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Institution: University of Roehampton
Unit of Assessment: Unit C, UoA 19 Business and Management Studies
a. Overview

The Business School at Roehampton was founded in 2010 and this is the University's first submission in this UoA. Research is conducted through the Centre for Organisational Research (COR), created to embrace a range of research on sustainable organisations, and to support our development strategy. This submission comprises 5 academics (4 Professors and 1 Reader) with a current doctoral cohort of 22 (14 full-time and 8 part-time students).

b. Research Strategy

The overarching strategy since 2010 and for the next five years is three-fold: to build a substantial research team, focusing on the roles of business and management in building sustainable organisations and enterprises that are effective, ethical and promote social justice; to develop high quality external collaborations; and to integrate fully our research students into the research environment. The initial focus has been on the development of a small team of senior staff with the experience and commitment to ensure that Business at Roehampton has a high quality research presence and leadership. Building around the drive and enthusiasm of these individuals, the next stage has been to recruit and develop junior researchers to join the team.

Two members of the team, **Boden** and **Harris**, are looking at issues of control and accountability within organisations. Boden leads a major stream of work on higher education financing and management. In 2011, funded by a Danish academics' trades union, she began an ethnographic investigation of the processes of budgetary control in Danish universities, working with Aarhus University. In 2012, she commenced a FP7 Initial Training Network project comprising six main European partners, Aarhus, Bristol, Ljubljana, Lyons, Porto and Roehampton, and 27 associate partners around the world, called UNIKE - Universities in the Knowledge Economy. Harris works in the area of performance management and management control systems, studying capital budgeting in organisational settings. Her work on strategic investment appraisal, previously funded by CIMA, continues with an emphasis on the use of expert-based intuition in managerial judgement and the concept of 'risk as feelings' in relation to decision-making under uncertainty. Her 2009 book, *Strategic Project Risk Appraisal and Management*, led the Institute of Chartered Accountants in England and Wales (ICAEW) to commission a special report on project management for members. She is currently exploring how high levels of political, economic and social uncertainty impact on the balance between formal decision analysis and the use of managerial intuition in investment decision making, collaborating with Otley (Lancaster) and others from the Management Control Association (which she chairs).

Cato's work complements this, with a focus on responsible capitalism. She researches alternative economic models for international and regional institutions, informed by a commitment to ethics, sustainability and alternative ownership models. Her work theorises the social role of business, beyond traditional notions of stakeholder engagement and business ethics, to question the role that enterprises play in sustainable futures. Her research has international reach, and her book, *Green Economics*, which theorises the green economy, has been translated into Greek and Chinese; her guest-edited special issue of the *Journal of Cooperative Studies* was featured at the Rio+20 conference on green economy. Cato also carried out evaluations of projects aiming to support sustainable businesses, to explicate lessons and exemplars. For example, she has evaluated the success of business support to farmer's markets (for the Plunkett Foundation) and also the credit union sector (for the UK government).

Moeller and **Ng** provide a different perspective, exploring processes of managing innovation and creativity in organisations. Moeller works on collaborative value creation and innovative forms of how customers and providers co-create value. She also researches innovative types of access-based services (e.g. leasing, sharing and/or bartering), which replace ownership and marketing innovations in on-the-go consumption. Ng's work concerns comparative studies of the processes in which creative factors leverage financial and human resources in technology ventures that are set

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up to develop high-impact products and services. This issue has drawn Ng to explore the activities of a range of factors in venture creation and complements small business literature on the performance of new ventures.

In addition to the 5 staff submitted, Howlett joined the Business School from social sciences in 2010. As well as bringing to fruition a very well received book and two other related research outputs on volunteer management, he has carried out substantial related consultancy work, and produced a practitioner-focused handbook (OUP) based on his research findings. He has worked to disseminate this body of work at international conferences involving practitioners. This combination of research, consultancy and impact activity exemplifies the team's commitment to the promotion of effective management for sustainable organisations.

A number of substantial collaborative research partnerships have been developed by the team since 2010, offering opportunities to build joint research projects and also to ensure the wider impact of the research that we undertake. One example is our partnership with the Royal United Services Institute (RUSI), a leading defence and security think tank, based in London. This link has been developed directly with Dr John Louth, a senior research fellow and Director for Defence Industries and Society at RUSI, who became a 0.2 Lecturer in the Business School in 2012. This relationship involves an innovative research programme on business and management aspects of defence, including subjects such as post-conflict reconstruction, sovereign debt recovery, gender and a critique of managerial defence narratives. The partnership has already yielded three fully funded PhD studentships, using funds that RUSI derived from BAe Systems, Kroll and Accenture. The students are co-supervised and co-located with RUSI. A further strong partnership is being developed with the Methodist Church, the founding body of Southlands College, one of Roehampton's four constituent colleges, where the Business School is based, and an organisation sharing the commitment to social justice which is core to our research focus. This partnership has enabled Dr Mark Wakelin, the outgoing President of the Methodist Conference, to join us on a year-long sabbatical 2013-14, as a 0.5 FTE visiting research fellow, to work on issues of values and ethics in management within religious institutions, with supporting funds from the Methodist Church. He is based in the Business School, while working in a cross-disciplinary manner across the campus.

Moeller has developed a significant relationship with Lekkerland, a German wholesale distributor, which offers the opportunity for academics at Roehampton to work on a range of collaborative research investigations related to consumption. Ng is currently a non-executive director of two subsidiary companies of Gimv nv, a risk capital provider quoted on Euronext, the fees for which are utilised as research funding to support his work on creativity in business. This partnership involves significant knowledge transfer in the area of East Asian financial markets and commerce. Boden continues her ongoing research collaborations with the University of the West of England and Plymouth to explore trade credit and student funding arrangements, having completed a project funded by the Association of Chartered Certified Accountants in this area in 2012. Harris has been working with colleagues at Lancaster, Manchester Metropolitan, Birmingham, De Montfort, Glasgow and Otago to explore issues relating to management control, and with Dalcher (Founder and Director of the National Centre for Project management, Hertfordshire) on advances in project management.

The team has also exploited its links and involvement with external professional bodies and societies to good effect, organising conferences at Roehampton which bring a range of colleagues, research interests and experience into the university. Boden organised the 2012, three-day Tax Research Network annual international conference at Roehampton, with £7600 of external funding from the Institute of Chartered Accountants (ICAS), ICAEW, and the Chartered Institute of Taxation (CIOT) (80 delegates). This conference led to a 2013 themed issue of the *Journal of Applied Accounting Research*, guest edited by Boden and Oats (Exeter), and will return to Roehampton in 2014. Ng is hosting a one-day conference on the impact of entrepreneurship research at Roehampton in December 2013, with £1200 funding from the BAM Entrepreneurship SIG. Further events are planned for 2014, including a three day master-class organised by Ng and Boden on

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the role of business schools in building resilient post-crisis economies, supported by a competitive grant of £5000 from The Society for the Advancement of Management Studies.

External visitors are also encouraged and these have included Associate Professor Allan Zebedee from Clarkson University, New York, on a five month Fulbright scholarship to work on financial economics. In 2014-15, we will host Dr Lara Louise Sarauw, a postdoctoral fellow from Aarhus University, for three months while she works with us on higher education policy and management. In summer 2014, we will host Professor Deryl Northcott from Auckland University of Technology, New Zealand for four weeks; she is working with Harris, exploring strategic investment decisions in the context of countries experiencing political, economic and social turbulence.

Careful attention is paid to ensure that doctoral students are well integrated into our research environment and that their topics match well with the range of expertise available in terms of supervisory research support. Simultaneously, this ensures that their work contributes further depth to our research focus and our intentions around impact. For example, current students are exploring issues of control and accountability, including the technical, methodological and political implications of management accounting in Egypt, women in the defence industry, managerial narrative in the defence industry, gender equality in higher education, alternative forms of University ownership, finance and organisation, and financial reporting by Ontario Universities. Students exploring alternative economic models are working on the social and solidarity economy in Argentina and the UK, and the capitalist system of money creation. Projects also include research into creative deviance in professional service firms, managing crisis and crisis spill-over and on-line consumer choices.

A range of activities are undertaken within COR, supporting the growing research culture. We hold a weekly series of seminars and workshops, combining three types of sessions. Firstly, we have work-in-progress workshops at which staff and PhD students present their ongoing work in a critically supportive environment, aiding the sharing of ideas. Secondly, we run staff and student development workshops: topics have included funding, writing for publication, and networking/self-profiling and impact. Thirdly, seminars and workshops with external speakers have included: Cumbers (Glasgow), Holland (Southampton), Kuznetsova (MMU), Hamish Lawson (Kickstarter entrepreneur), Louth (Royal United Services Institute), Mellor (Northumbria), Napier (Royal Holloway), Nedeva (Manchester), Nordberg (Bournemouth), Oats (Exeter), Pandza (Leeds), Scarpati (Bradford), Jack (Portsmouth), Wakelin (Chair of the Methodist Conference) and Zebedee (Clarkson). All research active staff and research students attend these well-supported seminars, which provide excellent opportunities for researcher interaction and expose research students in particular to a wide range of research approaches and influences. In addition, we hold occasional interdisciplinary workshops on issues such as the future of higher education, with colleagues in Education, and ethics, human rights and migrant workers, with colleagues in Social Sciences.

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

The University has invested heavily in Business since 2010. All five staff submitted to this UoA have been appointed since the Business School was established in 2010. This reflects a commitment to establishing a core of senior staff who can build research excellence. Now that leadership and mentoring are in place, the University has recently made five early career appointments to support research in Business going forward. Additional investment has also been agreed for a further 12 new posts at all levels.

A peer mentor is appointed for all new staff and Professors are responsible for supporting early career staff to establish their research at Roehampton. Individual research plans, coupled with annual review, ensure that all staff are supported in the ongoing development of their personal research profile and that they maximise opportunities for impact. Early career researchers will be supported in terms of writing for publication through "So you want to publish" workshops, building on a successful model in the School of Education at Roehampton.

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Research active staff are allocated dedicated research time via a comprehensive workload model with allowances of 40% for research and additional allowances for the development of impact. A sabbatical term is available every three years and our recently appointed staff will start to benefit from this in 2014. Further short term, concentrated research time is arranged for specific activities such as research collaboration visits.

All research supervisors undergo mandatory training comprising a SEDA-accredited course for new supervisors or a short course for experienced supervisors new to Roehampton, plus at least one session a year from the programme of the Supervisor's Forum. From 2013, an additional regular workshop has been introduced for those in their first or second year of supervision to share practice and explore challenges. This is based on the popular Epstein, Boden and Kenway *Academic Support Kit* (2005). Each research student has three supervisors, one of whom has previously supervised to completion and who is responsible for mentoring inexperienced supervisors.

Equal opportunities

Roehampton is committed to equal opportunities. The current REF entry is made up of 4 female and 1 male member of staff. The recently appointed ECRs comprise of 3 male and 2 female appointments. These researchers are from a range of national and ethnic backgrounds

c. ii. Research students

Doctoral students form a major constituent element in our research strategy and growth plans, working alongside UoA staff. The School has seen a rapid growth in PhD student numbers – from 3 in 2010-11 to 22 now (8 part-time and 14 full-time) as supervisory capacity has increased. Seven students have internally funded scholarships and 6 full-time students hold externally funded scholarships from RUSI and the EU-funded UNIKE project.

Careful attention is paid at the selection stage (application and interview) to ensure that there is a suitable fit between the proposed research and the School's areas of activity. All research students are members of the university's Graduate School which provides opportunities for peer networking and social integration as well as more formal training. Research students have staff-level access to university facilities such as common rooms and IT systems and individual desk space adjacent to their Directors of Studies. In line with the Researcher Development Framework, the Graduate School co-ordinates the university's Research Student Development Programme, a clearly articulated 3-tier programme of training, combining generic and careers-related training plus interdisciplinary events and events relating to impact organised by the Graduate School. Research methods training in the social sciences is provided jointly by the School of Education, the Department of Social Sciences and the Business School. The Graduate School also provides induction and a buddy system for new students, and supports student-led events such as the annual research student conference. The University has adopted the model of support whereby each new research student is assessed on entry to provide a detailed profile of their training and development needs. This is then used to create a tailored skills development and support programme from the university provision, including arts and humanities and science research methods sessions where appropriate, as well as those more locally sourced in social sciences.

A number of students are integrated into research programmes and partnerships. Boden has two fully-funded, full-time students, salaried in accordance with EU funding contractual arrangements, on the globally-based UNIKE project from 2013-2017. Boden and Ng, working with Louth from RUSI, supervise the three students, who form the backbone of the RUSI partnership. Such connections provide these students with invaluable wider opportunities, networks and experiences.

Because the Business School at Roehampton is new, the numbers of completions returned to HESA (4 completed students) are small. We anticipate 6 students will complete during the 12 months following this return. Staff in this unit have supervised a total of 15 doctoral students to completion since 2008 at other universities, including seeing through students at their previous institutions.

d. Income, infrastructure and facilities

Starting from a virtually zero-base, great emphasis is placed on winning external research funds and the Unit has secured in excess of £1.2m since 2011, including all funds awarded to date. Because of the competitive funding environment, wherever possible, we seek substantial funding in partnership with external organisations to ensure the necessary research access, networks, impact and reach of our work.

We have a co-ordinated system for supporting and developing funding applications, augmented by central University support with regards to finance arrangements, contracting and IPR. University and School policy ensures that 100% of funds won on research contracts, including all overheads, are placed at the disposal of the researcher to maximise outcomes and incentivise activity. Funded projects/partnerships of the Unit since 2010 include Boden: **Follow the Money** 2011-13, £25,000 in partnership with Aarhus University (£15,000 Roehampton) from Dansk Magisterforening, to look at Danish universities' budgeting systems. **UNIKE** 2013-17, €4.3million in partnership with Aarhus, Bristol, Ljubljana, Lyons and Porto (€581,000 Roehampton) - an FP7-funded project to investigate universities in the knowledge economy. Moeller: **On-the-go consumption** 2013-2015, £300,000 from Lekkerland to investigate how modern, mobile lifestyles affect consumers' eating and drinking behaviour. Ng: **East Asian ventures** 2013-2016, €210,000 from **Gimv nv** to explore business and investment strategies for ventures with economically and socially valuable applications. In 2013, £5000 from Norsk-Hydro for exploratory work on a security performance metric.

The University Research Committee, chaired by the Vice-Chancellor, oversees institutional research strategy, fosters new initiatives, allocates strategic investment and monitors research quality. Ethics are co-ordinated by a University Ethics Committee with a representative from each department. Research activities are coordinated locally by the Business School's Research Advisory Group. The integration, planning and daily support of the UoA's research activities are enabled by the Research Office and a full-time Department Research Facilitator, with a background in Business research. The Facilitator supports bidding, facilitates the development of networks and partnerships, maintains mailing lists, organises web development and supports web organisation. A dedicated academic works to support the development of impact across the institution, and chairs an impact advisory group that coordinates this activity and encourages its strategic development.

Although our demands in terms of material infrastructure are light, well-appointed seminar, meeting and conference rooms are available in Southlands College (where the Business School is based) and in the wider University. Since 2010, the University has made a major investment in business and management specific library resources, especially journals coverage, creating excellent access.

e. Collaboration and contribution to the discipline or research base

Service on scholarly/professional bodies

Boden: Steering group of Tax Research Network (since 2008)

Cato: Member of the executive committee of Cooperatives and Mutuals Wales (2005-2012); Member of the Welsh Government's Co-operative Commission (since 2012); Board member of Meadow Prospect, the regeneration arm of RCT Homes, community housing mutual (2010); Director of Stroud Common Wealth (2007-present); Director of Transition Stroud (2009-2012); Member of the Advisory Group of the Equality Trust (2008-2011); Economics Speaker for the Green Party of England and Wales (2001-present);

Harris: Member of the British Accounting and Finance Association; Chair of the Committee of Departments of Accounting and Finance (2005-2009) Member of panel for Quality and Qualifications Ireland to consider professional body alignment to postgraduate qualification standards (2010 and 2013). ACCA Research Committee (2006-2011) CIMA Lifelong Learning

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Policy Committee (2008-2011); Management Control Association, chair (from 2010) and member of council (since 1998);

Moeller: Advisory board, Walbusch GmbH und Co KG, Germany (since 2009); Member of the award committee for the AMA SERVSIG Lovelock Career Contributions to the Services Discipline Award (2009); SERVSIG – service SIG of the American Marketing Association (Chair 2012- 2013, member since 2008):

Ng: Consultant in business strategy and founding member of the Asian Advisory Council, Gimv, nv (1997 to present); Non-executive director, DG-Infra and Gimv Asia Funds (since 2013).

Editors, members of editorial/advisory boards

Boden: Editorial advisory boards *Journal of Accounting in Emerging Economies* (since 2009), *Accountancy, Business and the Public Interest* (since 2008);

Harris: Managing editor (special issues) of the *Journal of Applied Accounting Research* (since 2008); *Meditari Accountancy Research* (from 2013)

Moeller: Editorial board *Journal of Business Research* (from 2013),

Ng: Editorial boards *International Entrepreneurship and Management Journal* (since 2010), *American Journal of Industrial and Business Management* (2010-2013).

Guest editors of special/themed issues

Boden: *Critical Perspectives on Accounting* (2010); *Journal of Applied Accounting Research* (2013);

Ng: *International Entrepreneurship and Management Journal* (2013)

External PhD examiners

IT University (Denmark); Macquarie University (Australia); Leicester; Liverpool John Moores; Aalto (Finland); Birkbeck; Westminster; Bradford; Sheffield; Northumbria and Middlesex.

Grant reviewing work

Grant reviewing work for EU FP, Marie Curie, British Academy; ESRC; National Research Foundation (South Africa); Wellcome Trust; Nuffield Foundation; Dutch Council for the Humanities; Leverhulme; Social Sciences Research Council of Canada; and ACCA.

Conference, symposia and workshop organisation

British Accounting and Finance Association South East Area Group conference (2011); Tax Research Network annual conference 2009, 2012 and 2014; UNIKE ECR researchers workshop 2014; Beyond the economic crisis: Crafting powerful voices for business and management schools, 2014; Residential early career researcher workshop on the critical reconceptualisation of taxation, Institute of Advanced Studies, Warwick 2009; Co-organiser UK Society for Co-operative Studies conference, 2011; co-chair of Green Economics and Co-operative Societies theme at the International Co-operative Alliance annual conference, Mikkeli (Finland) 2011; organising committee of the Association of Heterodox Economists annual conference, 2011; Scientific Committee International Conference on Community and Complementary Currencies, Lyon 2011; Co-organiser annual conference of the UK Society for Co-operative Studies, New Lanark 2008 Conference committee of the Service Frontiers conference, University of Maryland, 2012; International conference committee of the SERVSIG conference, 2014; Entrepreneurship track session chair, British Academy of Management Annual Conference, 2009 onwards; Beyond the economic crisis: Crafting powerful voices for business and management schools, 2014.

Keynotes and other invited talks

Boden: Centre for Citizenship, Identities and Governance (Open University, 2013); Research Policy Institute (Lund University, 2013); SRHE Policy and Management Network (London, 2012);

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University of Malta (Malta, 2012); EPOKE, Aarhus University (Copenhagen 2011); ACCA (London, 2011); School of Education, University of Iceland (Reykjavik, 2011); Academic Working Lives symposium (University of Wales Newport, 2011); Dansk Magisterforening (Copenhagen, 2010); Research Office, University of Cape Town (Cape Town, 2010); South West Higher Education Network (Bristol, 2010); Concrit Conference (Barcelona, 2010); EPOKE, Aarhus University (Copenhagen, 2009); University of Warwick Annual Sociology Debate, (Warwick 2009); South West Higher Education Research Network (Bristol, 2009)

Cato: Association heterodox Economists annual conference (Paris 2012), South-West Environmental Network Seminar to mark the Rio+20 Conference (Bristol Zoo, 2012), International Co-operative Alliance Research Conference (Finland, 2011), Freiburg Forum on Environmental Governance (Freiburg, 2011), Royal Geographical Society annual conference (London, 2010).

Moeller: PhD summer school Aalto (Finland, 2009); University of Maastricht (2011).

Ng: Wawasan Open University (Penang, 2013); Bournemouth University Business School (2013); Novancia Business School (Paris, 2013); BEM Management School (Bordeaux, 2012); FlandersBio (Gent, 2011, 2012); Asia-Pacific Technology Network (London, 2012); University of Cagliari (2011, 2012); European Private Equity Association (Shanghai, 2009).

Visiting appointments and fellowships

Moeller: Visiting professor (2008) and faculty fellow (since 2012) at the Robert H. Smith School of Business, University of Maryland; Visiting professor, Service Science Factory, Maastricht University (2012). Visiting professor, Service Research Center, University of Karlstad, Sweden (2009).

Ng: Visiting professor, SME Studies, University of Cagliari (2011 to present); Guest professor, Zhejiang GongShang MBA School, China (2013); RCUK Fellow in Entrepreneurship (2005-2010).