

<p>Institution: King's College London</p>
<p>Unit of Assessment: Sub-panel 19: Business and Management Studies</p>
<p>a. Overview</p> <p>The Department of Management is a multi-disciplinary international centre of excellence that has grown by more than a third since RAE 2008. The Department is informed by a social science tradition that emphasises the analytic potential of collaborative and inter-disciplinary management research and the value of methodological pluralism. Our intellectual ambition is to develop theory, methods and knowledge to advance our understanding of management business and organisational activity in an international institutional context.</p> <p>We achieve this objective by organising research activity into six research groups: Human Resource Management (HRM); International Business and Comparative Management (IBCM); Accounting and Financial Management (AFM); Public Sector Management and Economics (PSME); Marketing; and Work Interaction & Technology (WIT). This is complemented by research links with other departments in the School, such as Education and War Studies, facilitating joint research as Ministry of Defence-funded research on valuing service personnel testifies. These research associations extend beyond our own School to include close collaboration with the Dental, Medical and Nursing schools, assisted by King's' status as an Academic Health Sciences Centre.</p>
<p>b. Research strategy</p> <p>In RAE 2008 the Department set out its five year strategy, aiming to become more international, more inter-disciplinary, more collaborative and to grow key research areas. At the core of this strategy was the intention to deepen and broaden our current areas of research. We anticipated that by 2014 we would have established strengths in International Business and Accounting and Financial Management and we identified scope for further growth in areas such as Comparative Management and Economics. Encouraged by being identified as a strategic growth priority for King's, these expectations have been fulfilled, with nine professorial appointments and additional investment in key research fields. Developments include: the establishment of a separate Marketing group; strengthening the strategy component of the international business area; significantly enhancing expertise in Economics; broadening Accounting to include research expertise in financial and investment management; and extending HRM expertise in leadership research.</p> <p>We have therefore forged ahead in implementing our strategic objectives identified at the end of our 2008 submission. This has ensured that we have moved from being a niche department with some outstanding areas of strength, including HRM and training highlighted in our RAE feedback, to a broader department of international repute. The rationale has been to invest in areas that mark out most top-level management departments, whilst maintaining a sustainable growth trajectory. Our location within a School of Social Science and Public Policy has facilitated an interdisciplinary research culture that engages with senior managers and policy makers to advance the College's mission of 'service to society'. Staff contribute to theoretical development and empirical knowledge, achieving policy impact by tackling critical challenges in the realms of work, organisation, competitiveness and markets.</p> <p><u>Research Aims since RAE 2008:</u></p> <ul style="list-style-type: none"> • To undertake agenda-setting theoretical and empirical research in management that has a sustained impact within the academic, policy and practitioner communities. • To extend the scope of the Department's research by investing in key management disciplines, drawing on disciplinary strengths in Psychology, Economics & Sociology. • To promote an outward-looking research culture that sustains a high level of research funding that is distributed more widely between research groups and individuals. • To enhance our research infrastructure to support the needs of early career researchers and doctoral students, ensuring they can develop and excel in their

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profession.

Internal and external discussion post RAE2008 identified two additional objectives:

- To recruit a blend of senior professors with an international research reputation together with highly promising early career researchers.
- To extend the scope of management research to maximise its impact, nationally and internationally, amongst policy makers and practitioners.

Measures to embed these aims include:

- Strengthening and expanding our research groups with an enhanced role for research group directors, backed up by additional resources for group activities.
- Creating space for senior staff to pursue leadership roles, such as editorships of leading journals (e.g. *Human Relations* and *International Business Review*).
- Extending international collaborations and exchange programmes to enhance opportunities for new research collaborations (e.g. Cornell, Renmin, Tilburg).
- Providing greater financial support for conference attendance and novel research projects, via seedcorn funding initiatives.
- Enhancing knowledge exchange and impact by establishing a departmental learning board and a separate advisory board comprised of industry and government leaders.
- Improving the research environment by upgrading doctoral accommodation and setting up a financial trading laboratory with real time market data.
- Establishing specialist MSc programmes in Accounting and Financial Management and in Marketing, thus providing additional opportunities to recruit doctoral students.

Research Management

Since 2008 we have enhanced our governance structures to maintain research quality. Two Deputy Heads of Department positions have been established (Research and Education) boosting leadership capacity and enhancing succession planning. Bi-monthly reports to the Department's Executive Committee track the execution of research strategy. Stock-takes and opportunities to revise research strategy are undertaken on a regular basis at departmental away-days. At School level, the research strategy group (RSG), which comprises all departmental research directors and the Head of School, provides a forum to support and challenge departmental research strategy.

Research Group Governance: Research groups have an increasingly important role in translating research strategy into funded research projects and in supporting staff development. The largest research groups such as HRM and IBCM contain 12-14 faculty, whilst WIT is a smaller more specialised research centre. The groups organise seminars and workshops to explore contemporary developments in the field, provide peer review and feedback, and organise more externally focused events that develop group profile and networks. Each research group director manages its resources and works with colleagues to develop group research and publication strategies that resonate with departmental and school priorities, documented in group annual reports. To encourage cross-group collaboration additional seminars that cut across departmental themes are organised including colloquia on topics such as 'Institutions and Practice'.

These developments are reflected in the role and membership of the **departmental research committee (RC)** that is a key strategic mechanism for encouraging high-quality research activity. Meeting formally twice a term, the RC is responsible for developing departmental research strategy, stimulating research initiatives and consolidating the research culture in line with College research priorities. It maintains a research database, peer reviews

and monitors research applications, oversees sabbatical leave, and co-ordinates doctoral research activity. Each research group director is a member, and the RC also includes the PhD Director, Departmental Manager, and the School Research Manager, the latter reinforcing a tight alignment between departmental and school research priorities.

Finally, the Department has established a **research innovation fund (RIF)** to provide additional support for innovative research activity, prior to making a bid to the research councils. Bids from staff are assessed bi-annually and in 2011-12 seven projects were funded with priority given to supporting early career researchers. Recipients report back to the Research Committee on the activities and outputs generated.

Research Groups: Achievements

Human Resource Management (Group Directors: Peccei and Walsh). The group has been active in advancing our understanding of contemporary labour markets and the changing nature of work, and in improving our knowledge of the impact of employment practices on employee well-being and organisational performance. Research work in the group falls into three areas. The first develops theory, analytic frameworks and measures through which to generate new data about the impact of HRM and employment relations initiatives, on various employee and organisational outcomes. The second is concerned with the development of theory and an evidence base to understand the impact of the changing nature of work, work roles and careers on individuals and organisations. The third research theme explores the impact of various forms of workforce diversities (gender, ethnicity and age) on HRM policies and practices.

The group has a strong international reputation for its work on HRM, employee well-being and organisational performance (Aryee, Gerhart, Guest, Peccei). Aryee has identified the effects of high performance work systems on citizenship behaviour and performance. Bach has brought new insights into the international migration of labour, focusing in particular on the nursing profession. Deery and Kwon are part of an international team that has conducted empirical work on the globalisation of service work and measured the effects of national institutions in Europe and the US on job quality and job security. Gerhart has played a major role in advancing our theoretical and empirical knowledge of the effect of pay on individual and group performance. Edwards, M. has documented the effect of international mergers and acquisitions on organisational identity and Peccei and Gospel have statistically established the effect of information disclosure on employee voice mechanisms in the UK. Deery and Walsh have demonstrated the important role of co-workers in ameliorating stress in interactive service work while Guest has identified the effects of psychological contract breach on various types of employees and their organisations.

Within the second major strand of work in HRM there are a number of studies exploring the impact of new types of work and new working arrangements on organisations, occupations and individuals. Bach and Kessler have documented the impact of labour market changes in the public sector and the effect of new assistant roles in health and education on professionalization. Walsh has shown how flexible working arrangements can influence promotional opportunities for female lawyers. Guest has identified a range of important HR effects relating to the growth of non-permanent employment in Europe. Vidal's research into temporary employment and labour market insecurity in Europe and the US has led to a more refined characterisation of contemporary forms of lean production while Edwards and Peccei have furthered our knowledge of the antecedents and consequences of employee identification and employer branding. The third thematic area of work has contributed to an enhanced understanding of the growing diversity of the workforce and the implications for HR practice, differentiated by gender and age. Research on the dynamics of gender in business schools and amongst ICT professionals by Kelan has advanced knowledge on how gender is enacted within organisations and the relationship between gender and individuals' aspirations and careers. Research by Sturges has combined analysis of work-life balance, job crafting and career issues to show how people craft their jobs as they attempt to manage their work-life balance.

International Business & Comparative Management (Group Directors: Ghauri and

Edwards, T.). The group's activities address two major strands of work. The first is within international business and concerns the challenges faced by organisations and their senior management teams as they expand internationally. One element of this concerns international entry modes, with this work integrating transaction cost economics with real options approaches to advance theory on investment decisions in uncertain conditions, demonstrating the utility of resource based perspectives (Brouthers). Understanding of entry mode strategies has been advanced, highlighting the ways in which firms shape the market structure and behaviours of different market actors (ESRC funded research, Ghauri). A further major strand of work relating to multinationals concerns patterns of international integration and differentiation, the consequences for HR practice and the manner in which these practices are embedded within different systems of corporate governance. Funded by two ESRC grants (Edwards T.), this research challenges the assumption of a simple trade-off between integration and differentiation in terms of how MNCs manage their international workforce. To achieve our post RAE2008 objectives, the recruitment of Professor Carmeli has extended the group's work, adding expertise in CEO leadership and how the composition and approach of senior management teams shapes their problem-solving capacity.

The second major strand of work is within the field of comparative management and focuses on the distinctive corporate governance structures of national economies, including little-studied small states. Schnyder's ESRC-funded research is advancing understanding of the specificities of national corporate governance systems and the consequences for firm-level corporate governance practices. A related element of corporate governance research is its link with employment, highlighting the relationship between new forms of financial ownership and labour relations, connecting with work in the HRM group (Gospel). Moreover, this complements corporate governance research in the AFM group that focuses on other stakeholders, especially investors.

Accounting and Financial Management (Group Directors: Clubb and Preda). The group has contributed to theoretical and empirical research agendas within accounting, financial management and financial behaviour, with a focus on four major interrelated topics: first, valuation, particularly equity valuation and investment analysis; second, risk and decision making; third, accounting information and fourth, corporate governance. Group members have expanded the scope of research by including behavioural issues and electronic finance in their investigations. Research infrastructure has been vastly improved by establishing a financial trading laboratory, laying the ground for future experimental work.

The group's market-based accounting research examines the role of accounting information in equity valuation: theoretical aspects of this work have provided new insights on dividend information in equity valuation (Clubb and Wang). The group's real options modelling of investment projects and of hedging strategies has set the agenda on risk analysis and decision making. Specifically this research has developed new tools for managing large projects (Trigeorgios and Driouchi). Research on valuation has benefitted from adding new expertise in finance to the existing strengths in accounting. This has resulted in an expanded remit into novel, field-based investigations of actual valuation practices. Preda's research, funded by a £1.7 million European Research Council grant, examines valuation practices in financial markets. It has documented how traders in electronic markets value financial instruments, how they use models in trading, and the consequences for decision making. Finally, the group investigates the determinants of executive pay in relationship to corporate structure (Florou, Gupta and Li). Relatedly, their work, together with Laughlin's, focuses on how pension accounting rules shape UK firms risk-management practices. They have advanced research on corporate governance by investigating executive pay and pensions; board structures and gender gaps; the governance of public-private partnerships; and the impact on decision making of IFRS provided accounting information.

Public Sector Management and Economics (Group Director: O'Mahony). The group has grown substantially since RAE2008 and widened its remit from its predominant focus on training policies. Research has expanded to address prominent challenges in the economics

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and organisation of public services and the group is distinctive in combining applied economics and organisational studies, reflecting a shared interest in how incentives and governance structures interact. Studies of managed clinical networks and knowledge mobilisation have advanced theories of network governance and indirect control regimes (Ferlie). Work on public broadcasting highlights the role of networks, but also the risk of high transaction costs (Pratten).

In the past year the Department invested significantly in an economics disciplinary cluster through new hires at senior and lecturer levels. This was to enable a more visible presence in the economics discipline as well as offering a new undergraduate degree in Economics and Management. Staff recruited specialise in both micro and macro economics research in applied policy relevant areas, complementing the existing focus on public services and public policy. This investment has advanced work in the areas of public services provision, labour economics and aspects of the international economy. Expertise has been expanded to incorporate EU-funded research on broader public service performance measurement both in health and education (O'Mahony), complementing ongoing research on higher education costs. Labour economics has been expanded and research includes the impact of information technology, education and human capital on growth and productivity, the labour market effects of globalisation and inequality (Lindley), and the impact of immigration on house prices (Sa). In terms of the international economy, the group's research now includes international comparisons of productivity, the macroeconomic effects of capital flows and international capital markets and the determination of exchange rates (Chortareas). Research on UK monetary policy and policy related to the current crisis in the EU include prospects for inflation targeting and its implications for financial markets, current account imbalances, prospects for growth, and labour market outcomes.

Marketing (Group Director: Menguc). Since RAE 2008, research in marketing has been strengthened by an emphasis on theory-driven and empirically sound projects with a significant impact on marketing theory and practice. The group's work is in three broad areas. The first concerns marketing strategy and research in the field of market orientation. Menguc's empirical work has demonstrated: how firms sustain high levels of effectiveness by achieving fit between learning and market orientation; the role of sales teams design in leveraging customer knowledge and sustaining capability; and how sales staff contribute to the implementation of market orientation through sharing their customer-related knowledge. The second area addresses marketing communications and creative choices. West's collaboration with academics and practitioners nationally and internationally has advanced understanding of international advertising budgeting practices (USA); the implementation of advertising (Hong Kong); and the measurement of digital creativity (UK). A third strand of the group's research involves the fields of consumer and consumption behaviour and considers consumer loyalty and privacy behaviour and attitudes in different cultural settings and differing consumer situations. These contributions have resulted in a) top-level journal publications including in the *Journal of Retailing*, *Journal of Product Innovation Management*, and *Journal of Advertising Research* (Menguc and West) b) key editorial roles - West as editor of the *Journal of Advertising Research* and Menguc as associate editor of the *European Journal of Marketing* and the *Journal of International Marketing* and c) funding from the British Academy (West) on managers' creative decisions and choices.

Work, Interaction and Technology (Group Director: Heath). WIT (Heath, Hindmarsh and Luff) is a leading international research group that specialises in video-based, sociological studies of work practice and technology-in-use. It is widely recognised as a pioneer in the use of video in qualitative research. The group's contributions fall into three main areas. First, studying the interactional foundations of organisational practice and occupational performance, in studies of auctioneers, optometrists and sales staff. Second, analysing settings of instruction and training, particularly in healthcare education, in order to consider how highly specialised forms of vision, touch and manipulation are communicated. Third, exploring ways in which social interaction is mediated by advanced communication

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technologies such as surveillance systems and media spaces. Through these studies WIT has generated highly distinctive research that is recognised as empirically and methodologically innovative. It is regularly cited in key debates in organization studies, human-computer interaction and sociology concerning practice, embodiment, language and social interaction. Additionally WIT studies are used to inform the design, development and evaluation of new technologies through funded partnerships with computer scientists, designers and engineers. These partnerships also include industrial research teams, such as our project with NTT Japan to develop advanced video conferencing systems (see REF3A).

Priorities for Growth

The Department has developed two growth priorities for the next five years. First, to establish a Centre for Entrepreneurship and Innovation which will seek to create a vibrant community of scholars interested in the strategy and management of entrepreneurial enterprises and innovation. This will provide a home for scholars, students, and entrepreneurs to create, transfer and apply new knowledge about entrepreneurship and innovation. It will build upon existing developments in the Department where colleagues hold research grants from the Institute of Small Business and Entrepreneurship in collaboration with ESRC. One of these grants is exploring the networks of Indian 'transnational entrepreneurs' in the UK (Pruthi), the other is concerned with the activities of 'globalizing actors' in small UK-based multinationals (Edwards). Second, the Department plans to enhance the research clusters of Economics and Marketing. In Economics the group will aim to strengthen its presence in the areas of the economics of education, labour markets, health and the international economy, building on its extensive international networks and previous success in EC funding. In Marketing the group will strengthen their network of international research collaborations and reinforce their contribution to marketing theory in fields that include: the impact of marketing communication on decision making by consumers; consumer attitudes towards consumer surveillance; and performance impact of marketing actions by firms.

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

The College's commitment to social science excellence has resulted in substantial staff investment in key areas of growth identified in our research strategy, with research excellence the primary criteria for appointment. Our staffing plan has been underpinned by three elements: first, recruiting renowned scholars in emerging areas of strength to provide senior academic leadership in key strategic areas, whilst retaining existing talent; second, the recruitment and rigorous development of high potential early career staff; and third, enhancing training and networking opportunities for all staff linked to clear expectations of research excellence. This approach has enabled the Department to anticipate future developments, blending established and early career staff.

Recruiting and retaining renowned scholars. The Department has recruited outstanding international scholars in areas such as Marketing (Menguc, West), International Business (Brouthers, Carmeli), Accounting and Finance (Florou, Preda, Trigeorgis) and Economics (Chortareas, O'Mahony, Lindley). We have also refreshed and consolidated the existing talent pool in established areas of strength, exemplified by appointments in HRM (Aryee, Gerhart) and Public Sector Management (Kessler). The appointment of new staff has been accompanied by measures to retain excellent staff and facilitate succession planning. The Department has a strong track record of success in supporting staff for internal promotion. Since RAE 2008, four staff have been promoted to personal chairs (Bach, Edwards, T. Hindmarsh and Luff) and six to senior lecturer/reader level (Edwards, M., Kelan, Pratten, Schnyder, Sturges, Vidal). Experienced staff have provided academic leadership and mentoring with the retention of Gospel, Guest, Laughlin and Peccei.

Recruitment and development of high potential staff. The Department has balanced this investment with additional investment in junior staff who are already making their mark on their respective fields. They comprise the research leaders of the future reflected in research grants awarded (e.g. Schnyder, ESRC first grant; Kelan, ESRC collaborative doctoral studentship). Considerable effort has been directed at supporting and mentoring early career

researchers. A transparent workload model is utilised to ensure equity between staff members with planned and achieved workloads published each year. Early career staff are subject to a reduction in their teaching and administrative workload of one third to assist them in managing the transition into permanent academic employment. The Department encourages experienced staff to link with less established staff to work on joint research projects (e.g. Ghauri's ESRC grant with Wang, F.) and publications in top journal outlets (e.g. Wang, M. with Kelan and Nath with Deery/Walsh). Junior staff development has enabled them to gain rapid promotion to professorial level (e.g. Cookson, Surrey; McGivern, Warwick).

The Department's probation policy establishes clear standards of research excellence that staff are required to achieve, whilst providing the necessary support to ensure successful completion of probation. Each new member of staff is assigned a senior academic in their area who acts as a probation adviser with bi-annual appraisals to discuss development needs, track progress and to provide additional career support and guidance. Managed support continues after successful completion of probation with all non-professorial staff assigned a mentor to assist staff to develop their publication strategies, grow their research networks and discuss their training and development needs. The results of this policy are evident in that seventeen staff have successfully completed probation since 2008; just under half of them women.

Staff training and networking. Dedicated training sessions are held on key topics such as 'getting published' led by department based journal editors and advanced research techniques such as Lisrel Modelling. Staff are additionally supported through participation in the College's Women's Network, underpinned by the implementation of the King's Concordat for the Career Development of Research Staff. Financial assistance is made available by the research committee to encourage early career staff in particular to establish their profile and develop their research networks. Academic staff have access to a personal research account (PRA) that allows each member of faculty to present at conferences and invest in their own research development. A baseline of £2000 is set with opportunities to bid for additional resources. Sabbatical leave is a key mechanism enabling staff to strengthen their international research networks, work with renowned scholars and bring their work to the attention of international audiences (e.g. Li, collaboration with University of Hong Kong). Academic staff, including probationers, are encouraged to apply for one term's study leave after six terms of service. Staff discuss their plans with colleagues and outline how their study leave fits into their overall career trajectory.

ii. Research students

The Department runs an ESRC-accredited PhD programme with expanding student numbers. The number of research students has increased from 25 in 2008-09 to 70 in 2012-13 and between 2008-2013 there were 42 PhD completions. There is school, college and department level financial support (£500) for doctoral students to present at conferences. An annual departmental two day PhD workshop enables all doctoral students to gain feedback from their colleagues and faculty in addition to other doctoral workshops (e.g. viva preparation; journal publishing).

Doctoral Training Centre. In 2011, King's was awarded £5.2m from the ESRC to establish the King's Interdisciplinary Social Sciences Doctoral Training Centre (KISS-DTC). The KISS-DTC has created a College-wide community of social science research students and makes available to them four core courses and over 70 advanced methods courses. Training is organised into 15 inter-disciplinary social science themes that straddle departments across the College. The Department has been central to the development and delivery of the work of the DTC. Two of the five academic members of the Operations Executive have been from the Department (Hindmarsh, Cookson until his promotion). Two of the themes are run by departmental members 'Markets, Firms and Competitiveness' (Schnyder) and 'Work and Organisations' (Hindmarsh). Hindmarsh also initiated and chairs the DTC Collaborative Studentship Awards which supports partnerships between King's and industry partners. The Department has been successful in securing studentships in both the open competition and especially in the collaborative awards (3 out of 6 awards to date). The next generation of academics is also funded by four annual doctoral studentships, linked to the Department's research priorities.

In the context of the establishment of the KISS-DTC and to take account of changing demands on early career academics, the Department reviewed its PhD doctoral provision in 2013. This involved PhD students via our established staff-student liaison committee. The review has led to the development of additional modules in the first year to deepen student understanding of a variety of research methodologies and theoretical approaches in management research. One aim of these changes has been to respond to ESRC and other stakeholders' emphasis on strengthening high-level quantitative skills. The Department has considerable strength in these methodologies across research groups (Ayree, Brouthers, Carmeli, Lindley, Menguc, Peccei, Preda). This expertise complements long-standing strengths in the use of qualitative methodologies, exemplified by the innovative work of the WIT group.

The Department is the base for the **Department of Health's national PGR programme for scientists** aspiring to senior management positions. The students' research focuses on scientist workforce issues. The DH initially invested £100,000 to support this activity and endorsed our approach by investing a further £98,000 for 2011-12. This important development demonstrates the Department's outward-looking research culture and contributes to our impact agenda (see REF3A). More broadly, the Department has proved a successful training ground for doctoral students and many of those students have moved into academic posts and industry, including since 2008: Best (LSE); Budjanovcanin (King's); Clinton (King's); Doherty (Surrey); Fuchs (Ernst and Young); Hearn (Sussex); Kolar (Purdue); Lambert (King's); Nath (King's); Preece (Kent); Shukla (University of New Brunswick); Zhang (Newcastle).

d. Income, infrastructure and facilities

Our aim to increase research income and ensure it is more evenly distributed between research groups, reflecting areas of growth, has been achieved. From a base of £1.108m in 2008/09, there was an increase of almost 50 per cent by 2011/12 to £1.692m. There is an increasing diversity in funding sources across the Department, reflecting our close engagement with a variety of industry partners and an emphasis on knowledge transfer. This is combined with continuing funding from the UK research councils (including the ESRC, EPSRC, AHRC), Leverhulme, government departments, such as the Department of Health, EU (FP7, ISTFET programmes) and industry associations in the UK.

Departmental researchers are involved in co-ordinating major projects that involve both cross-border collaboration and interdisciplinary collaboration with medicine and other partners. Edwards, T., financed by two grants from the ESRC, is co-ordinating very comprehensive large-scale survey work of MNCs, comprising an international network of research teams in eight countries. Another major success is Ghauri and Wang's ESRC grant examining market-driving strategies in East Asia. Schnyder gained a prestigious ESRC First Grant for research examining the distinctiveness of small states governance structures and this work has been extended to cover the UK through an FP7 grant involving ten EU countries (with Edwards, T. and Gospel, H.). Ferlie has gained ESRC funding for his research on medical professional regulation. Other funded projects led by Ferlie include work on knowledge mobilisation and organisational change in health care, including collaboration with the Institute of Psychiatry. Kessler has also secured successive rounds of funding from the Department of Health for joint research with York University on support roles in secondary care. Bach's EU funded project on the impact of austerity on social dialogue and employment relations in six EU countries also highlights the manner in which department members collaborate with research teams across Europe.

The vitality and sustainability of our research is apparent from the range of other funded projects including: absenteeism in emergency services (Deery, with funding from the Metropolitan Police); creating brand value and market orientation (Ghauri, with funding from Soderberg's Research Foundation, Sweden); evaluation of an international Quality Benchmarking Initiative (Guest, with funding from Dr Foster); gender, class and inequality in Korea and Japan (Kwon, with funding from the Korea Research Foundation); a longitudinal study of the relationship between patient care and staff well-being in four NHS Trusts (Peccei, with funding from the NIHR); Evaluation Practices in Financial Markets (Preda, with funding from the European Research Council); Reflexive Governance in the Public Interest (Pratten,

with funding from the EU 6th Framework Programme); work-life balance: rhetoric or reality? (Sturges, with funding from the Association of Graduate Recruiters), career orientations of the clergy (Sturges, with funding from the Church of England); a longitudinal study of women solicitors' careers (Walsh, with funding from the Association of Women Solicitors); heuristic creative decision-making (West, with funding from the British Academy); Review of Vocational Education (Wolf, with funding from the Secretary of State for Education and arising from ESRC funded research on workplace learning). The Department hosted the prestigious NIHR award of over £5million to support a research centre on Patient Safety and Quality, directed by professors within the Department and working closely with King's College Hospital NHS Trust and King's Health Partners.

The Department has excellent physical infrastructure housed within modern accommodation in central London and in 2013 opened its financial trading laboratory with trading simulation software and real-time market data, facilitating experimental work. There is an onsite library that was completely refurbished in 2012 and it contains a wide variety of management resources including access to key information management databases.

e. Collaboration or contribution to the discipline or research base

A key component of the Department's profile is the development and management of numerous international research networks and close collaboration with government and private sector organisations, frequently headquartered in central London. These links are strengthened by the Departments' Learning and Advisory Boards, with membership drawn from industry leaders facilitating research access, joint working and opportunities for impact (see REF3A).

Collaboration and advice to government and funding bodies. These include government (e.g. BIS, Cabinet Office, Education, Health) and professional bodies (e.g. ACCA, CIPD) and staff continually bring their research to wider audiences (e.g. Bach – EU IR in Europe Report 2012; Gospel – ILO research on social dialogue; Kessler- HCA regulation; Schnyder – corporate governance, European Bank for Development and Construction. Deery, NAO; Ferlie – DH Health Care Networks; O'Mahony, ONS and Eurostat; Menguc - Board Member Korean Academy of Marketing Science), leading to further funding opportunities and bolstering international collaborations. The high-profile nature of these links is illustrated by the Wolf Review on Vocational Education commissioned by the Secretary of State for Education with Wolf's continuing participation in implementation.

Partnerships with leading universities. Links include some of the top HRM research groups in Europe and the USA, including Tilburg, Amsterdam Business School, Erasmus University in The Netherlands, CDU in Ireland, and Cornell University. The Department has hosted faculty and PhD students from Tilburg. Our networks extend beyond Europe, with Deery the UK lead on a Russell Sage funded research project on global call centres, led by Batt (Cornell) that generated top-level publications and facilitated recruitment of promising early career academics (such as Kwon from Cornell). Members of the AFM group also have strong European and American links and maintain ongoing collaborations with international networks, among others with the University of Chicago, New York University, the University of Bielefeld, and the University of Cyprus. Projects undertaken by WIT similarly involve close cooperation with academic, private and public sector partners in the UK and abroad. For instance, research - on systems to support distributed working - includes formal collaboration with the Universities of Bristol, Nottingham, Tsukuba, Saitama, Thales and NTT Research Laboratories, and on medical work with the Universities of Leeds, Trondheim, and Helsinki. Numerous advanced training programmes in video analysis for companies such as Hitachi, BT and Orange have been undertaken. Research in IBCM has generated close research collaborations with Cornell and Georgia State Universities, UIBE and Renmin in China, Lund and Uppsala Universities in Sweden, the University of Valencia and CUNEF in Spain. West, collaborates with US colleagues in research on US advertising budgeting practices and with colleagues in Hong Kong on how advertising works, illustrating similar collaborations in the field of marketing. The new hires in the economics cluster have strong links with international networks and international research groups on measuring productivity such as EU KLEMS and

World KLEMS (O'Mahony), the European Public Choice Society and the European Economics and Finance Society (Chortareas) and the IZA labour economics network based in Bonn (Sa).

International visitors. These collaborations are reinforced by actively encouraging visitors and awarding fellowships to strengthen our networks. Visitors to the Department include: Barley (Stanford); Cooper (Miami); Delery (Arkansas); Gheradi (Trento); Goodwin (UCLA); Kossek (Pudue); Kniess (Utrecht); Mondada (Lyon/Basel); Paauwee (Tilburg); Pearce (UC Irvine); Smith (UC, Davis); and Yamazaki (Saitama). The Department has appointed a number of honorary professors and fellows, drawn from academia, government, industry and senior positions in the media, for example, Professor Nick Timmins (*Financial Times*) and Professor David Walker (*The Guardian*). They collaborate on research projects, facilitate access, and encourage knowledge transfer.

Professional associations and learned societies. Staff are active in a wide range of national and international management and disciplinary associations. Departmental staff participate in disciplinary related working parties (e.g. Bach – ACAS; Florou – Accounting representative of the European Institute of Advanced Management Studies; Gospel – UK Commission for Employment and Skills).

Prestigious positions in international organisations. Staff are appointed to visiting professorships globally (e.g. Clubb and Laughlin, University of Sydney; Guest, University of Valencia and Trento; Peccei, Tilburg; Preda, University of Buenos Aires) and undertake keynote addresses. Bach co-chairs the International Labor and Employment Relations public sector study group with Bordogna (University of Milan) with international symposia generating journal special issues (*European Journal of Industrial Relations; International Journal of HRM*). Ferlie (AcSS) has senior advisory roles in health, including membership of the NIHR commissioning board, enabling him to mentor early career staff that are seeking NHS funding. Similar benefits arise from Edwards' and Heath's membership of ESRC and EPSRC grant allocation and related committees whilst Ghauri undertakes a similar role for the Canadian Social Science Research Council and also sits on the boards of the Academy of International Business (Vice President) and the European International Business Academy. Staff are recognised for their contribution to the discipline with prizes such as Best Paper / Best Reviewer regularly awarded to staff (e.g. Brouthers, Carmeli, Ferlie, Menguc, Peccei).

Journal editorships. Staff members have shaped the management field by editing leading journals and by serving as associate editor and editorial board members of more than 60 international management journals. Chief Editor roles include: *Human Relations* (Deery); *Journal of International Business Review* (Ghauri); *Cambridge Journal of Economics* (Pratten); and *Journal of Advertising Research* (West). In our underpinning disciplines of Economics, Psychology and Sociology editorial board membership includes: *Review of Economics and Wealth* (O'Mahony); *Journal of Applied Psychology* (Ayree); *Academy of Management Journal* (Ayree, Gerhart); and *Sociological Theory and Sociology of Health and Illness* (Preda, Hindmarsh).

In summary, the Department has been transformed from a niche department concentrating on selected centres of excellence to one providing a full portfolio of management disciplines. This is reflected in the growth and expanded remit of our research groups with substantial growth in income, faculty and international reach. The results of our strategy are evident in: our thriving new MSc programmes; buoyant PhD numbers; increasing levels of research income from research councils, the EU and government; internal promotions; the investment in nine additional professorial posts; the development of early career researchers; and the appointments to editorial and leadership roles in top journals. By the next REF new strengths in entrepreneurship will be evident, our disciplinary strengths will have developed further, enhancing scope for continuing inter-disciplinarity and ensuring that we continue to develop as a distinctive Department of Management that complements and enhances developments in the School, wider College community and the field of management.