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| <p>Institution: Nottingham Trent University</p> |
| <p>Unit of Assessment: C19 Business and Management Studies</p> |
| <p>a. Overview</p> <p>Nottingham Business School (NBS) provides the institutional home for all the research activities in C19: Business and Management Studies at Nottingham Trent University (NTU). Drawing on capabilities developed since the early 1980s, the School has continued to build upon a distinctive tradition of research that forms a central part of the School's mission. RAE2008 confirmed the success of this on-going development, with 80% of the NBS submission recognised as being of international standard, including 5% identified as world class and none unclassified. Increased confidence supplied by this verdict has motivated both growth of further world leading and internationally competitive research, and the development of a more pervasive research culture, that extends across the school. This culture has proved inspirational in engaging a greater percentage of faculty within NBS to participate in research activities, leading to a demonstrable increase, across all academic divisions of the school, in research outputs in peer reviewed journal articles rising from 25 per year in 2008 to 65 per year in 2013.</p> <p>Within NBS research is managed through the Research Strategy Group (RSG) chaired by the Head of Research. RSG has full authority to develop and execute research strategy by setting objectives, supporting projects and monitoring research activity across the School. Research performance is monitored on a monthly basis, reported to the Research Strategy Group, and the NBS School Executive, chaired by the Dean, and is publicly available via a highly visible interactive electronic board in the NBS reception area.</p> |
| <p>b. Research strategy</p> <p>Research was established as central to the NBS mission in the period up to 2008. Our strategy, set out in RAE2008, aimed to achieve recognition both internationally and nationally as a School specialising in applied business research. A reassessment of our research strategy and objectives in the light of RAE2008 results set the goal of broadening and deepening our research culture to achieve international recognition in selected fields. This led to a decision to focus on a discrete number of outstanding individual researchers as a driving force to extend the engagement of a wider group of faculty.</p> <p>NBS used three mechanisms to achieve the research objectives. These were: (i) investment in research capability (input changes), exemplified by the appointment of five new professors (in priority research fields), the recruitment of 36 new staff (predominately Early Career Researchers) over the past five years, all of whom hold a doctorate, recruitment of three permanent fractional Professors continuing a long standing tradition, and the attachment of Visiting Professors to specific research groups; (ii) intensification of research in terms of governance, processes and environment (process and systems changes) exemplified by the re-configuration of the research group structure in 2010/11 and the creation of an entirely new research group (<i>Responsible and Sustainable Business</i>) in 2012/13; and, (iii) evidence- driven encouragement and monitoring of research performance (output changes) to drive actions at school and individual levels. This led to greater openness and transparency in the monitoring of research KPIs.</p> <p>Evaluation of strategy 2008-13</p> <p>The objectives set at the beginning of this period were:</p> <ol style="list-style-type: none"> 1) Increasing the number of high quality international research outputs (2* and above) by 15% year on year. In this period the number of international peer reviewed outputs almost doubled from 20 to 38 per year (with a significant percentage rated as 3*). 2) Increasing the proportion of research active staff holding doctorates to above 50% of core faculty. This rose from 24% (2009) to 58% (2013) and continues to grow. 3) Expanding the doctoral programmes and attracting at least one international conference per year. Both the PhD and DBA programmes continued to recruit high quality graduates and selected professionals in significant numbers, resulting in a commensurate increase in completion rates over the period. We also hosted at least one and sometimes two international conferences per |

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year following NBS' move to new facilities in 2010.

4) Increasing research income by 5% year on year. Over the period levels of research and related income have been sustained despite a difficult financial climate. NBS also established a new Economic Research Strategy Bureau which directly interfaces with economic development policy, shaping and informing the work of number of regional and national agencies.

Future research strategy 2013-18

NBS Research Strategy for the next five years can be summarised as being:

- 1) To increase the output of high quality research, especially research that is world leading or recognised internationally as excellent;
- 2) To broaden the research base in terms of the proportion of faculty actively engaged in research; and,
- 3) To enhance the impact of our research, on: (a) public policy and services, and (b) economic commercial and organisational practice.

Increasing the output of high quality research will be achieved by focusing our research effort on the development and performance of our research groups, which offer the potential for generating world leading research. Of the current eight groups, four are most advanced in terms of their development and performance: the *Organisation as Practice* and the *Work and Employment* groups - both of which have a long established history of research and external impact; the *Money, Finance and Risk* group – a field in which NBS has achieved a significant impact on public policy (see Gambling Taxation case study); and the more recently established *Responsible and Sustainable Business* group - strengthened through new internationally recognised appointments (Herzig and Painter-Morland), and closely aligned with one of three NTU wide strategic research themes - Sustainability. To support these developments we will continue to invest in the recruitment of further leading researchers, to provide development and career progression opportunities for early career and existing researchers, and seek to attract high quality doctoral and post-doctoral researchers through internal and external funding.

We also aim to grow our research base in terms of the proportion of staff actively engaged in research. Our goal is to have two thirds of faculty designated as research active (i.e. publishing in peer reviewed academic journals and supervising research students) by 2018. To achieve this we will further develop the environment to make it more attractive to well qualified staff with the potential to make a significant contribution to our research. We will also continue to expand and enhance our supervisory capacity, through a combination of recruitment, training, mentoring and staff development, in order to enable NBS to attract high quality research students keen and able to contribute to the research specialisms of the research groups. Alongside these measures, we will strive to offer outstanding opportunities for staff development (e.g. an annual programme of staff research seminars that brings leading researchers into the school; and, generous support for conference attendance), and a well-defined career paths/progression for researchers through Readership and Professorial posts. Finally, we will work to enable staff to maximise the impact of their research through increasing user engagement. This will take the form of support for external collaborations, consultancy activities and engagement with professional bodies.

Research Groupings

Within NBS there are currently eight research groups designed to provide a focal point for high quality research. At their core these research groups include those staff returned in this submission, along with a wider constituency of staff. This includes Early Career Researchers and research active staff who publish in peer reviewed academic journals (but are not listed in REF2), and who make a valuable contribution to the development of our research culture. The research groups typically have a membership of between 5-8 colleagues who have a research active designation (determined by an annual individual research review (IRR) assessed by the Research Strategy Group (RSG)), plus doctoral students, and in some cases invited external members.

The groups are: *Customer Engagement, (Retail and Service)* (led by Cassidy); *Entrepreneurship and Innovation* (led by Thompson); *International and Development Economics* (led by Ackrill);

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Money, Finance and Risk, (led by Mangena); *Organisation as Practice* (led by Mutch); *Public Management & Governance* (led by Barton); *Responsible and Sustainable Business* (led by Painter Morland and Herzig); and *Work and Employment* (led by Philp). The groups are detailed below in alphabetical order with staff submitted for REF2014 shown in bold:

The purpose of the *Customer Engagement (Retail & Services)* research group (**Cassidy, Ehret, Foster, Goworek, Lewis, Resnick, Rosborough, Siebers and Whysall**) is to develop an international research profile and expertise in the area of Customer Engagement. Research focuses on 5 areas of engagement: *Technology Enabled* (e.g. Ehret exploring the economic impact of business services in Bio-tech Incubators), *Emotional/creative* (e.g. Cassidy working with colleagues in the Performing Arts on retail design), *Efficient and Effective* (e.g. Resnick working with a psychologist to measure the quality of NHS drug and alcohol patient care), *Leadership* (e.g. Siebers cross cultural engagement for retailers moving into China) and *Responsible and Sustainable* (e.g. Whysall studying pawn broking and Lewis and Rosborough working with the Cheshire Lehmann foundation to investigate consumer engagement with smart meters). The Retail and Service sectors provide the context for the output, and social and economic impact is enhanced by Cassidy's role as Co-ordinator for the ESRC Retail Sector Initiative.

The *Entrepreneurship and Innovation* research group (**Dabic, Matthews, Thompson, Brindley, Smith, and Zhang**) adopts a multi-disciplinary applied perspective. It aims to advance research in areas of its specialism: technological innovation (Smith and Zhang) incorporating an ESRC CASE PhD and a 2012 special issue of the *International Journal of Entrepreneurship and Innovation*; policy support and engagement (Thompson); pedagogy and knowledge transfer (Dabic/Thompson); women entrepreneurship (Brindley), funded by the Academy of Marketing (AoM) and the Society for the Advancement of Management Studies (SAMS); operations strategy in the SME (Matthews), and transition economies where Dabic who leads Tempus and Leonardo projects and is editor of the *International Journal of Transition and Innovation Systems*.

The *International and Development Economics* research group (**Ackrill, Coleman, Harrison, Ljubownikow, Marchionne**) is the one NBS research group that is explicitly transnational in nature. *International and Development Economics* research covers a wide range of themes. Several members work on trade and Foreign Direct Investment, including FDI flows between developed and developing economies. Others research energy and energy security. Economic integration is analysed, globally, not only in the EU. This includes trade and FDI, but also monetary unions, and EU sectoral policies. Another topic of analysis is business practices within the Single European Market, notably regarding networks and supply chains. Country-specific research interests cover the BRICs (Brazil, India, Russia and China), but notably a range of issues in Brazil, China and Russia.

The *Money, Finance and Risk* research group (**Klumpes, Mangena, Vaughan-Williams, Abdo and Ahammad**) focuses on key research themes that centre on the inter-relationship of financial sustainability and voluntary risk reporting; regulation, financial management and control of financial services (Klumpes); corporate governance, including antecedents and consequences, disclosure and consequences; behavioural and organisational effects of performance measurement systems (Mangena); and the efficiency of financial and betting markets, forecasting and prediction of markets, and economics of gambling (Vaughan-Williams). Other themes include energy security and policy (Abdo) and mergers and acquisitions (Ahammad).

The *Organising as Practice* research group (**Mutch, Samra-Fredericks, Chen, Hay, King and Kirk**) uses a broad range of approaches, from ethnomethodology through Bourdieu and Foucault to critical realism, to explore aspects of organizing. Samra-Fredericks has an international reputation for her work on decision making practices, while Mutch has made a significant contribution to international interest in the application of ideas from critical realism to the study of organizations. Other members of the group are developing research interests in areas such as critical management (King, Chen), management learning (Hay) and career development (Kirk), with

publications in journals such as *Management Learning*.

The *Public Management and Governance* research group (**Barton, Murphy**, Harradine, Jones and Prowle) comprising the 'International Centre for Public Sector Management' and the Public Services Research Group has a wide ranging interest in public policy and the theory and practise of public management at local, regional, national and international levels. The group has a strong focus on applied and operational research (Barton) and the development of innovative collaborations with academic and practitioner communities. Its members combine senior management experience in the public services (Barton and Murphy) with strong academic research and teaching records in higher education. In particular Barton and Murphy have published widely on areas of performance management, specifically in emergency services provision (police and fire). Other contributors include Prowle and Harradine who are active researchers in the areas of strategic financial leadership, financial governance and budgetary control methods in health and social care, particularly during the current era of austerity. Recent research projects have included work with Health, Local Government, Criminal Justice, Economic Development and Emergency Services and there are small specialist teams focussed around the Health and Social Care Finance Research Unit and the Economic Strategy Research Bureau.

The *Responsible and Sustainable Business* research group (**Herzig, Painter-Morland**, de Lueew, Hiller, Lund-Thompsen, Molthan-Hill, Valero-Silva and van Dijk) brings together researchers who reflect on the various dimensions of business' role in fostering sustainable societies by means of responsible business organisation. The goal of the group is to meaningfully integrate the insights of an interdisciplinary group of experts to inform values-driven business practice in all dimensions of organisational life. The group includes professors who focus on: 1) corporate social responsibility (Herzig); 2) business ethics and responsible leadership (van Dijk and Painter-Morland); 3) risk management (Klumpes); 4) corporate governance and reporting (Mangena); and 5) responsible supply chain management (Lund-Thompsen). The group also brings together younger scholars with interests in specific functional areas, such as human resources and business ethics (Valero-Silva); marketing ethics (Hiller); and sustainability management (de Lueew, Molthan-Hill).

The *Work and Employment* research group (**Shipton, Tansley, Wheatley, Whittall, Wu**, Philp, and Lawton) provides a focal point for policy-relevant applied analysis in the field of work and employment. It spans the disciplines of HRM, economics and employment studies. Research — some of which was funded by the ESRC (Tansley, Wheatley) — examines organisations in regional, national and international perspective, focussing on learning, innovation and performance (Shipton, Whittall), talent management (Tansley), and work-life balance (Wheatley, Philp). The labour market context within which organisations operate is also investigated in collaboration with the Economic Strategy Research Bureau (Lawton, Wu).

Research groups bring together experienced researchers, including Professors and Readers with other colleagues and research (PhD) students. In addition a small number of colleagues are attached to units that work in specialised fields within these groups. Notable examples include: Betting Research Unit; Political Forecasting Unit; International Centre for Public Services Management; International Centre for HR Innovation; Economic Strategy Research Bureau; and China Management Institute. Each of these has a strong association with the relevant group.

c. People, including: Staffing strategy and staff development

Since 2008, NBS has pro-actively sought to increase the wider engagement of faculty to participate in research. This has been achieved through the adoption of a focused recruitment and retention strategy that acknowledges and recognises the importance of research.

In terms of staffing strategy, the introduction of a recruitment policy for Early Career Researchers in 2009 has been highly significant. This policy aims to ensure that all new academic staff have a doctoral qualification, and over the census period this has significantly contributed to a much greater emphasis on, and interest in, the conduct of research. Thus the research capability within NBS has increased, helped by ensuring that all such appointments are on a permanent basis. Since 2008 thirty six new academics in this category have been appointed. They are all actively engaged in research and their enthusiasm for research has helped to create an expanding and

self-sustaining research culture. Alongside this strategy NBS has deliberately invested in internationally recognised senior faculty in specific research fields. Our ability to attract and retain senior researchers with strong international research profiles, particularly academics previously based overseas, is testimony to recent efforts to enhance the research culture. Our success in retention was boosted in 2012 through the introduction of sponsorship of PhD students and the allocation of research expenditure funds to all professors as well as research groupings.

Integral to our staffing strategy is the programme of staff development. Since 2007, NBS has a policy of positively encouraging individuals to take up a doctoral programme. This policy provides for the payment of full tuition fees and offers more than 150 hours remission from teaching per year. A recent additional facility has been the provision of a further allocation of research time (100 hours per year for two years) post-PhD/DBA completion in order to encourage publication. Sixteen members of NBS staff have benefitted from this facility since 2008. The involvement of newly qualified staff as co-supervisors in the DBA programme has also been important in fostering their development. Paired with an experienced researcher, this has proved a practical way of developing research competence. Another similar mechanism has been team-based supervision of Knowledge Transfer Partnerships (KTPs). Here, junior research staff will undertake the detailed supervision of activities, while an experienced researcher supplies leadership and guidance (e.g. Mutch and Valero-Silva at Nottingham City Homes KTP).

A sabbatical scheme was set up in 2009/10 utilising funding from RAE2008 linked to the delivery of specific high quality outputs. Twelve sabbaticals were awarded between 2009 and 2012 and the outputs from this scheme have included 20+ journal articles. Similarly, a seed-corn scheme was set up in 2009/10, again utilising funding from RAE2008. Designed to facilitate exploratory and speculative but promising lines of research, some £20k has been awarded and utilised to support 13 projects. Most have led to high quality published outputs and a number have led to successful research grant applications (e.g. Ljubownikow and Smith both of whom have won British Academy/Leverhulme Small Research Grants). Another staff development initiative has been the mentoring scheme, where new appointments in their first academic post are allocated a mentor for their first three years. Mentors are normally Professors or Readers and their remit is to work with the Early Career Researchers to assist them in publishing their PhD research and establishing a publication profile, through co-authoring (where appropriate), reviewing drafts, advising on journals to target, explaining reviewer comments/feedback, and advising on suitable conferences. In addition to the mentoring scheme senior researchers (e.g. Gooderham, Liddle and Smith) have also provided a series of publication workshops. These have required participants to draft a paper as a condition of joining the workshop where it is reviewed and detailed feedback given. The feedback extends to advising on possible journals and the editorial policy of particular journals. Permanent fractional professors, who are typically 0.2 appointments located in European universities (e.g. De Leeuw, Van Dijke and Whittall), also play an active role in staff development, through co-authoring research with Nottingham-based NBS faculty, mentoring Early Career Researchers particularly in terms of presenting and publishing research outputs, networking with researchers based outside the UK, and providing guidance on the editorial policies of non-UK academic journals. The annual Personal Development & Contribution Reviews (PDCRs) conducted throughout NBS and undertaken by the line manager of each faculty member also contribute significantly to staff development. Here objectives for the forthcoming year are agreed and assessed. Research contribution is one of the key indicators of the PDCR process and as such is an opportunity at a personal level to engage in dialogue and review research-related staff development needs.

Alongside these staff development opportunities is provision offered by the university. The Graduate School, in conjunction with the Centre for Professional Learning & Development, organises and delivers training for supervisors, internal examiners and those acting as independent chair for viva voce examinations. In addition, from 2013-14 it will provide training for academics who act as independent assessors in the annual and interim monitoring of PhD students' progress. Alongside these measures there is the NTU-wide Researcher Development Framework. This provides an excellent source of high quality information and activities for academic researchers across a broad spectrum of proficiency.

Research students

NBS has a long established and successful doctoral programme comprising both PhDs and DBAs. Overall the level of total completions has remained stable, with rather more variation on the DBA programme:

| <i>Completions</i> | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| <i>PhD</i> | 8 | 8 | 7 | 4 | 8 |
| <i>DBA</i> | 3 | 11 | 13 | 9 | 6 |

Both doctoral programmes are overseen by the College Research Degrees Committee (CRDC) (note: NBS is part of the College of Business, Law & Social Sciences) and each is headed by a senior researcher who is also a member of this committee. Administrative support is provided by the NTU Graduate School which provides a range of support activities, such as annual monitoring of progress and supervisor training, on an integrated basis.

The Graduate School also provides a research training programme (with significant inputs from NBS staff) for all research students across the university. This takes the form of a diploma level qualification in Professional Research Practice, designed to meet the requirements of RCUK; and the Vitae Researcher Development Framework. There is also a thriving and well attended annual research conference for research students organised by the Graduate School, which all research students are expected to attend and contribute towards. The conference comprises a range of activities, including keynote addresses and guest lectures from leading researchers from other institutions (e.g. Professor Tony Bertelli, University of Southern California and Professor Solange Villette, Paris 13 University), papers given by research students and members of academic staff, as well as poster sessions, a three minute thesis competition and social events designed to facilitate networking. In addition to training provided by the Graduate School, specialist library staff provide a range of research-oriented support for doctoral students, including help and advice on accessing bibliographic materials, documentary sources, archival sources, official statistics and other published material.

NBS is committed to the ethical governance of research. Research projects undertaken by staff are required to have clearance from the College Research Ethics Committee (CREC) before data can be collected and/or analysed. Similarly, research students are required to submit an application to CREC to secure ethical clearance for research involved in their studies. DBA students have their own ethics committee that considers the particular ethical issues that arise for those conducting research as practitioners. The School Research Ethics Committee (SREC) considers research undertaken by students on taught programmes. Research grant applications have benefited from the introduction of an internal peer review process, designed to make use of the knowledge and expertise of more experienced researchers to provide critical but constructive feedback to assist in the preparation of high quality grant applications.

d. Income, infrastructure and facilities

A significant contribution to the research infrastructure is NTU's Research Grant Capture Team, which provides support for research grant capture to all schools. The College Research Support Office, led by the College's Associate Dean of Research, provides the backbone of the approval and management information systems and is a focal point for cross disciplinary research themes. This is now complemented (since 01/2011) by a research development manager based in NBS and working under the direction of the NBS Head of Research, with a remit to provide support to research active staff to (i) improve awareness of research funding opportunities through regular monthly intelligence reports and targeted emails and (ii) assist in the preparation and drafting of high-quality research grant applications. A key feature of the post is the provision of face-to-face contact designed to provide scope for building relationships with academic staff, especially ECRs and those unfamiliar with drafting research grant applications. This has produced an improved success rate, despite the difficult financial climate.

Research income on a year-by-year basis has been stable at around £200k, though this did drop in 2012-13. Although not on the scale anticipated in RAE2008, the fact that it has generally been stable is an achievement in the prevailing financial climate. Furthermore researchers have been awarded a number of highly competitive research grants. Every year NBS has been in receipt of

Research Council funding and at one point this amounted to 40% of total research income. Over the period this has included: Ackrill awarded an ESRC Small Grant (RES 0000-22-3607) of £80k in 2009-11 for research examining the dynamics of biofuels policy in Brazil, the EU and the US; Tietze and Tansley awarded £18k for an ESRC Seminar Series award (RES 451-26-0586) entitled: Language, Communication and Knowledge in International Business and Management in 2008-09; Cassidy, who gained two awards of £70k and £120k from ESRC, both in relation to a major ESRC initiative focused on the Retail sector, and Tansley and Smith who have held three ESRC CASE PhD studentships during the census period. Other major awards have included: Ackrill, awarded a Jean Monnet Chair in European Economic Studies (€45k) in 2010; Harris, who carried out evaluative research (£40k) for the Arbitration and Conciliation Advisory Service (ACAS) as part of its 'innovative workplaces' project (IWP) in 2009-11; and Smith and Ljubownikow, both of whom recently gained British Academy/Leverhulme Small Grant awards. Alongside these prestigious awards, NBS staff have gained four KTPs (Cassidy, Mutch, Smith and Stratton).

Research income has also begun to benefit from the establishment of the Economic Strategy Research Bureau (ESRB) in July 2011 having inherited the knowledge assets of the former East Midland Development Agency (EMDA). The ESRB led by Rossiter (ex-EMDA), focuses on research to inform policy at national, regional and local levels. Within 2 years of its establishment, it had received grants from and been commissioned by, the Department of Business Innovation & Skills (BIS), a number of Local Economic Partnerships (e.g. D2N2 LEP), and local authorities (e.g. Nottingham City Council) as well as industry bodies, providing economic analysis to inform their strategies and implementation.

Doctoral research students are based in the Graduate School in the Chaucer building, adjacent to the Newton building where all NBS faculty have been located since 2010. The Graduate School features purpose-built facilities for all research students across the College. Each has a desk and a computer, with access to a range of research software (e.g. SPSS and NVivo), and exclusive access to other facilities including a kitchen, lounge/restroom, four interview rooms, conference room and rooms housing Graduate School support staff. In addition there are hot desk facilities for PhD/DBA students in the Newton building, located in each of NBS's academic divisions, so that they have ready access to supervisors and other academic staff.

The NTU library also offers significant electronic facilities to all researchers at NBS. These include a very extensive collection of Business and Management journals which are available online, and access to a rapidly expanding E-book collection. Generous inter-library loan facilities are available to all staff and postgraduate researchers. The library's iRep facility ensures that research publications are made available electronically to facilitate dissemination and open access.

e. Collaboration or contribution to the discipline or research base

Given its focus on policy and practice, inter-disciplinary research is an important feature of research in NBS. Hence, colleagues from the Marketing and Economics divisions (Brindley and Thompson) conduct research on female marketing entrepreneurs in the *Work and Employment* research group, and staff from the Marketing and Management divisions (Ehret and Smith) research biotechnology clusters in the *Entrepreneurship and Innovation* research group. Similarly inter-disciplinary research with colleagues in other NTU schools includes: Goworek's research on green labels carried out with colleagues in Fashion Design, Valero-Silva's research into housing policy in Nottingham undertaken with colleagues in Built Environment, and Smith's research into innovation in musical instruments carried out with colleagues in Fine Art.

NBS's extensive networks with business, industry and commerce provide valuable opportunities for collaboration. A number of locally based multinational companies, including Toyota, Boots, Experian and Rolls Royce, inform our research environment through the provision of access for data collection and the sponsorship of research projects. Examples include, the biotech incubator, BioCity Nottingham (Ehret/Smith), the retail sector (via Cassidy's ESRC funded Retail Navigator project); and the construction industry (Raiden/Caven). Several SMEs also engage with our work, for instance Smith and Zhang's HEIF Stream 1 funded research into the impact of the recession on SMEs' survival and growth trajectories. Colleagues have also developed valuable international networks. In 2012 the *Customer Engagement (Retail and Services)* research group hosted the

International Colloquium in Relationship Marketing, drawing on leading academics including Ramaswamy (Michigan), Gronroos (Hanken), Fisk (Texas) and Martin (Wichita) along with practitioners from Alliance Boots, Lego and PwC.

An important mechanism for facilitating international academic collaborations at NBS is the appointment of permanent fractional appointments. Currently Dabic, De Leeuw, Van Dijke and Whittall, not only undertake research with other NBS colleagues leading to co-authored papers in internationally recognised journals, they also mentor early career researcher, collaborate on research funding applications and provide valuable networking opportunities in their specialist fields. International collaborations also operate on an individual basis. Notable examples include: Samra-Fredericks, awarded a Distinguished Researcher Fellowship (2012) at Hanken School of Economics, Helsinki; Ackrill, a Visiting Fellow at the Centre for European Studies, Australian National University (ANU), Canberra (2012), linked to collaboration with Dr Adrian Kay of ANU, following a Leverhulme Research Fellowship that enabled him to take up a Visiting Fellowship at Griffith University, Brisbane (2007-08) and an ESRC funded research project (2009-2011) that resulted in him delivering papers on biofuels to the US Department of Energy, Washington in 2011; Raiden, who developed international contacts in academia and the construction industry as the basis for comparative studies, including research with Professor Christine Räsänen in Sweden on work-life balance; and Mangena who has close connections with colleagues at the University of Cape Town, South Africa, with whom he has carried out research into aspects of financial malpractice and whistleblowing.

NBS is the editorial base for several journals, including: *Economic Issues* and *Journal of Gambling Business & Economics* (Editor: Vaughan Williams), and colleagues have editorial positions as follows: Organization (Associate Editor: Mutch), *International Journal of Banking, Accounting, Auditing & Accountability* (Associate Editor: Klumpes), *African Review of Economics & Finance* (Associate Editor: Coleman), *Business and Professional Ethics* (Editor-in-chief: Painter-Morland), and *International Journal of Emergency Services* (Practitioner Editor: Murphy). In addition several colleagues have guest edited special issues: *Economica* (Vaughan Williams), *International Small Business Journal* (Thompson), *Human Resource Management* (Shipton), *Thunderbird International Business Review* (Shipton), *Journal of Business Research* (Ehret), *Management & Organizational History* (Mutch), *Management & Information Systems Quarterly* (Mutch), *International Journal of Entrepreneurship & Innovation* (Smith & Zhang) and *Accounting, Auditing & Accountability Journal* (Herzig). NBS has also hosted several major academic conferences in Nottingham including: the Public Administration Conference (2010); the Money & Risk Conference (2011); the Association of Researchers in Construction Management Conference (2012); and, the International Customer Relationship Management Conference (2012). This continues with the Annual Colloquium of the Association of Business & Society (ABIS) due to be held at NTU on 9-11 September 2014 with a theme of 'Responsible Leadership and Talent Development'.

Contributions to academic disciplines are also evident in the active involvement of NBS colleagues in a wide range of learned societies and professional bodies. These include: the British Academy of Management (BAM) where both Barton and Shipton are currently members of BAM Council, the former being seconded in 2012 with the specific remit to establish a dialogue with comparable institutions globally. Barton and Shipton also chair Special Interest Groups (SIGs) for Public Management & Governance and Human Resource Management respectively. At the Chartered Institute of Public Finance and Accountancy (CIPFA) Prowle is a member of the global public sector forum and financial management panel, while at the Institute for Small Business and Enterprise (ISBE) Brindley is a Director/Trustee, Murphy is a member of the JUC Public Administration Committee and Barton was formerly branch chair and executive member of council for the Chartered Institute of Personnel and Development (CIPD) (2008-10) and was recently elected to the executive committee of the profit and not-for-profit division of the American Academy of Management. Cassidy is a member of the ESRC's Peer Review College. Similarly colleagues are also actively engaged with a number of local Third Sector organisations including King as an advisor to the Firebird Trust; and the University of Essex NGO clinic; and Brindley, who is Vice Chair/Trustee for Nottingham Women's Centre.