

<b>Institution: University of the West of England, Bristol</b>
<b>Unit of Assessment: 19 – BUSINESS and MANAGEMENT</b>
<p><b>a. Overview</b></p> <p>The majority of staff submitted to UOA19 are from three University research centres based in the <b>Bristol Business School</b>: the <b>Centre for Global Finance</b> (Director, <b>Tucker</b>), <b>Bristol Centre for Social Marketing</b> (Director, <b>Joinson</b>), and the <b>Centre for Employment Studies Research</b> (Co-directors, <b>Moore, Tailby</b>). Since RAE 2008 these three centres have provided a focus for research and knowledge exchange and for investment in support of the Business School's research strategy. The Business School has also invested in two additional research groups: <b>Strategy and Operations Management</b> and <b>Leadership and Management Development</b>.</p>
<p><b>b. Research strategy</b></p> <p>Research strategy as of 2008 included that for the two units of assessment now merged into UOA19: Accounting and Finance, and Business and Management Studies. Key objectives encompassing the two UOAs were:</p> <ul style="list-style-type: none"> <li>• to deliver excellence in selected research areas, creating critical volume and ensuring sustainability</li> <li>• to be at the forefront of developing research that supports the University's knowledge exchange mission, closely meeting the needs of the economy and society in general</li> <li>• to ensure there is an explicit, realistic and targeted investment plan in staff and infrastructure</li> <li>• to ensure that the teaching curriculum and teaching methods are informed and enriched by research</li> <li>• to develop sustainable strategic and international partnerships for research, including collaboration with other HEIs in complementary areas.</li> </ul> <p>The strategy was reviewed and refocused in 2010 in the light of the national context for research priorities and funding and in line with the University's own strategy and objectives. The overarching aim of the new research strategy, adopted in 2011, is: <i>'To develop and sustain a dynamic culture of high quality research, demonstrating relevance and impact, and underpinning knowledge exchange, teaching and learning.'</i></p> <p>Key objectives are to:</p> <ul style="list-style-type: none"> <li>• develop, support and invest in business and management research generating work of internationally excellent quality with a strong emphasis on demonstrable impact</li> <li>• focus research activity and investment in order to establish sustainable concentrations of excellent research with profile and impact, whilst supporting other areas of research activity in order to build a broad base of research and knowledge exchange and to underpin teaching and learning</li> <li>• provide opportunities for current staff, including early career researchers, to develop and sustain research careers including through internal promotion, alongside strategic investment in the appointment of new, research active staff</li> <li>• increase the volume of research funded from a range of external sources</li> <li>• ensure a high quality PGR-student experience, timely completion, an increased volume of externally and self-funded students and a stronger focus on research priorities</li> <li>• further develop collaborative and interdisciplinary research with other HEIs and partnering on bids for external funding</li> <li>• increase the scale and scope of interaction and collaboration with business and other organisations in terms of applied research, knowledge exchange and impact.</li> </ul> <p>Following adoption of the new strategy, an Implementation Plan and Performance Indicators were drawn up with the Research Strategy Implementation Group, a sub-group of the Faculty's Research and Knowledge Exchange Committee responsible for this. Annual KPIs for research-active staff include, for example, outputs in leading international journals, bids submitted, bids and value of external income secured, number of externally/self-funded PGR students, PGR completions, collaborative bids submitted and secured, research collaborations with business and other organisations, KTPs secured, and impact commensurate with REF 3a criteria.</p> <p>Activities in support of the research strategy as a whole are set out in section d) below.</p> <p>In terms of achievement against strategic objectives:</p> <ul style="list-style-type: none"> <li>• research funding and administrative and professional support has increasingly focused on</li> </ul>

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selected research areas including the University Research Centres

- investment in internally-funded staff time, mentoring and staff training and development have supported career development and internal promotion including specific support for early career researchers – six of whom are submitted to UOA19. Strategic appointments of research leaders and research active staff have been made over the REF period – strategy and progress on staff are set out in section c) below
- external research income has averaged £509.5k per annum over the REF period, showing considerable improvement over the RAE 2008 period (£397k p.a.) and the total of £2.5m for the REF period as a whole is well up on 2008 (allowing for the different number of years). In a difficult funding environment, we have not, however, secured any significant incremental rise in external income over the REF 2014 period
- PGR completions were 6.2 per annum over the REF period, up on 5.4 p.a. for RAE 2008. This change does not take into account an additional 16 students who completed in the unaudited period, August 2007 to July 2008. Time to completion has fallen over the REF period and student experience and support has been enhanced with the establishment of a University Graduate School (see section c,ii)
- significant collaborative and interdisciplinary research with UK and international HEIs and other organisations, detailed in section e) below
- the increased emphasis on external collaboration and impact is reflected in the scale and scope of activities reported in REF3a. Significant applied research and KE is evidenced by the 11 KTPs secured over the REF period valued at £933k (see REF3a).

A range of measures has been put in place to support and drive the research strategy:

- Staff performance against the research strategy is supported and monitored through the annual Performance Development and Review (PDR) process
- There has been an increasing focus, since adoption of the new research strategy, on bidding for external research funding and on the quality of outputs - Professors and Associate Professors are expected to submit at least one bid annually to the EU, ESRC, EPSRC or a research charity and all staff are expected to focus outputs on higher quality journals
- Research funding allocated to the Business School is used to support research staff and administrative support allocated to research centres and to PGR bursaries. Staff are also able to bid on an annual basis for funding in support of specific research activities
- The University-wide academic staff workload model includes specific provision for internal investment in research (see section c. i, below). Professors and Associate Professors receive an as-of-right allocation of research time up to fifty per cent of total time. All staff are eligible to apply for research time which is allocated annually, with staff bidding for time on the basis of recent performance and proposed activities and outputs for the year ahead
- Staff are also expected under the new research strategy to incorporate explicit plans for research impact into their research activity including any internally or externally-supported projects. Again, this is supported and monitored through the individual PDR process and through training and development provision. HEIF 5 funding is used to support research dissemination to non-academic communities, research impact and KE activity linked to research and is also allocated through an annual bidding process
- Early career researchers are allocated a research mentor and supported through ring-fenced allocations of research time within their overall workload, and through resources for specific projects under the University ECR support scheme (see section c,i).

The Business School Research Strategy adopted in 2011 along with the Implementation Plan and KPIs will continue to drive research strategy over the next five years, subject to review and renewal as appropriate. Research themes and projects currently in development within each research centre/group are:

- Centre for Employment Studies Research: electronic monitoring, unpaid labour and zero hours in social care (British Academy/Leverhulme grant awarded, 2013); employee engagement in the integration of health and social care and role of social enterprises (ESRC Knowledge Exchange bid under preparation); equality bargaining in the railway industry (BA/Leverhulme grant awarded with Queen Mary, London, 2013)
- Centre for Global Finance: key projects currently in the development stage include asset valuation theory and modelling, capital structure drivers, credit risk analysis, modelling analysts'

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recommendations, explaining the degree of country IFRS compliance, and auditors and corporate accountability

- Bristol Social Marketing Centre: the appointment of Professor **Joinson** and a team of Rf/RAs gives impetus for expansion beyond social marketing per se and into multi-disciplinary behaviour change incorporating social-psychological approaches. In 2013, the Centre was awarded an ESRC Research Seminar Grant to study 'Interdisciplinary responses to behaviour change in policy and research'. Related projects now commencing include the use of technology in behaviour change (how devices that provide feedback to users can be used to motivate and encourage positive behaviour change); and the use of technology in mental health interventions (Bristol Health Partners Health Intervention Team in collaboration with the University of Bristol)
- Strategy and Operations Management: current projects engage with sustainable enterprise development particularly with regard to enhanced competitiveness and efficiencies; new forms of organizational leadership, strategic thinking and foresight. The appointment of Professor **Jones-Evans** reinforces the group's research trajectory in this field. In 2010, the group were awarded an ESRC Research Seminar Grant to examine 'Strategic thinking in second generation family firms' and in 2013 a further ESRC grant to study 'Business Models: Fast-tracking competitive advantage' that responds to findings in the ESRC Knowledge Exchange grant on Fast tracking competitiveness of firms in the South West
- Leadership and Management Development: Professor **Case** is currently developing project leadership of a large-scale international development initiative in Lao People's Democratic Republic, (funded by the Australian Centre for International Agricultural Research); other new funded projects include a study of leadership in conservation and development and 'fly-in fly-out' employment in tropical Queensland.

### c. People, including:

#### i. Staffing strategy and staff development

Staffing strategy in support of research strategy since 2008 has combined support for career development for existing staff, along with recruitment of research active staff, with a particular emphasis on early career researchers and investment in the renewal of research leadership capacity in response to staff retirement and turnover. Fifteen submitted staff have been appointed to the Business School since 2008. These include five research leaders as external appointments to chairs, **Bradley** (from the University of Bristol), **Joinson** (Bath), **Jones-Evans** (University of Wales), **Moore** (Leeds), **Webber** (AUT, New Zealand). A further professorial appointment in leadership and organisational ethics (Bolden, Exeter) commences in November 2013. Three submitted staff have been promoted internally to chairs since 2008, **Guermat, Hughes** and **Saad** and nine staff have been appointed or promoted as Associate Professors, **Booth, Durbin, Gabor, Hutchinson, Jepson, Mearman, Parry, Phillips** and **Simpson**. Seven professorial staff submitted to RAE 2008 have retired since 2008, Braddon, Dunne, Howells, Jones, Lucas, Nancarrow, Pollert and three have moved to other HEIs (Eagle, Maclean, Sargeant).

Six of the submitted staff are early career researchers. All ECRs (including those with a developing profile but not yet meeting thresholds for submission) are mentored by a research leader in their field and are supported through the award of internal investment in research time within their workload allocation. They are also eligible to bid for University Early Career Grants. Business School staff have secured 20 awards to the value of £255k since the inception of the scheme in 2009, which requires substantive published outputs and submission of bids for follow-on funding as a condition. Some of these staff have moved to other institutions in the audit period, for example. Cai (Nottingham), Frenzel (Leicester), Tavora (Manchester) and Wylie (Oxford Brookes). The School has also supported twenty-two staff undertaking PhDs through fee remission and time awarded for PG research within their workloads, and twelve of these staff have completed PhDs under this scheme within the census period.

One third of the staff submitted are female. The University introduced a Women in Research Mentoring Scheme in 2011 in order to promote equality and facilitate professional development for women researchers – five women in the Business School participated in the first (pilot) year of the scheme as mentees. The scheme provides individual mentoring but also sustains a supportive university-wide interdisciplinary network, training and development activities. Three of the six submitted early career researchers are women. Twelve of the 20 Business School staff awarded

UWE Early Career Research Grants are women, as are four of those staff who completed PhDs with the support of the School.

The Business School and UWE are committed to implementing the principles of the *Concordat to Support the Career Development of Researchers (2008)* as part of their strategic plans. A comprehensive 'gap analysis' was undertaken which reviewed all the relevant policies and procedures against the Concordat. An Action Plan to enhance support for staff on research grades (published on the UWE website) has been put in place and is being implemented. Business School researchers participate in the UWE Researchers' Forum. Established in 2005, and led by one of UWE's four Associate Deans for Research, this provides training and development activities and a network to enable all research staff to share good practice and common issues to be addressed and represents researchers' interests in the University. It is expected that staff on fixed-term contracts move onto open-ended contracts after a maximum of four years.

Standards of research quality and integrity are supported by a rigorous research ethics regime which was reviewed and strengthened in 2007. Procedures have been put into place to ensure that all staff and PGR students who are proposing to conduct research involving human participants either directly or indirectly are required to secure approval from the Faculty Research Ethics Committee. The committee and associated procedures also ensure that all staff involved in NHS research comply with current NRES regulations. Ethics procedures are included in staff induction and in PGR training. It is an expectation – included in UWE research conduct procedures - that academic staff will include PGR students contributing to published research as joint authors.

## ii. Research students

The Business School Doctoral Programme is a significant and substantial component of research strategy, activity and investment. There are currently 60 PGR students registered. Recruitment procedures emphasise equality issues and 26 of those registered are female. Thirty five are from the EU or Overseas, and 35 are studying part-time. The University has provided significant support for PGR students through its bursary scheme. Thirty-one students have received support under this scheme in the REF period. Sixteen new bursaries have started since 2008, 8 awarded to female students.

Thirty-one students completed in the REF period compared with 38 for the equivalent UOAs in the 2008 RAE period. An additional 16 students completed in the unaudited period, August 2007 to July 2008. Therefore annual rates are considerably higher compared to the (longer) 2008 audit period. This reflects significant improvements and consistency in support and processes underpinning student performance and experience. Following an extensive review of PGR research, student support, training and development, monitoring and progression and administration have been integrated into a single, UWE-wide Graduate School. This supports PGR programmes across the University with the focus for the student experience remaining at the level of schools and departments. Within the Business School there is a strong emphasis on ensuring the quality of students selected, fit with supervisory teams and ensuring adequate financial support. The academic workload system ensures appropriate time allocation for supervisory teams. Enhanced monitoring and progression procedures have been established on an annual cycle and all students are now normally expected to complete in less than four years (ft), six years (pt). All new research students attend a BBS induction programme. Supervisory teams include an experienced Director of Studies who has supervised at least three students to successful completion and a second supervisor who may be less experienced (providing opportunities for staff career development). All new supervisors take a dedicated module which is part of the University's accredited Academic Development Programme. All vivas are conducted by an independent chair (who has undertaken training for this role) and two examiners. Twenty four submitted staff are members of supervisory teams and contribute to the Doctoral Programme.

All PGR students undertake an assessed training programme appropriate to their needs of a minimum 60 credit value including, research design, data collection and analysis and additional business and management subject-specific modules. Submitted Business School staff teach on two core modules (**Booth, Danford, Durbin, Moore**). Students are also required to complete a programme of generic skills training which is mapped against the Research Council's *Joint Skills Statement*. This is provided by the University Research Support unit and covers digital research, getting published, small group teaching, poster presentation, social enterprise, bidding for funds, software training, project management, undertaking and completing doctoral research, and



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managing working relationships. PGR students are encouraged to take a full part in research group meetings and to lead at least one research seminar per year; to participate in the Business School Annual Doctoral Student Conference along with supervisors and other academic staff; and to present papers at this conference during the period of their studies.

**d. Income, infrastructure and facilities**

Research funding from external sources is supplemented by internal investment to support the research time of academic staff, specific research projects, research assistants, administrative staff and postgraduate PhD bursaries.

External research income in the REF period totals £2.5m including £632k from research councils, government and public sector organisations. £933k has been secured from the Technology Strategy Board in support of applied research and knowledge exchange.

Research activity, including PGR, is supported by the UWE central support service, Research, Business and Innovation (RBI). This provides integrated, University-wide support and administration for research including: pre-award bidding, post-award support and project management, identification of funding opportunities, training and development for academic staff on research funding opportunities and tactics, monitoring of research data; support for the governance of research and for dissemination activities. The integrated UWE Graduate School supports recruitment, admissions, training and development, monitoring and progression, supervisor and examiner training and examination procedures. The Business School also employs dedicated research associates and assistants to support the project work of the research centres. The School has a local IT support unit which is an integral part of central IT services. This supports general purpose and specialist research software, including Eviews, NVivo, RATS, SPSS, STATA and the Bloomberg Professional system, along with bibliographic search engines, text retrieval systems and on-line databases. Full-time research students have dedicated desk space, computers, telephone, photocopying, fax machines, and 24/7 Library access and support. The Centre for Student Affairs provides financial support, counselling and careers advice. There is disabled access throughout the University. Language support for international students allows various IELTS related entry points with further support available via the Inter-faculty Language Programme.

**e. Collaboration or contribution to the discipline or research base**

Contributions to the research base and discipline are described here under the five main research groups. This includes evidence of national and international research collaboration, interdisciplinary research, research networks and clusters, journal editorships, research-based conferences and CPD, contributions to professional associations and disciplinary initiatives, and collaborative arrangements for PGR support.

**i) Centre for Global Finance (Director: Professor Jon Tucker)**

The centre has generated internationally-leading research with extensive national and international academic collaborations. The Centre also has strong research links with the Universities of Exeter (Xfi Centre for Finance and Investment), Bristol and Cardiff. Key project themes focus on corporate finance, financial markets, banking and monetary systems and the accounting profession.

**Corporate finance and financial markets:** collaborative projects have included work on financial assets and the interactions between the various agents in financial markets, while within the financial markets field research has focused on risk and volatility modelling and index futures hedging. The collaborations have generated a number of submitted outputs. For example, **Guermat** (with Nottingham, Loughborough and Sheffield) on the impact of football managers on organisational change, with Bradford on net beta testing of asset pricing models and with Exeter on long-run returns in UK IPOs; and **Tucker** (with Bristol) on industry membership and capital structure dynamics.

**Banking and monetary systems:** this encompasses **Mearman's** research on decision-making processes at the Bank of England, in collaboration with Loughborough, and the work of two early career researchers. **Povoledo** published her modelling work on real exchange rate volatility;

**Gabor** examined developing countries' responses to the 'financialisation' of money markets.

**Accounting profession:** research is centred on the work of **Luther** and **Lucas** (recently retired).

**Luther's** leadership of the Comparative Management Accounting project involves collaboration with the University of Innsbruck and Essec University, Paris. As a result of the impact of his CIMA/Elsevier monograph on contemporary practices of German management accounting he has

been invited as keynote speaker at the November 2013 meeting of the Accountants Group in Germany and appointed Visiting Professor at the University of Applied Sciences, Schmalkalden. In addition, his investigation with Brunel on why firms adopt different management accounting practices is reported as the *British Accounting Review's* ninth most cited paper. Another early career researcher, **Dart**, investigated institutional investor perceptions of auditor independence and the role of institutional investors in corporate governance; also, the changing role of the finance function focusing on new responsibilities in the accounting profession. The impact of the work of *Professor Ursula Lucas* has been a notable achievement for the group. She is a Senior Fellow of the HEA, and the British Accounting Association's Accounting Education Conference keynote speaker where she has received public recognition of her 'Significant Contribution to Accounting Education'.

CGF has hosted three major conferences: 'Global Finance and Financial Crises' in 2009, 'Governance and Accountability in Financial Services' in 2010 and 'NEST: Who Gains, Who Loses' in 2012. These events attracted a wide range of academics and practitioners, hosting speakers such as Charlie Bean, the Deputy Governor of the Bank of England and Steve Webb MP, the Pensions Minister.

During the current period submitted staff have served on the editorial boards of: *British Accounting Review*; *Issues in Accounting Education*; *Accounting Education: An International Journal*; and *Journal of International Accounting*. **Tucker** is Associate Editor of the *Journal of Finance and Management in Public Services*; **Luther** is Consulting Editor of the *International Journal of Accounting, Auditing and Performance Evaluation*; and **Mearman** was guest editor of the *Cambridge Journal of Economics* in 2012.

**ii) Centre for Employment Studies Research (Co-Directors: Professors Sian Moore and Stephanie Tailby)**

The work of CESR staff is notable for its public engagement and impact and three detailed examples are provided in our submitted impact case studies. The group has a strong record in research collaboration with established academic networks in other national and international institutions. Since 2008, staff have developed their work in the areas of equality and diversity (particularly the theme of gender discrimination in management grades) and in research on employee representation (with high profile projects on employee voice funded by the CIPD, on support for vulnerable workers funded by the TUC and international comparative work on employee participation funded by EU FP6). New project themes that have emerged in this period are work reform in the public sector and labour market economics (involving interdisciplinary work with the School's Economics cluster).

**Public sector reform:** in the health sector, **Hutchinson's** research with colleagues at Warwick on the role and management of ward managers and paramedic supervisors was funded by the Department of Health. **Tailby** published critical analysis of welfare state retrenchment in the UK under the current coalition government focusing on the impact on the English NHS. **Danford** worked with academics at De Montfort, Manchester, Salford, Bradford and Strathclyde to investigate the impact of lean management techniques on the labour process and employment relations of civil servants at HMRC (funded by PCS). A British Academy project of **Danford** and **Durbin** enabled research on state modernisation processes at the workplace level and their impact upon public sector research scientists, an important and under-researched occupational group.

**Employment restructuring, equality and diversity:** **Durbin** and **Page** led research on equality practices in management grades. **Durbin** conducted a number of projects on the careers of senior women and female part-time managers in the UK (in collaboration with Leeds). **Page** has led British Academy-funded research on the implementation of the Gender Equality Duty in local government, in collaboration with Queen Mary, London. Findings are included in the Government Equality Office's dossier for the Review of Public Sector Equality Duty. Since 2008, **Wilton** has continued his research in the field of skills, employability and inequality in the graduate labour market, working with data collected in a series of large scale surveys. Some of this work has been in collaboration with Professor Kate Purcell, formerly Director of CESR, now at Warwick. **Moore** published from an ACAS-funded project on multiple discrimination providing insight into the complexities of dealing with discrimination on more than one grounds. **Bradley** (recruited from Bristol) published her work on the experiences of women from ethnic minority backgrounds and young adults in contemporary labour markets.

**Trade unions, employee representation and voice:** **Hutchinson** has been involved in a number of major collaborative research projects since 2008 as principal researcher and co-researcher. Her high impact work on people management and performance with academics at Bath and Warwick was funded by the CIPD. In addition, working with academics at Warwick she completed research on the implementation of the information and consultation regulations, a project funded jointly by BIS, ACAS and the CIPD. **Tailby, Danford** and **Wilton** (with *Pollert*) completed a survey of employment rights professionals employed at Citizens' Advice Bureaux and law centres, funded by the TUC Commission on Vulnerable Employment. **Moore** has become one of the UK's leading experts on the role and influence of equality and union learning representatives at work. Between 2008 and 2012 she undertook three projects for UNISON supported by the Union Modernisation Fund on migrant worker representation, equality representatives and representation in privatised services. She also published two Palgrave Macmillan monographs on statutory union recognition procedures and the relationship between gender, class and union representation. **Danford** and **Richardson** (funded by EU FP6) worked with academics at Strathclyde and Leuven on a critical assessment of employee involvement and participation in the UK and Italian aerospace and automotive industries. **Danford** also completed a project with academics at Beijing Normal University investigating employee responses to workplace reform in China's state-owned enterprise sector. **Mathers** collaborated with Middlesex to study trade union decline in Western Europe and the prospects for union renewal.

**Labour market economics:** Inter-disciplinary work has focused on regional labour productivity, East European migration patterns and the application of critical realism to the study of labour markets and HRM. **Webber's** research engaged with current government policy debates concerning productivity drivers in rural areas and causes of geographical productivity differentials. He actively contributes to the literatures on job satisfaction, participatory decision making and worker productivity and spatial variations in the effectiveness of political party spending on voting behaviour. Published work on these themes has involved collaboration with academics at Gloucestershire, Manchester and Auckland University of Technology. **Ivlevs** completed work on attitudes to immigration in Eastern Europe including collaborative research with Ostfold University College, Norway. **Fleetwood** remains a leading exponent of the theory of critical realism, applying this to the study of labour markets and the performance outcomes of human resource management. In collaboration with Lancaster he has developed a sustained critique of the research concerned with quantification, measurement and metrics that has dominated analysis in performance measurement.

**Tailby** sits on the editorial board of the BSA journal *Work, Employment and Society* and is a member of the advisory board of University of Warwick's Industrial Relations Research Unit. She is joint co-ordinator of the BUIRA Public Sector Study group and with **Danford** organised the 58<sup>th</sup> Annual BUIRA Conference at UWE in June 2008. **Danford** is Chair of the editorial board of *Work, Employment and Society* and a board member of *Personnel Review*. In 2008 he was guest editor for *New Technology, Work and Employment*. Since 2003 he has been a member of the Steering Group of the International Labour Process Conference. **Durbin** is an Associate Editor of *Gender, Work and Organization* and a guest editor and review board member of *Equality, Diversity and Inclusion*. **Moore** is Deputy Chair of the editorial board of *Work, Employment and Society*. **Webber** is currently Chair of the SW Branch, Regional Studies Association, Fellow of the Regional Studies Association; Associate Fellow of the New Zealand Work and Labour Market Institute and up to 2011 was Member of the Office for National Statistics (South West) Regional Team Advisory Group.

**iii) Bristol Social Marketing Centre** (Director: Professor Adam **Joinson**)

Social marketing, a new development in the School, has received significant investment, including a new Social Marketing postgraduate course. In 2011, a senior research fellow, *Collins* was appointed to supplement two research fellows, *Morey* and *Lampkin*. The research focus of the centre is multi-themed: theoretical and methodological approaches to academic marketing epistemology; academic/practitioner engagement in social and commercial marketing; the effectiveness of social marketing within ecological perspectives on behaviour change; and socio-cultural influences on social marketing. With the appointment of **Joinson**, this agenda includes the interaction between technology and human behaviour. A Centre 'showcase' event in 2010 attracted over 100 external delegates. The Centre 'Spotlight' series of on-line publications has attracted international attention. **Tapp** is an editorial board member of the *Journal of Marketing*



*Management.* He is also a member of the Marketing and Sales Standards Setting Board for Social Marketing. **Joinson** was appointed Visiting Senior Research Fellow at the Open University, Faculty of Mathematics, Computing and Technology (2009-11).

BSMC has built an extensive network of research partners with multiple research contracts indicating how highly their work is regarded. These include ground breaking work in road safety, funded by the DfT, and in cancer detection, funded by the DH/National Cancer Action Team. Partnerships also include Sport England, several city councils and primary care trusts, and regional coverage through SWPHO, West of England Road Safety Partnership, and council partnership work using Cycling England funds. The Centre's reputation for delivery has led to over 30 directly funded research projects currently totalling over £1M since Jan 2008. BSMC has a strong record in engagement with marketing practitioners and policy-makers (for example, **Joinson** is a member of the lead expert group working on a Government Office for Science Foresight project on Identity and Behaviour; **Tapp** was invited speaker at the World Social Marketing Conference in 2011 and 2013).

Particular contributions include **Joinson's** work on privacy and technology and on the links between social media and influence and social interaction. This work has been sponsored by the EU FP7, EPSRC, ESRC, British Academy, and various UK Government agencies (MOD / DSTL and GCHQ). His current work focuses on cyber-security from a social science perspective; for this he has spent 18 months on secondment to the UK Government working on security and intelligence applications of social scientific understanding of behaviour on the Internet. **Tapp** has worked on the application of Bourdieu's field-capital theory to marketing and on the relevance of critical realism to marketing research. In addition, **Hughes** has led cross-disciplinary projects exploring academic/practitioner engagement in management involving academics in Strategy and Operations Management and Organisational Studies. The research has resulted in a number of submitted academic papers (for example, **Hughes** and **O'Regan's** work with researchers at the University of North Carolina at Pembroke on the theme of luck, causality and performance management). **Hughes'** research has supported extensive knowledge transfer including workshops for 96 SMEs through the ERDF-funded iNet innovation network initiative.

#### **iv) Strategy and Operations Management**

This group is led by **O'Regan**, an academician of the Academy of the Social Sciences. Group members have a strong record in building user-group networks and generating collaborative projects with industry, particularly in the family business, aerospace and IT sectors. Projects developed since 2008 have centred on the core themes of strategic management in SMEs, service and production innovation, and purchasing and supply chain management.

**Strategic management in SMEs:** examples of research collaboration in this field include **O'Regan's** work with the IoD/CBI/Business West/CMI on joint initiatives such as the Business School's Distinguished Executive Address series. This has led to a number of research bids one of which was successful (Business Engagement with the IoD). **O'Regan** also led an ESRC Research Seminar series on Family Business (with Liverpool, Kent, Reading and Strathclyde) and two ESRC-funded Business Engagement projects. His project work has centred on accelerated growth in the SME sector and strategic decision-making in family business funded by grants from the British Academy and the ESRC. Submitted outputs from these projects have been based on collaborative work with academics at Liverpool, Reading, Southampton, and the University of North Carolina at Pembroke. **Jones-Evans** is a recent professorial appointment who will be developing his track record of conducting strategic projects in knowledge transfer in Wales and South West England. His research since 2008 has examined various aspects of enterprise and innovation management studies, drawing mainly on research undertaken for the transnational Global Entrepreneurship Monitor research project.

**Service and product innovation:** **Parry** has worked in the aerospace, automotive, construction, health and music sectors, completing projects with leading firms in industrial applications of service, lean, core competence and enterprise change. Funded by the EPSRC, he has collaborated with academics at Bath, the University of Maryland and Georgia Tech in research on approaches to predicting the through-life manufacture and repair costs for long-life avionic systems under availability contracting. **Sarpong**, an early career researcher, has published work on teamwork and staff involvement in product innovation in the IT/software sector.

**Purchasing and supply chain management:** since 2008, **Saad** has completed three large



projects with academics at Oxford Brookes, Lincoln, Strathclyde, University of Windsor, Ontario and Istanbul Bilgi University (funded by the EC Framework FP6 programme, the Chartered Institute of Purchasing and Supply, the South West Regional Development Agency and the European Regional Development Fund). The first (I-Innovate) investigated potential options for business and organisational models to achieve optimal performance, benefits, revenues and ultimately stakeholder value. The second (I-Relate) investigated the impact on performance of the relationships between buyers and suppliers while the third (I-Compete) examined the level of procurement expertise held within SMEs in the South West and its impact on their performance.

**Phillips** has completed research in the area of public procurement of innovation and the management of customer-supplier relationships. Her current work focuses on sustainable procurement. Her project work has been in collaboration with academics at Bath and Imperial College London. **Kumar**, a recent appointment from Dublin City, has worked with colleagues at Hong Kong Polytechnic University, Indian Institute of Technology, Kharagpur, University of Cincinnati, and a number of UK institutions focusing on supply chain optimization and the green supply chain, healthcare management and process modelling and service operations and quality management.

**O'Regan** is a member of the British Academy of Management Council and co-editor of the *Journal of Strategy and Management* and the *Journal of Family Business Management*. Other examples of wider contribution to the discipline include **Saad** (co-editor of the *International Journal of Technology Management and Sustainable Development* and guest editor of *Technology Analysis and Strategic Management* and of *Science and Public Policy*); **Kumar** (joint editor of the *International Journal of Supply Chain and Operations Resilience* and in 2013 guest editor of *Production Planning and Control*); and **Jones-Evans** (currently Chair, Irish Research Council Enterprise Partnership Scheme, member of the Business Advisory Panel to the Secretary of State for Wales, chair of the Welsh Government's independent review into access to finance for SMEs, member of the Welsh Government's Task and Finish Group on Welsh Language and Economic Development and elected member of the Research, Innovation and Engagement Committee, Higher Education Funding Council for Wales).

#### v) **Leadership and Management Development**

This group is led by **Case** and focuses on *leadership and organisational ethics*. **Case** is a Fellow of the Higher Education Academy, Fellow of the Leadership Trust Foundation (2011-2016 and Visiting Professor at the School of Management, University of Leicester (2011-present). He is a member of a number of editorial boards, including *Leadership* and the *Journal of Leadership and Organizational Development*. **Booth** is founding editor of *Management and Organizational History*. Most of the group's income stems from its engagement with local government and Strategic Health Authority (SHA)/health sector projects in the areas of leadership and management development, change management consultancy and executive coaching. **Simpson** has led this work while conducting research into the theoretical and empirical dimensions of leadership practice drawing on the fields of psychoanalysis and spirituality. Working in collaboration with academics at Bath, Bristol, Cranfield, Exeter and the Royal Institute of Technology, Stockholm, **Case's** research and scholarship since 2008 encompasses leadership studies, corporate responsibility and workplace spirituality alongside projects on the social and organizational impact of information and communication technologies. His articles apply social theoretical and philosophical critique to a range of contemporary organizational phenomena and challenges. **Jepson** has made a distinctive contribution to the field of cross-cultural leadership study focusing on the importance of language as a cultural voice. Examples of the innovative work of early career researchers in the group are **Edwards'** (an elected member of the BAM Council 2009-2014) work on toxic leadership and **Shortt's** use of visual methodologies in the study of links between service sector employees' construction of a sense of self/identity and the objects and spaces that surround them at work. Finally, **Booth** has continued his work on critical approaches to organizational history. Working in collaboration with Queen Mary, London, Newcastle and Université Lyon he has published works on corporate history and memory and on counterfactuals in organisational history. This interest in public memory and its organisation has led to further research and public engagement projects, including an AHRC award in 2013 to act as a historical advisor to the BBC on the "Our Place in the First World War" project".