRC, the British Academy and the Leverhulme Trust to a value in excess of £150,000. CFFS contributes to the research excellence dissemination, development and support throughout the faculty, presenting to the annual WBS research showcase, and contributing to the WBS seminar series, research conference and developmental events. CFFS leaders are committed to the development of junior staff through an innovative mentoring programme led by Professor Gough consisting of discipline-specific writing workshops.

The Centre for the Production of the Built Environment (ProBE) ProBE is a cross-faculty research centre established in 2010 between WBS and the Faculty of Architecture and the Built Environment (FABE), jointly led by **Professor Linda Clarke** of WBS and including members of staff from different WBS departments and from FABE. Members from WBS include **Professor Jan Druker, Dr Fernando Durán-Palma, Dr Hugh Goodacre** and **Professor Richard Harding**. The construction industry produces a range of outputs from iconic pieces of architecture, highly engineered hospitals, bridges and roads to cramped and shoddy housing. It is a vast and unstable sector employing a great range of people, from architects and engineers to bricklayers, labourers and electricians. ProBE co-ordinates and instigates research into the social processes and people producing the structures and spaces that frame the urban and rural environment, nationally and globally. In building up a coherent portfolio of projects and outputs with a committed team of researchers, ProBE is recognised as a distinct, original and controversial unit, researching problematic issues from an interdisciplinary perspective, and developing unique theoretical approaches. It is founded on a long-standing programme of research and contacts with academics and researchers throughout Europe, including the networks *Britain at Work 1945-95* and the European Institute for Construction Labour Research based in Brussels, as well as a partnership with the 'Work in a Warming World' team of York University, Toronto, Canada. It hosts symposia, seminars and film screenings and undertakes externally funded research on the production of the built environment, including the Leverhulme Trust funded, *Constructing Post-War Britain: building workers stories 1950-70* (£147,682); European Commission (EC) funded *Bricklaying qualifications, work and vocational education and training in Europe* (380,000 EU); the Nuffield Foundation funded *A European skills framework: cross-national equivalence of vocational qualifications*, (£115,000); the Olympic Builders Film Project and the EU Progress funded *Retrofit Network*. Current research is focussed on the post-war development of the construction industry, vocational education and training, and low energy construction. In addition to these projects, PROBE members have attracted further research funding from the European Commission, the Nuffield Foundation as well as from other external bodies including the Home Office Migration Advisory Committee, to a value in excess of £500,000, and produced a range of outputs in ABS ranked 3* and 4* journals.

Research Groups

Environment template (REF5)

The specialised nature of the research centres has meant that some of the nascent areas of research, pursued by both established researchers and new members of staff, lies outside the purview of the centres. The strategy we adopt is to encourage the development of clusters of like-minded individuals, co-ordinated by a research leader, usually a professor, to create informal research groups to encourage greater attention to research issues among the academic staff at large and to provide support for emerging researchers. Examples of research groups at WBS include the Innovation, Design, Enterprise and Strategy (**IDEaS**) group, led by **Professor Alison Rieple**. IDEaS has an interdisciplinary, problem-focused agenda, and is supported by members of staff from every academic department across the Faculty. **The Research in Marketing Group**, a new developmental initiative begun in 2012, led by **Professor Shona Bettany** includes leading scholars in the marketing of tourism and leisure reporting (**Peng, Chen, Ludwig**), and consumer culture (**Bettany**).

Strategy 2014-19

Building on the success of the growth strategy in 2008-2013, WBS will continue to develop the proportion of research active staff in the faculty, and to increase the number of doctoral students through the PhD and DBA pathways. The development of strong international research links with HEIs in Europe and Worldwide, will draw on partnerships developed through the University's offices in India and China, and its partnership with Westminster International University in Tashkent. As well as the success in winning ESRC awards through Centre activities reported in section B, **Professor Shona Bettany**, Faculty Research Director, has recently completed an ESRC funded project on the impact activities of UK Business Schools (2013). Future bids for ESRC funding are planned for the next REF period, and two new research assistants have been appointed to develop these applications across the Faculty. These will parallel submissions to Horizon 2020 for funded research in the Societal research strand.

c. People, including:**Staffing strategy and staff development**

WBS has operated a staffing strategy to aim for consistent research leadership across all the academic departments. We have a professoriate of 11 (8 FT, augmented by 3 PT), with several additional senior research positions, represented in all six academic departments: Human Resource Management **Professor Linda Clarke**, **Professor Jan Druker**, Accounting, Finance and Governance **Professor Orla Gough**, **Professor Ben Nowman**, Economics **Professor Peter Urwin**, **Professor David Shepherd**, **Professor Abby Ghobadian**, **Dr. Giorgio Di Pietro (Reader)**, **Dr Franz Buscha (Principle Research Fellow)**, Marketing & Business Strategy **Professor Alison Rieple**, **Professor Shona Bettany**, Leadership & Development **Professor Vlatka Hlupic** and Business Information, Management and Operations **Professor Alan Pilkington**, **Dr. Shuliang Li (Reader)**. WBS is led by **Barbara Allen, Professor of Business Education**. WBS has operated a policy, where possible, of recruiting either research-active scholars with an established track-record of publication in leading journals or early career researchers who have a clear potential to develop research outputs in the near future. This policy has led to a change in the character of most of our academic departments. New recruits are given support through our system for workload allocation for research and funding for conference attendance; they may call upon formal research leaders who act as mentors. Workload allocation follows an open and transparent process of application by individual members of staff showing outputs, work in progress and future plans, reviewed by a committee of senior researchers. The graduated system for allocation of workload and financial support for conference activities is generous and actively supports, rewards and evaluates research career progression based largely on the achievement of key research performance indicators, such as publication and income generation. However, it also includes an emergent researcher category, solely based on research plans and aspirations, to support Early Career Researchers and offer a stepping stone into research for existing non-research active staff who aspire to engage in research activities. To help develop emerging researchers and disseminate good practice beyond the core research centres, a schedule of annual research events takes place, with various purposes and outcomes. In 2011 WBS initiated an annual writing retreat, where less experienced researchers spend a weekend away sharing ideas with senior staff, practicing writing techniques, discussing issues in journal publication and working directly on their papers. The success of these retreats has been evident in the increased focus of emerging researchers on understanding how to develop their papers and

Environment template (REF5)

then to complete them, in the light of feedback from reviewers. **Professor Shona Bettany** contributed the same workshops at Westminster International University in Tashkent (WIUT), co-founded by Westminster in 2002 as part of our capacity building commitment. In addition, the introduction of an annual internal WBS conference (led by **Rieple and Dr Charles Elad**), gives emerging and established researchers the opportunity to present their work and receive feedback from members of the professoriate and other colleagues. A further annual initiative, the newly established WBS research showcase (led by **Bettany, Urwin, Clarke, Nowman**), offers a route to dissemination of research strategy, centre activities and the activities of the Faculty Research Committee (FRC) to improve communication of research activities, developments, issues and initiatives. A programme of monthly formal research seminars (led by **Hlupic**), augmented by less formal group-focused seminars (led by formal research departmental-based leaders) helps to support the research culture at all levels and increase external engagement, and a yearly doctoral colloquium (led by **Buscha**) supports the embedding of the doctoral students within the research culture.

Research students

The University's Graduate School provides a focal point for all staff, doctoral researchers and post-doctoral researchers, offering a range of developmental activities including seminars and networking events, and sharing of best practice. Following the 2009 review, and in conjunction with the University Graduate School, WBS has also formalised its processes concerning the recruitment and support of research students, and under the auspices of the graduate school, provide a structured path of developmental activities, progress reviews, feedback and workshops through the University Doctoral Researcher Development Programme (**DRDP**). The WBS PhD programme is led by **Dr Franz Buscha**. Research students at WBS are supervised by a group of three research supervisors, with expertise in the specific topic area of the student. Students have access to a mentor, **Dr Stewart Brodie**, an Honorary Doctor of Letters of Westminster, who has proved an invaluable resource in providing an independent sounding board. Since RAE2008 11 students have completed, with several on track to complete in 2014. In 2012/13 seven fully-funded and fee-waivered PhD research studentships were admitted. In addition, a part-time collaborative PhD programme with HAAGA-HELIA University (Helsinki) will start in September 2014, with a first cohort of Finnish PhD students. These initiatives underpin our strategic commitment to grow our doctoral programme sustainably beyond REF2014. To support research skills dissemination we revamped the approach to teaching of research methods on the specialist Master's taught degrees, the MBA and our two other programmes for general managers. The decision to move away from generic research training to focused approaches related to the degree was undertaken primarily to improve the quality of Masters' dissertations and their use of research by graduates in their subsequent careers. We believe, however, that it will have a further benefit in better preparing our students for careers in research, or in pursuit of doctoral degrees now or at a later stage. Since 2009, a total of 27 WBS staff have also successfully completed a module run by Westminster Exchange, part of WBS Leadership and Development Department, on supervising research students. We have, therefore, increased our pool of potential supervisors. This module has begun to facilitate the increase in the number of research students, and forms part of a strategy to increase the number of timely PhD completions.

d. Income, infrastructure and facilities

Since 2008 the University has strengthened its institutional support for research through the appointment of faculty based officers to support research income generation, appointed to horizon scan for new externally funded and collaborative research opportunities, and support staff drafting research bids. The Research Development Officer (**RDO**) for WBS, who works closely with the Faculty Research Director and established researchers, has led to an increase in the number and value of bids made to external funding bodies, to their success rates, and to a rise in the numbers of staff engaged in bidding and research delivery. The figures for research funding (ref4) – just one measure of performance – show considerable progress. In addition, we are also achieving significant growth in external income from knowledge transfer and enterprise activities that involve the dissemination of our research. Examples of this are the House of Commons Leadership and Management Development Programme (£375,000); the Influence Online programme (£42,000) and Diversity Works for London (£47,000). The academic years 2011-13 have been particularly

Environment template (REF5)

successful in terms of externally funded research awards. Examples of awards during that time (within a group of awards totalling in excess of £460,000) include: **European Commission (EC)** *Bolster up: Transparency for Upholstering and Cabinet Making Qualifications and Quality in the European Furniture Industry* **European Commission (EC)** *“Retail Sector Competences”*. **Leverhulme Trust** *“Constructing post-war Britain: building workers’ stories 1950-70 (PROBE)* **British Academy** *“Self-Control and Financial literacy in Retirement Saving in the UK”*. **Leverhulme Trust** *“Locating Poverty in Retirement among Women of the Asian Diaspora in Britain” (CFFS)* **Ministry of Defence** *“Consultation on Employment Model Programming”*, **HMRC** *“Providing Econometric Services for Policy Support”*, **Department for Business Innovation and Skills/GEO** *“Understanding the Business Impacts of Equality and Diversity”*, **BIS** *“The returns to Further Education in England 2004-2010*, **ESRC** *“Managing Conflict and Resolving Disputes” (co-applicant)* **ESRC** *“Secondary Data Analysis: Researching Social Mobility” (co-I)*, **HMRC** *“Providing Econometric Services for Policy Support”* **Department for Work and Pensions/BIS** *“Feasibility study to look at an impact analysis of training and skills for the unemployed”*, **Dolphin Square Foundation** *“Housing policy in high density global cities: sub-market rental accommodation in Central London” (CERS)*. The pool of academic staff engaged in fund-bidding was widened to sustain and increase income, and mentoring with a peer review process for bids helped ensure that submissions fulfilled externally defined criteria. A "Fund Bidding" workshop in 2012 was initiated to encourage interest and develop confidence among potential bid-writers.

Facilities and infrastructure The WBS campus, shared with FABE, has been extensively redeveloped. The £20m project began in November 2010 and the final phase of construction was completed in autumn 2012, providing our students and colleagues with a fresh, vibrant and professional campus in the heart of London. The enhanced teaching, learning and research facilities and social space better accommodate our growth as a faculty within this period and reflect our ambitions for the future. Doctoral students have their own allocated space within our campus in Marylebone, London. This space is fully resourced and provides a study and social space to encourage the development of a PhD cohort with a lively exchange of research ideas and informal peer support. All students have access to a workstation with PC and access to the library and associated informational services.

e. Collaboration and contribution to the discipline or research base

WBS are engaged in a large range of collaborative and disciplinary activities with scholars, practitioners, policymakers and other stakeholders through research centres groups and individuals. These activities follow our faculty research strategic aim of concentrating excellence in contributions to theory and international academic debate together with impact on policy and practitioners. Under the aegis of **CFFS**, the **Pensions Research Network (PRN)** shares research and work-in-progress relating to pensions professionals and academics from other universities. Directed by **Professor Orla Gough**, the network organises quarterly workshops, stimulating debate about pension policy and retirement issues. **The Pensions Investment Academy (PIA)**, also within the CFFS centre, is a collaborative joint venture between Specialist Pension Services Ltd. and WBS, running seminars for pension scheme trustees and executives from leading UK and international companies. These seminars link theory to practice. Participants have included Professor Paul Sweeting, Managing Director at JP Morgan Asset Management and the University of Kent; Michael Dyer, a Vice-President of Morgan Stanley Investment, and Ian Chisholm, General Manager of Shell International Ltd. The **PIA** and **PRN** collaborative fora on pensions policy attract academics, practitioners and policymakers. Members include Institute of Fiscal Studies, Centre for Policy on Ageing, European Centre for Social Welfare, Allianz Global Investors, International Longevity Centre, OECD Social Policy Division, Centre for Policy on Aging, Department of Work and Pensions, Help the Aged, Pensions Policy Institute, The Pensions Regulator, Policy Studies Institute, Watson Wyatt Partners, Private Pension Unit OECD, Aerion Fund Management Limited, BAE Systems Plc Pension Scheme, BNP Paribas Pension Scheme, BA Pension Investment Management Ltd, Coal Pension Trustees Services Ltd, InterContinental Group Pension Plan, Lloyds Superannuation Fund, Nationwide Pension Fund, OCS Group Pension Trustees Ltd, Pensions Management Services Ltd, Royal & SunAlliance, Santander UK Plc. Professor Gough has contributed to the research and practice base on pensions through: TUC/Government review of pensions policy (2012); is a consultant to the Brazilian govt. on pensions reform (2009) and with

the Treasury Head of Pensions and Savings (UK) forms part of collaborative ongoing blue sky discussions regarding pensions reform. Professor Gough and other colleagues from the pensions research network regularly contribute to media debate on pensions at the highest level, including: BBC1 News (2011), BBC Radio4 (4 separate occasions during the period), Sky News (2010), CNN (2011), Deutsche Welle (2008), Swiss TV Media (2008), The Times (2011) and Pensions Management (2008).

The **PROBE centre** collaborates with and hence contributes to the research and practice base of management of the built environment. One example, the Nuffield Foundation project (led by **Professor Clarke**) *Cross National Equivalence of Vocational Skills and Qualifications in Europe* involved collaborative work between Professor Christopher Winch (King's College London), partners in Germany (Dr. Georg Hanf – *Bundesinstitut für Berufsbildung*), the Netherlands (Dr Anneke Westerhuis, Dutch Centre for Expertise in Vocational Education and Training) and France (Professor Philippe Méhaut, Aix Marseille University). A further example of interdisciplinary and international collaboration centred around the scientific coordination of the 8-country EC Leonardo *Bricklaying* project, concerned with implementation of the European Qualification Framework in the construction sector and based on national and company/site studies, with technical coordination by the European social partners (employers and trade unions) for construction. The project aimed to further the recognition of bricklaying qualifications and competences by enhancing their transparency and comparability, and hence the mobility and the quality of labour. Key findings were disseminated across Europe through social partner and research networks. The *Bricklaying* project was a key sectoral study selected for presentation to the first joint EQF/EQAVET and ECVET meeting and to the 2011 CEDEFOP conference in the European Parliament. It has been rated by the EC as one of its five most valuable EQF projects, its conclusions endorsed by the head of the Brussels office of CEDEFOP, and the project commended to the EQF advisory board. The European Directorate General (DG) for Education and Training identified it among the 10 most valuable learning and development projects over the last five years as it links approaches to understanding competence across Europe and provides detailed recommendations on EQF implementation within the labour market. The impact has been especially evident in Germany, including in invitations to present to the annual BIBB (The German Federal Institute for Vocational Education) conference and to the German Education and Research Ministry. The influence the case has had on policy-making is evident also in relation to social partners. The outputs of the *Bricklaying* project have been distributed to their national affiliates by the European construction social partners and extensive consideration given to the proposals by the ETUC (e.g. its Lifelong Learning Group) and the European Social Dialogue (involving social partners from each EU country) for the construction sector (e.g. Vocational Training meetings from 2010 to 2012). This has made for a sustainable impact in particular on the construction industry at national and European levels and influenced debate on improving VET activities, on SQF development and on creating ZMTs. In addition the Bulgarian Social Partners for construction have disseminated the results to their national discussion forum and the EFBWW to the European Construction Forum and the Liaison Forum. The *Bricklayer* project engaged users at all stages, including social partners (employer organisations and trade unions), colleges, firms and policymakers, and has been widely disseminated through a range of written documentation and a special issue of the European Institute for Construction Labour Research (CLR) Newsletter (CLR News 1/2010) distributed through its 500+strong network. The impact has been evident in all the participating countries (UK, Belgium, France, Denmark, Germany, Italy, Netherlands, Poland) as evidenced in the Impact case Study.

The **CER** has collaborations with and hence has contributed to the research and practice base of employment economics. One example is the recent collaborative evaluation of Judicial Mediation (JM) in employment tribunals (ETs). This large study for the Ministry of Justice included Economists with experience of quantitative evaluation methodologies, Sociologists with experience of qualitative data methodologies, Industrial Relations experts, and Lawyers. The research took a robust approach to evaluation, comparing outcomes for those undergoing JM against other methods. Findings from the publication of the series emanating from this study *Evaluation of JM in ETs* (2010) have been debated widely amongst practitioners and policymakers in such fora as, *Equal Opportunities Review* No. 200 (01/05/2010 & 01/10/2010), extensive discussion across

Environment template (REF5)

practitioner journals and other fora, for instance; in *Tribunal* a publication of the *Judicial Studies Board* (overseen by the Lord Chief Justice), by policy-makers within the Ministry of Justice and other practitioner publications such as *The Law Society Gazette*. The research was the central focus of a special issue of the Winter 2010 issue of *Tribunal*, with Sir Henry Brooke and David Latham (President of Employment Tribunals, England and Wales) discussing the study and its implications for judicial mediation practice. In September 2013 CER brought together over 100 people to the ESRC funded seminar series on workplace conflict resolution related policy, practice and academic worlds to synthesise research, practice and policy in the *Managing of Conflict and Resolving of Disputes*. The event was an enormous success, with David Lipsky (Cornell), John Forth (NIESR) and Ed Sweeney (Acas) delivering keynotes, and helping to further strengthen the reputation and esteem of WBS in this area of research.

Outside the formal research centre structure, research group members and individuals have evidence of collaborations and contributions to their specific research base and disciplines, some examples of this are given below. In the **Department of Business, Management, Information and Operations (BIMO)** **Dr Shuliang Li** works on intelligent systems for strategic decision making. His work is based on a long term international collaboration between the UK, China, with collaborative partners including China Sichuan Provincial Government. Shuliang is a member of the editorial board for *Journal of Modelling in management*, and is a Fellow of the British Computer Society, part of which involves evaluation of research bids. In addition, he has acted as a reviewer for ESRC and EPSRC. Also part of BIMO, **Dr David Barnes** is Secretary of the IEEE Technology Management Chapter and, as well as his contributions to journals, has published a leading textbook in the field, "Operations Management: An International Perspective" (2008). **Dr Elayne Coakes** is Editor in Chief for the *International Journal for Sociotechnology and Knowledge Development*. In the **Leadership and Development department**, **Professor Vlatka Hlupic**, a world-leading expert in coaching and leadership, is co-chair of the academic advisory board of the behavioural coaching institute and a selected member of the Round Table Scholar Programme, one of the world's premier consortia of consulting professors. In 2013, Vlatka presented her Six Box Leadership Model to the House of Commons as part of the ongoing collaborative relation between WBS and the HoC under the aegis of the House of Commons Leadership and Management Development Programme. Her paper, Tanmika Tamwatin, Vlatka Hlupic and Amar Amar: "Does Meditation Improve Emotional Intelligence of Senior Managers? Findings from an Empirical Study in London", accepted for the 2013 AOM Conference, Orlando, August 2013, was selected as one of the Best Papers out of 18,000 articles submitted for the AOM Conference, and was selected as a Finalist for the Carolyn Dexter Award, an Award for best international paper. Vlatka has contributed to the popular online TED talks (TEDx Oslo 2012), and also manages the WBS Seminar Series, as such offers her research and consultancy expertise across the faculty. In the department of **Marketing and Business Strategy**, **Professor Alison Rieple** specialises in strategic management; the management of innovation, design and change, and is leader of the IDEaS group. Professor Rieple has engaged with international collaborations, and contributions to the discipline, for example, as Co-chair/organiser of Design Management Academic conference, Boston, USA, August 2012 and forthcoming London 2014, Co-Editor of the conference proceedings and a special issue of the *Design Management Review* of the best papers, Academic board member and visiting faculty, MBA in Design and Innovation Management, Suffolk University, Boston, USA (2006 to date), Member of the Academic Council, Design Management Institute, Boston, USA and academic advisor on the *Design Management Journal* and acts as an ESRC major grant reviewer. As part of the Knowledge Connect Scheme, she has collaborated in strategy development, innovation and change management for a number of public-sector, commercial organisations and charities, including Eurotunnel, Reed PLC, Yellow Pages, Design Shannon/Ireland Development Agency's Strategic Directions Programme. In summary, almost 50% of the Westminster Business School community are now research active with 79 being supported through our research support allocation exercise (RSA 2013) and more than a third being returnable in this REF. Of newly appointed staff, eight of 11 are research active. Research income has quadrupled since RAE 2008 (£79K:£469K), totalling £1.9m across the REF period.