

Institution: University of East Anglia

Unit of Assessment: 19 Business and Management Studies

a. Overview

Research at Norwich Business School (NBS) is structured across five broad Subject Area Groups and around an interdisciplinary Research Centre. A common thread between these sub-units is Responsible Business, which is a defining aspect of the School's research strategy. This refers to a long-term, sustainable approach to business practices that make a positive contribution to the triple bottom-line: economic, social and environmental performance. The School's flat, non-departmental structure and unifying theme are strategically designed to foster an open and dynamic culture of interdisciplinary research excellence. Senior members of staff work closely together to lead activities within and between the Subject Area Groups in: Accounting, Finance and Governance (AFG) (Cuomo, Dewing, Kourtis, Mallin, Markellos, Shamshur and Song); Employment Systems and Institutions (ESI) (Daniels, Joy, Kostopoulos, Martinaityte, Nielsen, Tregaskis and Vergel); Business Regulation (BR) (Dobson, Fairbrass, Pandit, Waddams); Innovation, Technology and Operations Management (ITOM) (Chan, Lettice and Zhang); and Marketing, Enterprise and Business Strategy (MEBS) (Bika, Pataconi, Shaffer and Tzokas). Interdisciplinarity beyond the Subject Area Group and School level is realised through the ESRC's £8.5m Research Centre for Competition Policy (CCP), which spans NBS and the Schools of Law, Economics, and Political, Social and International Studies at the University of East Anglia (UEA).

b. Research strategy

NBS' research plan detailed in RAE 2008 was based on a coherent growth strategy with three main components. First, to strengthen individual research areas. Second, to improve the School's research environment. Third, to further develop a reputation as a business school that produces research that is both rigorous and highly relevant to users of research. A particular strategic priority of the research plan was around the Centre for Competition Policy (CCP) with respect to securing further funding and expanding the non-academic impact of its research. More generally, motivated by the success of CCP, a key aspect of the overall strategy was the acknowledgment of interdisciplinary research as one of the differentiating factors and core competencies of NBS that should be further exploited.

Five years on, the School can report that it has achieved its three main strategic components for research over the assessment period described above. First, five new Subject Area Groups have been designed, formalised and resourced. These groups now operate successfully and promote a variety of research activities (more details are given in section c below). Research leadership at the time of RAE 2008 was exercised through a process of encouraging and enabling participation for all members of staff within one of five informal research areas. As the School has developed, research areas have strategically evolved to form the existing five Subject Area Groups that encompass a broader coverage of management disciplines and leverage the particular research strengths of staff members. Second, as discussed in detail below (sections c, d and e), significant progress was achieved over the assessment period in improving the School's research environment through a variety of policies, systems procedures and investments. Third, as evidenced by the information discussed in the impact template and case studies (sections REF3a, REF3b), the School has advanced significantly in delivering high quality research with impact.

An area of particular strategic success has been the Centre for Competition Policy (CCP). CCP won substantial research funding in RAE 2008 and has continued to grow and develop during the assessment period, building substantial impact and international reputation. This centre of international excellence secured an additional £4,552,011 of ESRC funding for the second 5 years from September 2009. Waddams was the founding Director of the Centre (until 2011) and continues as a part-time faculty member. Its research programme explores competition policy including incentive regulation from the perspectives of economics, law, business management and

political science. The Centre engages in interdisciplinary research that is academically rigorous and policy relevant (see REF3a for external beneficiaries and REF3b for an example of impact). Its practices and allocation of resources (including financial support, buy-outs and research assistance) facilitate the interactions that enable research and help develop the next generation of researchers of competition policy. The Centre currently employs 12 research and administrative staff, with a further 29 faculty members and 20 PhD student members. In all but two cases, faculty members are drawn from various UEA Schools. In 2012-13, a typical year, CCP members delivered 32 conference papers, published 20 referred journal papers and 14 working papers, hosted 2 academic conferences, ran a PhD Workshop and held 32 seminars, including a "Competition in Practice" series with invited external practitioner speakers.

The unique value and strength of the flat structure and interdisciplinary organisation of the School, was acclaimed by the Association of MBAs (AMBA) in its accreditation assessment in 2012. In order to leverage its expertise in interdisciplinary research and in response to the emergence of a new strategic goal, the School focused its research efforts over the assessment period on expanding capacity in areas related to responsible business. As part of this effort, since RAE 2008 the School has made ten strategic appointments in critical areas of responsible business research: corporate governance and social corporate responsibility (Cuomo, Mallin), environmental finance and policy (Fairbrass, Markellos), occupational health and workplace practices (Daniels, Nielsen, Tregaskis, Vergel) and responsible marketing practices and business conduct (Dobson, Shaffer).

Research Strategy over next Five Years

The School will continue its coherent long-term growth strategy with respect to strengthening individual research areas, improving the research environment and reputation respectively. Additionally, strategic emphasis will be placed over the next five years on two particular elements of these components.

The first concerns the focused expansion of external research funding and collaborations. More specifically, the established Subject Area Groups and the CCP will be supported and motivated to work towards extending their critical mass and base of funding. These activities will originate from research collaborations within and between Subject Area Groups in order to exploit interdisciplinarity and foster innovation. Cooperation with national and international centres of excellence and partners will also be actively pursued. Collaboration opportunities will be sought at a regional level through the recently established Eastern Academic Research Consortium (ARC) (a research consortium between UEA, the University of Essex and the University of Kent). This partnership will be particularly important in addressing another priority for the School, Faculty and indeed the University, as indicated by the University's Corporate Plan, which is to have in place Doctoral Training Centre/Partnership status with the key UK funding bodies. In terms of future funding streams, the School aims to further broaden its sources of income in line with the Corporate Plan of the University. It will adapt its approach to obtaining research funding to fit the changing funding landscape in the UK and EU. The School will aim to achieve a year-on-year average Research Council success rate for applications of 25-30%. Concurrently, NBS will also aim to increase the proportion of overall research income drawn from non-HEFCE sources, to compensate for anticipated reductions in national HEFCE QR funding.

Specifically with respect to the CCP, post September 2014, funding will primarily arise from external sources: research grants from public funders; contract research; and engagement activities (including short courses). In addition to its ESRC centre grant, CCP members have during 2012-13 secured an ESRC/Google grant which together with other research related income totalled in excess of £200k and are currently waiting on decisions on several large grant applications. CCP will continue to serve as a focus for research in competition policy and regulation with dedicated space, multidisciplinary seminar series and an annual conference. To support the necessary income generating activity, UEA has committed to contribute funding for a 50% director and manager as well as one full-time equivalent research associate for the period September 2014-July 2017. Combined with grant and other income, the Centre aims in a steady state to support a full time director, a full time administrator, three research associates and faculty buyout time of at least one FTE equivalent a year. Research and funding activities in Subject Area Groups will be targeted towards ultimately developing new formal interdisciplinary research centres

along similar lines to the extremely successful Centre for Competition Policy. This will contribute to refocusing structures away from smaller and more fragmented research sub-units from RAE 2008 towards larger and broader centres of research activity. These generate valuable critical mass contributing towards innovation, increased collaboration and grant activity, and will expand capacity for enterprise and engagement activity culminating in impact.

The second element which will receive strategic emphasis over the next five years concerns furthering the development of research excellence and reputation of the School in areas related to Responsible Business. The capacity of the School in this area will be further expanded through strategic staff appointments and tactical collaborations and will be exploited as a common thread and lever in designing interdisciplinary research projects with high funding and impact potential. Responsibility in Business will be developed as a differentiating factor of the School and as a core element of the ongoing strategy with respect to research and overall brand development. This is aligned with the reputation of UEA as one of the leading universities globally in interdisciplinary research related to climate change and environmental sciences. Research and funding activities in areas related to Responsible Business will be targeted towards ultimately launching a dedicated research centre. This represents the culmination of the School's research strategy and the associated focused recruitment of staff during the assessment period. The centre will bring together researchers from a number of previously disparate but related research streams across the School, the Faculty and more widely across the University. Key themes include: diversity and equality, accountability and corporate governance, corporate social responsibility, responsible work practices (including occupational health), ethical marketing and business conduct, green innovation and supply chain management, and environmental business policies.

c. People, including:

i. Staffing strategy and staff development

The University applies a detailed set of procedures for academic staff recruitment which require: equality of opportunity for all applicants and employees by promoting and maintaining professional standards, within a framework of consistency, fairness and good practice; a structured and competency based approach to recruitment; and assessment of teaching, enterprise and engagement abilities for all staff, and research standing and potential for research roles. Research active staff are required to demonstrate research at internationally excellent level. The University's Corporate Plan overarches our approach to staff and students: "to continue to build a research ethos that embraces equality and diversity, fosters the highest achievements, encourages originality and innovation among staff and research students, and recognises the contribution that a powerful combination of high-achieving academic, administrative and support staff make to a successful research University." NBS places great emphasis on staff development. Several of the core procedures for academic staff that illustrate the approach within the School (and indeed the University) are those of induction, probation, study leave, promotion and personal development:

- **Induction.** All new research staff members joining the School have induction sessions (24 hours over 3 days) with key directors and other staff members from NBS and UEA.
- **Probation and Mentoring.** All new staff at the Lecturer level in the School take part in the 5-year University probation scheme under a reduced workload. The NBS Promotions Committee considers all cases for confirmation of appointments, including progress reports. The areas for reporting are achievements in research, teaching and enterprise and engagement activity, along with supporting administration. This process is underpinned with a mentoring scheme where the probationer is matched with a suitable senior colleague.
- **Study Leave.** In order to give staff the opportunity to have longer sustained periods of research time, the University operates a sabbatical (study leave) scheme. All research active staff have the opportunity to apply for a study leave semester after six semesters of service. A total of 23 periods of research leave were taken by staff within the School during the assessment period, with a further three granted for 2014.
- **Promotion.** For academic staff there is an annual opportunity to apply for promotion and for accelerated increments within scale for excellent research performance within the grade, or for award of discretionary points beyond the top of the current grade but where promotion to the next grade is not yet justified. One-off *ex gratia* payments may be made for exceptional time-bound

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research performance. Promotions cases are handled by three successive committees, respectively at School, Faculty, and University level. Criteria for the various promotions are clearly set at University level.

- **Personal Development.** The School provides funds for all staff to attend relevant training and for development materials, courses and activities (details below).

Mechanisms for Maintaining Research Quality

The NBS Research Ethics Committee (NBS-REC) provides ethical approval of research undertaken by all members of Norwich Business School. NBS-REC has established a set of procedures to help NBS staff and students ensure that their research is conducted in accordance with generally accepted ethical standards, and is consistent with the University's ethical guidelines. All staff are required to follow the ethical review/approval process through the completion and formal review of a pro forma.

The development of research quality is further supported by a number of other mechanisms:

- **Workload Allocation Model.** This ensures that research time is accounted for and managed for teaching and research staff. Research staff are formally expected to conduct high-quality research, including the presentation of findings through conferences and publications, involvement in the academic community and seeking research funding (through the 40% allocation of research time in the workload model with additional buyout for funded research). The School also supports staff who are in the process of completing doctoral theses through the allocation of time and payment of fees. In academic year 2010-2013, 6 staff successfully completed their doctorates.
- **Research groupings.** Staff are organised into Subject Area Groups by their research and/or teaching sub-disciplines. This promotes collaboration, mentoring and economies of scale for organising research seminars (internal and external) and submitting research grant proposals. Experienced senior individuals lead and develop the groups.
- **Staff appraisal.** Staff appraisal is viewed as a critical component to enable the School to fulfil its strategy and to assist staff with their personal career development. The essence of the scheme is that the appraiser and appraisee discuss and agree progress against objectives set for the previous twelve months, and discuss and agree objectives for the coming twelve months. The Head of School is appraised by the Executive Dean of Faculty. The Head of School appraises the Professoriate, who appraise the rest of the academic staff.
- **Research seminars.** NBS invites distinguished researchers from the UK and overseas to give research seminars. Staff also present their research to obtain developmental feedback from their colleagues within the seminar series structure. More than 60 seminars are conducted annually across the School, CCP and the Subject Area Groups (based on 2013 data).
- **Research 'conversations'** (a mixture of seminars and workshops) on the process and management of research. These include briefings on strategies for getting published, how to target quality outputs and grant proposal writing skills;
- **Conference and personal research funding.** Conference attendance is funded as the basis for the development of journal papers: £2500 for every Category A staff member. Additionally, other research-related and personal development activities are supported through a personal fund of up to £500 p.a.
- **Seedcorn research funds.** Seedcorn research grants (typically around £2000-£3000) are available to provide funding for research projects with an explicit focus on developing research grant proposals for the major funding bodies. The call for proposals is run biannually and approximately five proposals are funded per year.
- **Performance management software tools.** Central databases that are continuously up-dated have been identified as a critical success factor in managing the quality of research. UEA maintains two key management information systems: 1. an institutional repository (ePrints) to catalogue all staff research outputs; and 2. personal research profiles are kept on a bespoke database (RPlan) which comprises past research related activity, doctoral supervisions, research interests, current projects (including funding), enterprise and engagement activity, research impact, indicators of esteem and future plans in these areas.

ii. Research students

Research students play a key role in our research strategy. As of 26 September 2013, the number of postgraduate research students in the School stood at 47. Since the 1st of January, 2008, 30 doctorates have been awarded. The School has a formal structure with a Director of Postgraduate Research who is responsible for all issues in relation to research students and reports to the Director of Research. The Director has administrative support for activities including arrangements for transfer panel meetings, viva voce meetings, and so on.

Support and training are top priorities to research students. Each research student has allocated desk space, access to a powerful desktop workstation, with large storage capacity, fast internet access and all the latest productivity tools and data analysis software. To support students' training needs, £500 is allocated to each student for attending external training that is not available at UEA. In addition, each student can draw from a £1000 personal budget to cover research expenses and conference attendance. Since 2009/10, research students have been required to attend sessions of their own choice in the Personal and Professional Development Programme for Postgraduate Research Students to gain a minimum of 10 credits (equivalent to 10 days) each year. The programme covers a broad range of training including experiential learning, understanding the research sector, broadening skills, academic writing, developing an academic career, impact and engagement, and specific School/subject related skills. Design of the programme is aligned to the requirements recommended by Research Councils and is delivered by Faculty members from across the University including those from NBS. In addition, further advanced research training is provided within NBS, including six days of specialist workshops each year in advanced quantitative methods. The School organises an Annual Doctoral Colloquium, which is a forum for research students to present their work in front of their peers and NBS faculty. Social Science Faculty studentships are offered on a competitive basis and cover tuition fees and maintenance costs. A total value of £726,704 was awarded in scholarships to 34 research students in the School between 2008/9 and 2012/13. The School also offers an MRes (in Social Science Research Methods) Programme which consists of 6 modules and a research dissertation that provide a rigorous theoretical and practical training in epistemology and research methods, enabling successful students to transition to the doctoral programme.

d. Income, infrastructure and facilities

Research Income

Research income for NBS was approximately £12,000 per FTE during the assessment period. Research income has increased by 39.4% (up from £1,260,168 for RAE 2008 to a predicted £1,726,473 for REF 2014; £1,381,178 from 2008/9 to 2011/12, an average of £345,295 per annum). Of this, approximately 71.3% is income that has come from the Research Councils. All five of the School's Subject Area Groups earn high quality research income and this critically enables them to pursue their interests and produce high quality outputs.

The School's strategy for developing research income is underpinned by a fundamental drive for interdisciplinarity in the research that is undertaken. This is supported by the relatively flat research structure of the School and evidenced by the many multidisciplinary grants and increase in income that has been achieved, particularly, but not exclusively, via the CCP. Going forward, as mentioned in section b, we have begun to adapt our approach to obtaining research funding to compensate for anticipated reductions in HEFCE QR funding, particularly in terms of targeting more funding from non-RCUK sources such as other public bodies (national and international) and industry. A successful example of this is a recent UK Energy Research Centre grant to examine Green Deal initiatives in collaboration with B&Q.

Research Infrastructure and Facilities

UEA prides itself on its investment in modern and fit-for-purpose research facilities and infrastructure for both staff and students.

- **Thomas Paine Study Centre.** NBS has moved to a new purpose-built building, the Thomas Paine Study Centre. This £15 million building provides excellent office and teaching facilities to NBS in an environmentally friendly setting that has attracted international recognition and

awards. It was officially opened on 8th April 2010 and includes the most up-to-date technologies such as visualizers and interactive whiteboards.

- **Research Computing.** A number of dedicated facilities are provided to the research community in the University including the High Performance Computing Cluster, Linux support and provision of standardised Linux Desktop operating system, software and website design and development, Subversion and Trac services, UK eScience Certificates and the Access Grid. The service also provides advice and support on a range of IT issues relating to research, including specialist hardware and software requirements, technical liaison and assistance with IT-based funding and grant applications.
- **Peer Review of Grant Proposals.** In a response to the ESRC Demand Management consultation in 2011, the University instigated a pre-submission internal peer review process for all applications to RCUK to serve as an academic tool and provide valuable feedback for grant proposal preparations.
- **Open Access Deposit of Full-Text Articles.** In line with RCUK's plans to move funded research publications to open access in 2013, we developed a School policy for funding gold open access publication of all RCUK-funded research judged to be internationally excellent or world leading. This is in addition to the University central fund.
- **University, Faculty and School Research Committees.** As described in section a, there are formal structures at the level of the School, Faculty and University, led by the PVC REE, to align and manage research strategy, implementation, and assessment. This is supported by Research and Enterprise Services.
- **Research and Enterprise Services.** This administrative department within the University provides valuable research services for academics including a unique online database of current funding opportunities (updated weekly); professional support and advice for academics in the furtherance of their research and enterprise activities; projects, reviews and other development work that supports the University; coordination of all submissions and associated activity; and managing relationships with a range of funders, partners and organisations.
- **Library Archives and Collections.** The University maintains a very substantial range of print and online digital facilities to provide immediate access to or obtain copies of required publications. The Library works with Faculties and Research Centres to ensure that current and future interests in research are taken into account when building and maintaining Library collections and to ensure that Library space is utilised most effectively. The overall Library policy takes into consideration research interests, future known requirements and research aspects of the University's corporate plan. The policy is reviewed annually in consultation with the Library and Learning Resources Forum (i.e. users) to respond to changes in priorities.
- **PGR Facilities.** There is a dedicated Associate Dean for Postgraduate Research within the Faculty. Research students in the School are supplied with their own room, access to 24-hour personal computing and library facilities, specific research computing facilities and assistance, as well as access to School and University support and training (including School seminars), as detailed in section c. Further, the International Student Advisory Team provides information, support and advice to all international students and their families throughout their time at UEA.

e. Collaboration and contribution to the discipline or research base

Interdisciplinarity

Research within NBS has historically been very multidisciplinary and this practice is maintained via the avoidance of developing firm structures for sub-disciplines that could potentially become 'silos'. This has already been substantially discussed above and examples of the mixture of disciplines within research is demonstrated in the discussion of research centres in section a. Another example is that of the Energy Research Grant held by NBS but conducted in collaboration with the Tyndall Centre in the School of Environmental Sciences. It is further demonstrated in joint supervision arrangements for doctoral students between NBS and the Schools of Computing, Economics, Law, Psychology and Social Work.

Research Collaborations and Invited Presentations

Researchers in the School have been engaged in many national and international research

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collaborations, including as visitors to the Technical University of Berlin (with Nobel Prize winner, Edenhofer), Erasmus University, Cranfield School of Management, Warwick Business School, Loughborough University, Rollins College, Roskilde University, Chongqing University, University of York, Augsburg University, Lunghwa University, and Victoria University of Wellington. Nielsen has an honorary appointment at the University of Leicester.

Other collaborations include colleagues and research groups at the following universities and institutes (a sample): King's College London, ISBE, INTREPID network and CRIMT (international HRM); University of Essex (auditing); Universities of Edinburgh and Babson (entrepreneurship); University of Warwick (sales and marketing); University of Newcastle (health informatics); University of Exeter (services marketing); University of Kent (Hoshin Kanri); China Europe International Business School, Hong Kong Polytechnic University, AUT, and universities of Nottingham, Bristol and Lunghwa (operations management); Danish National Research Centre for the Working Environment, Health and Safety Laboratory, PSY-RES, and universities of Leicester, Connecticut and Massachusetts (employee health; work psychology); University of Birmingham (online consumption); Chongqing Association for Science and Technology (innovation); universities of Bocconi and Birmingham (corporate governance); Goethe, Technion and Northwestern universities (retail pricing); universities of Liverpool and Newcastle (economic geography); universities of Johannes Kepler, Loughborough, Manchester, Brunel, Cranfield, Essex, CERGE-EI Prague, Utrecht, AUEB and Olin Business School at Washington University in St. Louis (finance); Technical University of Berlin and the IPCC (environmental economics); Fuqua School of Business at Duke University, University of Maryland, Hebrew University of Jerusalem and University of Copenhagen (strategy); University of Padova, University of Bologna, University of Exeter, University of Birmingham, University of Cagliari, University of Dhaka (corporate governance); CPH-NEW (a joint research centre of the University of Massachusetts Lowell and the University of Connecticut), Finnish Institute of Occupational Health, Malardalens University, Sweden, NTNU, STAMI (National Institute of Occupational Health, Norway), National Research Centre for the Working Environment, Denmark, Castellon University, Spain (Work, Organisational Psychology).

Several invited national and international presentations have also been made by members of NBS since 2008, including those at University of Oxford, Fuqua School of Business at Duke University, Lund University, Indiana University, Institute of Education, Oxford, the Norwegian School of Economics and Business, the University of Melbourne, RMIT, University of Barcelona, University of California, Victoria University of Wellington, Ohm Universit, Roskilde University, University of Augsburg, The University of Applied Sciences, Vlissingen, Hong Kong Polytechnic University, University of Copenhagen, International Hellenic University, University of Oviedo, EUI Florence, Zhejiang Gongshang University, National Central University (Taiwan), University of York, University of Reading, Nottingham Business School, Strathclyde Business School, ETH Zurich, Leeds University Business School and Essex Business School.

The School also has considerable ongoing collaborative effort with users. This is discussed in the impact statement and cases. For example, CCP has ongoing research collaboration with regulators, including Ofgem, Ofwat and the OFT, and Waddams is now an academic director of The Centre on Regulation in Europe (CERRE), a new organisation of regulators and companies, based in Brussels (and paid half a day a week). Other collaborations include the OECD Competition Committee, the U.S. Federal Trade Commission, Asian Competition Law and Economics Centre (Hong Kong), UNCTAD Research Partnership Platform, and Competition Law and Economics European Network.

Journal Editing and Conference Organisation

Members of the School are on the editorial boards for dozens of journals, including the Journal of Management, Journal of Occupational and Organizational Psychology, Leadership Quarterly, British Journal of Management, and Industrial Marketing Management. In addition, Daniels is Associate Editor of Human Relations, Shaffer is Associate Editor of Marketing Science, Coeditor of Journal of Economics & Management Strategy, Associate Editor of Quantitative Marketing and Economics, Board of Editors of Review of Marketing Science, Associate Editor of Journal of Economics and Business, and Chan is Associate Editor of IEEE Transactions on Industrial Electronics. Other editorial involvement includes more than 30 additional journals. Special issues of several journals have been edited by members of the School, including Industrial Marketing

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Management, International Journal of Production Research, International Journal of Production Economics, the International Journal of Gender and Entrepreneurship, IEEE Systems Journal and Production Planning and Control.

Members of the School have been involved in conference organisation activities for many international conferences including the European Finance Association Conference, European Academy of Management Conference, Mediterranean Conference on Information Systems, ESRC Network of Industrial Economics, Symposium on Frontiers in Financial Research, International Conference on Manufacturing Research, the IEEE International Conference on Industrial Informatics, and more than 30 other conferences in the assessment period. More than 40 keynote presentations have been made by staff during the assessment period.

The School has been active in organising, hosting and subsidising its own conferences in responsible business (an average of 2-3 per year over the assessment period). These have included approximately two per year via the CCP plus one focusing on diversity and equality: "Celebrating the Feminist Within" (09/2010), "Women in Family Business" (07/2011), "Feminist Research Methods Workshop" (12/2011), and "Diversity is Everyone's Business" (06/2012).

Contribution to National and International Scholarly Bodies

Members of the School review research proposals for many national and international grant awarding bodies, including the European Commission, ESRC, EPSRC, British Academy, Swiss National Science Foundation, Qatar National Research Fund, Australian Research Council, Academy of Finland, Research Foundation of Flanders, Netherlands Laboratory for Lifelong Learning, European Union Network of Excellence - Global Allergy and Asthma European Network, French Government – National Research Agency, Norwegian Research Council, Austrian Academy of Sciences, Sultan Naboo's Research Foundation – Oman, Chongqing Association for Science and Technology, and the Research Grants Council of Hong Kong.

Many of our staff are actively involved via membership or fellowships in scholarly and professional bodies. There are too many to mention here, but they include the British Psychological Society, Council of the Royal Economic Society, the Royal Society of the Arts, Academy of Management, Professional Pricing Society, British Academy of Management, Academy of Marketing, European Marketing Academy, European Academy of Management, Association for Information Systems, American Marketing Association, Council of Information Systems Professors, American Economic Association, Marketing Science Institute, European Association for Research in Industrial Economics, Association for Computer Machinery, IEEE Computer Society, Institution of Engineering and Technology, Chartered Institute of Marketing, Institute of Electrical and Electronics Engineers, Hellenic Systems Studies Society, and major accountancy bodies. Tregaskis sits on the AOM International HRM Scholar Award committee.