

<p>Institution: BIRKBECK</p>
<p>Unit of Assessment: 19 Business and Management</p>
<p>a. Overview</p>
<p>The Business and Management UoA is a multidisciplinary group comprising two departments - Management and Organizational Psychology – that are part of the School of Business, Economics and Informatics. We have built a reputation for critical social science research derived from diverse disciplines and focused on a wide range of business and management areas and issues such as stress, innovation, corporate governance and foreign investment. The UoA has expanded since 2008 and we are returning the research output of 31 staff, almost all of whom are full time. The establishment of the School of Business, Economics and Informatics in 2009 led to the creation of a School Research Committee which has played an important role in strengthening research activity and outputs. We have internationally established scholars in areas as diverse as innovation, human resource management, marketing and work and well-being, and rising stars both in these areas and in fields such as sports management, finance and consumer behaviour.</p> <p>The College's Research Strategy is re-developed every three years by a Working Party comprising the Assistant Deans for Research and chaired by the Pro Vice-Master (PVM) for Research. Some twenty-five Research Centres serve as foci for cross-discipline collaboration in the College. Organisationally, Birkbeck ensures the autonomy of research and teaching through its committee structure: all Schools have separate committees in these areas reporting to the School Executive Board. There is a College Research Committee (CRC) which reports to the Academic Board, and likewise a College Teaching and Quality Enhancement committee. The Research Students Sub-Committee of the CRC has responsibility for all matters relating to research students and postgraduate research. The Pro Vice-Master for Research is a member of all senior College committees. Thus, a balance is maintained between the requirements of the College's research mission and those of its teaching mission, and the interests of staff and students as researchers are represented throughout the organisation.</p> <p>At School level, the main features of the structure for promoting high quality research are as follows. First, there are the four <i>Research Centres</i> in this UoA (there are two other UoAs in the School). The <i>Centre for Innovation Management Research</i> includes Andersen, Andriani, Archibugi, Frenz, Guy, Lawton Smith, Nielsen and Rossi as well as colleagues from three other Birkbeck departments: Biological Sciences, Computing and Law. The <i>London Centre for Corporate Governance and Ethics</i> includes Boulouta and Konzelmann. The <i>Sports Business Centre</i> involves Hamil, Tacon and Walters. The <i>Centre for Sustainable Working Life</i> involves Cox, Dewe, Hassard and Trenberth as well as colleagues from other Birkbeck departments and various companies and public agencies. Second, we have three research groups. In addition to the Strategy and International Business group, new research groups in Marketing, and Accounting and Finance, have been established alongside the expansion of teaching provision in these areas. The <i>Strategy and International Business group</i> is led by Kelly and Liu. The <i>Marketing group</i> is led by Christodoulides and Ibeh whilst the <i>Accounting and Finance group</i> is led by Al-Najjar.</p>
<p>b. Research strategy</p>
<p>At the start of the REF period, much of our research activity was organized under the umbrella of three research groups and one research centre. The groups covered International Business and Strategy; Governance, Innovation and Public Policy; and Organizational Psychology and Human Resource Management, whilst research into sport and sport governance was organized through the Birkbeck Sport Business Centre. We organise our teaching loads in such a way to ensure staff have sufficient time to carry out research to the breadth and depth which is required.</p> <p>The main aims of the Research Strategy in the beginning of this REF period were fourfold: (a) to develop a continuing flow of high quality research output based on the application of social scientific theory to contemporary management issues; (b) to maintain and further develop a</p>

research culture and infrastructure in support of high quality research; (c) to give priority to maintaining a critical mass of research active colleagues in our traditional areas of expertise in order to sustain research output; and (d) to expand our research capacity and outputs in areas of management where we had not traditionally been strong, in particular accounting and finance and marketing. One of the main mechanisms for the achievement of our strategic goals has always been to involve colleagues and PhD students in regular meetings of relatively large research groups, or clusters. These groups helped to consolidate a critical mass of colleagues around broadly-defined common interests. Whereas this structure worked well when the UoA was smaller, our substantial growth led to the view that group meetings were becoming too unwieldy and heterogeneous. In order to sustain and strengthen our research culture we decided to adapt our structures, encouraging the creation of new research centres and new groups. The creation of the School of Business, Economics and Informatics in 2009 also provided the opportunity to review our provision for research support and research students as well as staffing plans (the latter topics are discussed in section C on People). Changes in all these areas comprise the research strategy of the UoA in the period 2008-2013.

First, three new research centres have been established: the *Birkbeck Centre for Innovation Management Research*, the *London Centre for Corporate Governance and Ethics*, and the *Centre for Sustainable Working Life*. Each has its own up-to-date and informative website, management structure and programmes of activity. The first two were launched in 2008 and the third was launched in 2013, alongside the existing Sports Business Centre and the three research groups (see below). The purpose of establishing the new research centres was (a) to create a higher public profile for groups of researchers; (b) to consolidate and extend their links with practitioners by involving the latter in the work of the centres; (c) to enable them to mount more effective bids for research funding; (d) to provide a significant improvement in the infrastructure for PhD students; and (e) to strengthen links between groups of PhD students and groups of academics. The establishment of research centres has proven to be very successful in improving the quality and quantity of research output as well as strengthening the links between academics and practitioners. It has contributed to a significant increase in the impact of research. It has played an important role in attracting high calibre PhD students, keen to work within strong, high profile research centres with excellent connections to a number of important stakeholders, as for example with the Sport Business Centre and the world of professional football.

The Sport Business Centre runs a successful weekly seminar series with participation from a large number of academics and practitioners; it prepares academic papers and reports for non-academic audiences; organizes two or more high profile conferences annually (e.g. Good Governance in Sport, 2010 and 2011; International Sport Business Symposium 2012); and has a wide network of national and international contacts in the football industry and a multitude of sport organizations. The Centre for Innovation Management Research organizes regular seminars and day-long workshops. A number of important and well-attended conferences have been organized by the Centre, e.g. Intellectual Property and University Entrepreneurship 2009 and the well-known International Triple Helix Conference in 2013. The activities engage top academics from UK and foreign universities and there has also been a strong practical dimension as exemplified through activities such as the appointment of an Entrepreneur-in-Residence, an Enterprise Hub mainly for students, and Entrepreneurship Coaching seminars. The Centre for Corporate Governance and Ethics is an international forum for research co-operation but also has strong links outside of academia: it organizes monthly seminars and panel discussions in co-operation with academics from other schools and universities as well as civil servants and corporate governance practitioners. Seminars are presented by academics and practitioners. The Centre for Sustainable Working Life builds on the excellent academic record of its core members and has strong national and international links to organizations such as the European Agency for Health and Safety at Work. The research centres are also heavily involved in the organization and teaching of niche postgraduate degrees closely related to their field of interest and strongly epitomising Birkbeck's commitment to research-led teaching. The Sport Business Centre, for example, is involved in an international Master's degree in Sport Management in co-operation with other European universities and UEFA.

Second, support for the research activities of staff who are not members of the research centres has been strengthened through a revamping of the Strategy and International Business group, which was the most successful of the previous research groups, and the establishment of two new research groups, Marketing, and Accounting and Finance. These groups hold regular meetings to discuss and exchange ideas and comment on work in progress.

Third, the UoA has sought to increase its profile through additional seminar series. From 2010, research seminars in both Departments were organized on a more regular and frequent basis in addition to those being developed by the Research Centres and research groups. The seminars are intended to reinforce the research culture and the importance of research impact. The seminars are addressed mostly by outside speakers, academics and practitioners but internal colleagues have also spoken and showcased some of their latest publications. Seminars are held three times each term with a good attendance including PhD students. The other significant seminar series – *Vulnerable Selves* - is organized by Liefoghe with an ESRC grant and consists of six innovative one day sessions on different aspects of bullying, harassment and rights violations. Running between 2011 and 2013, this highly successful programme has often attracted as many as 100 people and has been addressed by academics and practitioners from the USA, China and several West European countries.

Fourth, the School has shown its commitment to research by providing an annual research fund of up to £120,000 per annum in order to facilitate the initiation or completion of research projects and support REF impact. Colleagues are invited to apply for funding (the average grant is under £10K) that can be used: (a) to hire research assistants to help with data collection and/or analysis in order to facilitate the completion of an article and its submission to a journal; (b) to cover the costs of meeting overseas collaborators in order to expedite the production of a large research grant application or completion of a pilot project; or (c) to help improve the impact of research findings. Competition is stiff but the School aims to support as many projects as possible.

Fifth, the School employs three members of staff who contribute to key aspects of the research process. The Assistant School Manager for Research, in conjunction with the Research Committee, provides strong encouragement and support for research grant applications and gives advice and feedback on draft applications. In addition, the School employs a Business Engagement and Impact Manager, who leads a team and whose role is to help embed the issue of research impact into the research culture of the UoA.

Finally, there is a Departmental Newsletter issued each term which carries news of the publications, grants, conference papers and impact activity of staff. The Newsletter is a small but significant element in sustaining a high performance research culture.

In gauging the effectiveness of our research strategy we judge our achievements against the goals of producing high quality research output, building culture and infrastructure, maintaining a critical mass of researchers and extending our research capacity into new areas. During the REF period, our staff have written over 280 journal articles, 90 book chapters, 30 books as well as 38 working papers. Further, a total of 40 reports for government, other public bodies, NGOs and business associations has been produced. If we take ABS journal rankings as an approximate guide for quality of research output, many of our recent, young appointments are already publishing in 4* and 3* journals. Moreover a number of colleagues have significantly improved the quality of their output and are now publishing for the first time in 4* and 3* journals. We have enjoyed a steady stream of promotions whilst departing colleagues have almost invariably moved to higher posts in other universities (see below). Our research culture has been enriched over the years by a growing stream of international speakers and visitors, a testimony to the increased reputation of the UoA. Our research infrastructure has been much improved through the construction of the new Research Centres and research groups. We have significantly expanded the number of research-active staff and we have now reached a critical mass of staff in our target growth areas of Marketing and Accounting and Finance (see below on People).

Looking to the future we have five strategic aims: to increase the output and profile of the two

groups that have recently expanded, namely Marketing and Accounting and Finance; to nurture our early career researchers and help them build their reputations as a number of older staff may choose to retire; to improve still further the reputation and impact of our research centres; to continue embedding research impact into our organizational culture; and to improve the number of grant applications and our success rate.

c. People, including:

i. Staffing strategy and staff development

The UoA has experienced significant staff expansion, as well as staff turnover, since January 2008. A total of 22 colleagues have joined since then whilst 15 staff have left (including one retirement). 7 staff moved to secure higher grade posts including 5 who went from Reader to Professor. 4 Professorial colleagues moved to take up Chairs in other institutions. We hired 6 senior staff (including 5 Professors) and 16 Lecturers. The gender composition of the UoA has altered slightly: 6 of the 15 (40%) colleagues who left were women, but 10 of the 22 (45%) hires are female.

Buoyant student numbers in the UoA have allowed us to expand the total number of academic staff. Most significantly, the Marketing group was expanded to five staff with the recruitment of two professors (Christodoulides and Ibeh) as well as two lecturers (Hein and Stathopoulou). In Accounting and Finance we expanded to five full time staff by hiring a Reader (Guest) and three lecturers (Guo, Nadeau and Sims). After Guest's departure we replaced him with a Senior Lecturer (Al-Najjar). In HRM we have two new Professors (Tissington and Cox) as well as three new lecturers (Michaelides, Pritchard and Yang).

UoA policy on new hires and replacements is consistent with Birkbeck's mission to remain a "world class research and teaching institution". Hiring policy is an integral part of our research strategy and reflects a number of specific considerations: the need to maintain strong academic leadership in the existing research groups balanced by a desire to avoid becoming top heavy with a large proportion of senior staff; the need to expand in areas of strong student demand and strategic research priority (especially Accounting and Finance and Marketing); and a desire to build a sustainable research culture by hiring and promoting promising early career researchers.

Recruitment is an inclusive process, involving full consultation with academic staff within the framework of our strategic goals. Once shortlisted by the selection panel, candidates make presentations to academic staff and attendance at such presentations is generally very high. Colleagues' views on the strengths and weaknesses of the candidates are collated and reported to the selection panel, after interviews, but prior to final decision. Birkbeck places a high value on the input of academic staff into the selection process because it helps in the creation of cohesive teams of researchers.

Once staff are hired there are four key aspects to their career management and staff development. First, every new Lecturer and Senior Lecturer is assigned a mentor (whilst more experienced colleagues fall under the jurisdiction of their respective Head of Department). The role of mentor is clearly defined in College procedures: he/she is expected to meet new colleagues at regular intervals and guide them on research activity, conference selection, publication strategy and research funding. He/she is required to complete each year a detailed, four page questionnaire on their progress. Normally this would be based on the outcomes from the annual Progress and Development Review. During the review the appraiser (normally the mentor) and the appraisee review the achievements, problems and issues that have arisen over the past year. They set targets for the following year and discuss forms of support that can be provided by the Department, School or College. The discussions and the decisions are agreed and documented and passed to the appropriate Head of Department for oversight and any action that is required.

Second, new staff are expected to attend meetings of their appropriate research group or Research Centre and to attend Departmental seminars. These meetings provide an opportunity for them to present their own work and to receive feedback, but they also help induct new staff into the

norms and standards of academic work in the UoA. The School operates a Research Fund whose aim is to pump-prime the research of new staff and new research collaborations. Applications to this are made annually and are reviewed by a cross-School panel. In addition, there is a budget to support staff in developing impact from their research. Applications to this are made twice a year and are reviewed by a sub-panel of the School's Executive Board. The School awards an amount of funding each year to holders of external research grants to assist in research costs.

Third, conference and travel funding is made available for all staff, and new staff are strongly encouraged to aim for prestigious international events and are given preference in the allocation of Departmental and School conference and research funds.

Fourth, it is the policy within the UoA to minimize the administrative loads carried by early career researchers in order to maximise the time available for their research. The Departments strongly encourage staff, especially early career and other junior staff to take regular sabbatical leave. Colleagues are entitled to one term's leave after nine terms of service and since 2008 a total of 22 staff has taken 33 terms of sabbatical leave. These include a significant number of young colleagues such as Abdallah, Frenz, Pritchard and Walters. The gender breakdown of sabbatical leave shows that whilst women represent 48% of the UoA staff included in REF, as of October 2013, they accounted for 59% of colleagues who took sabbatical leave. Prior to sabbatical leave staff are required to state their research aims and on return from leave they are required to report on their achievements to their Head of Department.

Staff performance and development is monitored through documentation from annual Progress and Development Reviews, and through the comparison of the initial plans for sabbatical leave, with the reported outcomes. The Departments monitor for equal opportunities to ensure that women, for example, do not suffer any detriment to their research careers. Further, the Progress and Development Reviews focus on the barriers to research and publication and aim to develop realistic plans for REF 2020.

Other measures in support of equality and diversity in the Departments include a positive review of promotions undertaken annually to identify staff whom the HoDs then encourage to apply for promotion; support during the promotions process through face-to-face meetings with the HoD and the Dean of School for advice on how to maximise likelihood of success; proactive encouragement of appropriately qualified internal candidates by their mentors to apply when staff vacancies arise; support for flexible working, with core working hours of 10am to 4pm, the number of evening or weekend teaching slots not exceeding 3 days per week, and the possibility of working from home 1-2 days per week (pro-rata for part-time staff). Annual review panels of the College consider applications for promotion, accelerated increments and other performance-related payments from all categories of staff, including fixed-term and part-time staff. Equal opportunities are under continuous review and scrutiny by the College's Equalities Committee and Governing body. The College's Equality Strategy 2012-2016 was approved by Governors in Spring 2013. There are Equality Leads in all Schools whose role is to raise the profile of equality and diversity in the Schools' day-to-day operations and to link between the Schools and the College's Equalities Committee. Birkbeck is a member of the Positive for Disability 'Two Ticks' scheme.

The College's Learning and Organisational Development team coordinates training in staff recruitment, research supervision, project management, line management and applying for research funding. Staff are required to keep apprised of procedures for Ethical Review of research involving human participants, and the Departments' Research Ethics Officers reports annually to the School's Ethics Committee on ethical reviews of all such research undertaken in the Department. The School's Business Engagement and Impact Group organises training relating to exploitation of research. The School has an Entrepreneur-in-Residence who heads the Entrepreneurial Innovation programme, including an Entrepreneurial Coaching Programme for staff and students, and a student-led Enterprise Hub organising workshops and seminars. Lawton Smith, Professor of Entrepreneurship, leads the management board of the Enterprise Hub which integrates students and staff across the College for maximum networking and impact.

The effectiveness of our staffing strategy over the long term can be gauged by a number of indicators. First, if we consider retention, the number of new colleagues leaving after just a few years is very low. In the REF period we have lost only three new colleagues despite a substantial number of new recruits and during the past three years (2010-13) we have not lost any. This evidence suggests our hiring and staff development policies are effective. Second, we have enjoyed significant success in promotions at all levels. Since January 2008, four colleagues (Frenz, Gumbrell McCormick, Guy and Walters) have been promoted to Senior Lecturer. Three longer serving colleagues have been promoted to more senior posts (Liefoghe from Senior Lecturer to Reader; Caldwell and Trenberth from Reader to Professor). Third, our recruitment and staff development strategies are leading to a high degree of research collaboration between younger, sometimes early career researchers and their senior colleagues. This can be seen in a significant flow of joint publications and articles under review (junior author first, senior author second): Frenz and Andersen, Frenz and Archibugi, Hassard and Cox, Pritchard and Symon (now an ex-colleague), Rossi and Andersen. Finally, we have also succeeded in maintaining an appropriate balance of staff across different levels: by the end of the REF period, the UoA staff consists of approximately 25% Professors, 25% Readers and Senior Lecturers and 50% Lecturers.

ii. Research students

The UoA has a large and vibrant doctoral research programme with 42 students (full-time and part-time registered in July 2013 (average annual enrolment over the period 2007-13 has been 52). There has however been an increase in the proportion of full time students, from 33% in 2008 to 42% in 2013. The PhD cohort has deliberately not increased over the years, despite an increase in staff numbers. This is because we have tightened procedures and practices in order to continue strengthening the quality of the students and improve still further our completion rates. The PhD programme was expanded quite rapidly in the period 2001-08 which was valuable in building up a critical mass of students in key areas such as sports management, innovation, organizational psychology and international business. Since then, successive PhD Programme Directors have sought to raise standards in relation to entry requirements and performance. Entry standards for admission now require that candidates have at least a Merit at Masters level and (for overseas candidates) a score of at least 7.0 in IELTS rather than the College minimum of 6.5. In addition, students must now pass all four taught modules taken in the first year with a mark in each of at least 60% (previously students required only an overall Merit across all four papers).

One indicator of the research strength of the UoA and the growing reputation of its doctoral programme is the large number of applications received, many of which are very good. Between 2005/06 and 2007/08 there were approximately 80 applications per annum whereas between 2009/10 and 2011/12 the annual average rose substantially to 192. The proportion of applicants being accepted onto the programme is now much lower as we strive to accept only the very best students from a strong pool of applicants. The increased selectivity in PhD admissions is reflected in a significant increase in the number of completions, from an average of just over three per year 2001-06 to just over eight per year 2008-13.

Strategically, the UoA continues to focus recruitment on students whose research interests closely match those of current members of staff. In terms of research training, new PhD students are required to attend the following: four taught modules including two modules on quantitative and qualitative methods respectively; a weekly PhD seminar at which students and outside speakers present their work and at which new students are inducted into the norms of doctoral research, including issues such as literature searching, databases and research ethics and ethical approval; and the annual PhD student conference, where they are joined by many of our academic staff. The conference provides an opportunity for students to present their work to a relatively large audience and to learn more about the norms and standards of academic conferences.

Student performance is closely monitored. There are regular meetings between the supervisors and the student (each student is assigned two supervisors) which normally take place every few weeks in addition to regular email contact. The Programme Director runs a weekly seminar programme, and an annual PhD student conference and students are required to make a

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presentation at one of these events each year (unless they are writing up or engaged in fieldwork). There is an end of year progress report, which must be completed by every student and by their supervisor to the satisfaction of the Programme Director before the student can be re-registered for the following academic year. Once students have completed preliminary analysis of their data they are eligible to be upgraded from MPhil to PhD. The process involves a number of thesis chapters, usually a minimum of three, being read by at least three colleagues including one of their supervisors.

Resources are available to PhD students to allow their attendance at conferences where they are presenting their work (with an annual maximum £500 per student), and there are also small sums available to provide research assistance, such as purchase of datasets. Finally, as part of their doctoral training and preparation for academic life the UoA has always encouraged our doctoral students to become involved in teaching, at both undergraduate and postgraduate levels. We regard teaching experience as an integral part of doctoral student training, especially for those who aspire to become academics. In the academic year 2012/13, 15 of our PhD students worked as hourly-paid seminar tutors.

In terms of infrastructure, the College, the School and the UoA have made substantial investments in order to continue raising the standards of our doctoral programme. First, in 2008 the College established the Birkbeck Graduate Research School to provide training for supervisors and students, in a range of skills, from using archives to preparing for the viva. Moreover, the Research School circulates information on best practice. Second, the three new research centres (Innovation, Corporate Governance and Sustainable Working Life) offer regular seminars and workshops attended by many of the PhD students working in those areas. One of the ways in which the Centres enhance a strong research culture is through publication collaboration between academic staff and PhD students. Examples include (academic first, students second) Lawton Smith with Nadeau and Savic, Nielsen with Chang and Malik, Walters with Tacon (now a Lecturer at Birkbeck), Konzelmann with Aridi, Kelly and Trenberth with Lin and Pritchard with Whiting. Moreover we are seeing a significant degree of collaboration between colleagues with joint publications involving Hamil, Tacon and Walters in Sports Business; Archibugi and Frenz in the field of Innovation; and Dewe and Trenberth in HRM. Third, the School decided to invest in PhD financial support by establishing from 2009 at least two full fee and maintenance studentships each year for our UoA and two fees only studentships. We believe these have contributed significantly to attracting top quality candidates. Fourth, the School decided in 2012 radically to upgrade the facilities for our PhD students by investing in a new purpose-built, Graduate Centre, located in the Clore Building, home to the Departments of Management and Organizational Psychology. The Centre is equipped with 20 work stations, a quiet study area, a meeting room and kitchen area and has proved extremely popular. Lastly, in 2012 the UoA decided to provide additional support to students nearing completion in the form of a 'mock viva' conducted by the PhD Programme Director and the principal supervisor. This decision was based on best practice communicated to us through the Birkbeck Graduate Research School and its use has elicited extremely positive feedback from students.

d. Income, infrastructure and facilities

Colleagues in the UoA have enjoyed continuing success in applications for research funding despite the increasingly severe funding environment. They have brought in a number of large grants and a significant number of small-medium grants from a wide range of funding bodies. The number of new grants obtained has averaged about five per annum. Throughout the REF period the current members of the UoA have been awarded at least £2,441,000 in research income for 38 projects with the largest individual grants obtained from the European Union and the Technology Strategy Board. In addition, the Centre for Sustainable Working Life has already brought in a substantial amount of funding from private and public sources. Funding in the REF period has been awarded from the most competitive and prestigious sources, including British sources such as the Economic and Social Research Council, British Academy, Leverhulme Trust, National Health Service, Nuffield Foundation, UK Department of Business, Innovation and Skills, UK Department of Transport as well as international and overseas sources such as the Organisation

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for Economic Cooperation and Development, the World Bank, the European Commission (DG for Justice, Freedom and Security; DG for Enterprise and Innovation), European Union Framework Programme 7, the European Agency for Safety and Health, the Chinese Education Ministry, the Danish Social Science Research Council, the Global Partnership Fund, the Italian National Research Council, the Netherlands Organization for Scientific Research and UEFA. Funding has also been obtained from a number of multinational corporations, including Primark and from non-governmental organizations such as the Academy of Marketing, and the Richard Benjamin Trust. The number of grants obtained and the diversity of funding sources are testimony to the quality of our research and to the research environment that sustains a steady stream of successful grant applications. The international location of many of the funding sources is a tribute to the international standing of many of our academic staff.

Several colleagues have brought in further income for the departments in the REF period through consultancy projects commissioned on the basis of high quality research (total: £130,000): UK Department of Business, Innovation and Skills (Andersen, Frenz); the Strategy Advisory Board for Intellectual Property (Andersen); the UK Accreditation Service (Frenz); and the AFL-CIO Solidarity Center (Gumbrell-McCormick). Although the total amount of funding is not huge, these projects are an integral component of the UoA approach to research impact as staff have been engaged to participate in policy-oriented projects on the basis of their research findings.

The success of the UoA in attracting a steady stream of research income at a time of funding cutbacks is a reflection of the measures enacted over the past few years at College and School levels. Research Centres and groups encourage grant applications; the School Research Committee does likewise, particularly through the provision of small grants that can be used for pilot projects as a prelude to an external grant application; and grant applications are one of the issues that often feature in annual Progress and Development Reviews.

Along with the facilities mentioned in Section C, Birkbeck's library provides a good range of journals, has a very extensive e-library with journals and other materials, and a satisfactory budget for buying books, both for research and teaching. Besides the College's own library facilities, many others are available in the immediate vicinity including the University of London Senate House Library, the British Library, the London School of Economics and University College.

There is a wide range of software and consideration is being given to enhancing financial data provision through more collaboration with the Department of Economics, Maths and Statistics.

e. Collaboration or contribution to the discipline or research base

The UoA is highly cosmopolitan in its composition with staff from many different intellectual backgrounds, including management and business, economics, psychology, history and politics and from over a dozen nationalities. This diversity is reflected in the wide range of organizations and institutions in the UK and overseas with whom we collaborate through formal and informal networks. For example, the Centre for Innovation Management Research has affiliates from INSEAD as well as the universities of Stanford, Queensland (Australia), Jena (Germany), York, Sussex and Imperial College London. The London Centre for Corporate Governance and Ethics includes affiliates from some of the most prestigious universities in the UK including LSE, UCL, Kings College London, Saïd Business School, Oxford, Warwick, Durham, the School of Oriental and African Studies, City and East Anglia as well as York University (Canada). In total, staff members cooperate with colleagues at more than 150 other universities worldwide, further evidence of the quality of the staff and their research and of the supportive infrastructure which provides funding and support for these activities.

The quality of our research is also indicated by the fact that six colleagues have received prestigious awards, including the Abacus Manuscript Award 2012 (Guo), the Emerald Outstanding Paper Award 2012 (Al-Najar), Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012 (Pritchard), and Best Paper Award ANZAM 2011 Conference (Trenberth).

There is extensive research collaboration with non-academic institutions, such as policy-making institutions, public agencies, think tanks, NGOs and private companies, including the following: European Agency for Safety and Health at Work, European Commission, European Union: DG Enterprise and Innovation, OECD, World Bank, UEFA, UK House of Commons Culture, Media and Sport Committee, UK Department of Business, Innovation and Skills, UK Accreditation Source, UK Intellectual Property Office and the, Danish Ministry of Science, Technology and Innovation. These collaborations and networks are, to a large part, interdisciplinary. Staff have produced a total of 40 reports for such organizations.

In terms of seminar series and journal editorships, a total of 20 colleagues either edit or have served on the editorial boards of, in total, 58 academic journals. These include some of the most prestigious journals in our field such as: *British Journal of Industrial Relations* (Kelly), *Cambridge Journal of Economics* (Konzelmann), *Entrepreneurship and Regional Development* (Lawton Smith), *European Journal of Industrial Relations* (Gumbrell McCormick), *European Journal of Information Systems* (Sims), *Journal of Advertising Research* (Christodoulides), *Journal of Business Research* (Christodoulides), *Journal of Marketing Management* (Ibeh), *Journal of Occupational and Organizational Psychology* (MacKenzie-Davey), *Journal of Organizational Behavior* (Liefoghe), *Research Policy* (Archibugi), *Technological Forecasting and Social Change* (Archibugi) and *Work and Stress* (Cox, Dewe). Colleagues have edited seven special Issues of a number of journals, such as *Journal of Business Ethics* (Ibeh).

Colleagues have refereed numerous book proposals for all of the most prestigious academic publishers including CUP, OUP, Blackwell, Cornell University Press, Elsevier, Longman, McGraw-Hill, Palgrave Macmillan, Pearson, Polity, Prentice Hall, Routledge, Sage, Springer-Verlag and Wiley. In the REF period, colleagues have refereed articles in over 50 different journals, including many of the most prestigious journals in Management and Business and cognate disciplines such as *American Political Science Review*, *British Journal of Industrial Relations*, *British Journal of Management*, *Economic Geography*, *Entrepreneurship Theory and Practice*, *Environment and Planning A*, *Human Relations*, *Human Resource Management*, *Industrial Relations*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Studies*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Organization Studies*, *Personality and Social Psychology Bulletin*, *Research Policy* and *Tourism Management*. Finally, colleagues are regularly invited to examine PhD theses, in London, the rest of the UK and overseas.

All staff are members or fellows of professional associations or learned societies. The average is four organizations per person and the total number of organizations is 149. Several colleagues play important roles in learned societies and professional associations such as the following: Kelly is a member of the British Universities Association Executive; Lawton Smith was a member of the Council of the Academy of Learned Societies for the Social Sciences for three years in the REF period; Cox is Chair of the Partnership and Accreditation Committee of the British Psychological Society; Nielsen is Chairperson of the Foundation of European Economic Development and Millennium Economics Ltd. as well as a board member of the World Interdisciplinary Network for Institutional Research, and has been a member of the Board of the Danish Sport Studies Centre for three years (appointed by the Danish Minister of Culture).

In total, 17 colleagues have been invited to deliver keynote or plenary addresses at a total of 63 international conferences and policy-making organizations or public agencies. Some of the major contributions include: Archibugi (Council of Europe 2012, House of Commons 2009, Indian Institute of Technology 2011), Christodoulides (European Marketing Academy 2008), Cox (US National Institute of Occupational Safety and Health 2008; OECD Medical Service 2010), Hamil (House of Commons 2011), Ibeh (Global Innovation and Knowledge Academy Conference 2013), Kelly (International Labour and Employment Relations Association 2010 and 2012), Lawton Smith (UCINA International Conference on Cities and their Universities 2011), Nielsen (Danish Sport Studies International Conference 2013) and Tissington (Emergency Planning Society Core Cities Conference 2009).