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| <p>Institution: SOAS</p> <p>Unit of Assessment: 19 Business and Management Studies</p> <p>a. Context The research scope of the Business & Management Studies UoA at SOAS covers a broad range of activity. The range includes both research relevant to corporate strategy and management, and research relevant to public policy towards the regulation of enterprises and markets. The impact of its research has had a wide reach in all senses. It has reached a broad range of entities, including governments and public authorities, parliamentary and ministerial level discussions, companies, industry associations, international organisations, non-HE training institutes, and public understanding through media coverage. And the reach of the impacts has been geographically wide, being felt in the UK and in our specialist regions such as China, the Middle East, and Africa, as well as making an input into international bodies such as the EU, OECD, and the International Energy Forum Ministers Meeting. The significance of the impact is marked by its contributions to parliamentary debates, ministerial level discussions, and changes in regulations and policies (in both the UK and China); to the central bank's effective decision making on its policy interest rate (South Africa); to policies governing the market structure of the water industry (UK); and to government policy towards food producing enterprises, the market for food, and food security (China). Those outstanding examples of high level impact are a selection from a wide portfolio that includes significant impact at village level (e.g., tourism management research results incorporated into a Scottish Government funded training programme for village cooperatives in India).</p> <p>The following is a selection of examples of key user groups where the UoA's research has had significant impact in 2008-2013. In the UK, key user groups have included the Department of Environment, Food and Rural Affairs; Department of Business Innovation and Skills; House of Lords Select Committee on Agriculture, Fisheries and the Environment; the Department of Culture, Media and Sport's inquiry into <i>Football Governance</i>; South West Water Ltd.; the Building Societies Association and the All-Party Parliamentary Committee on Building Societies and Financial Mutuels; as well as media such as BBC, CNN, Al Jazeera, ITV News, CNBC and others. In the Middle East and Africa the key users have been companies such as Saudi Aramco, Saudi Telecom Company, government authorities including the South African Reserve Bank, policy capacity-building and training institutes such as the African Economic Research Consortium, and the public through articles in media such as Arab News. In Asia, Department members' research has had impacts upon the Asian Development Bank and the ASEAN Secretariat (Association of South East Asian States), China's State Council and Ministries, and the public through inclusion of research results in media such as Chinese central government and ministries' websites and newspapers. Users in the international organisations category include the EC, International Energy Forum (Ministers' Meeting) and the OECD.</p> <p>b. Approach to impact The UoA mobilizes three approaches to produce impact. First (Approach 1), research projects, particularly the large ones, are designed with particular external constituencies in mind from the outset. For example, the EU-6th framework project on "Chinese Agricultural Transition: Trade, Social and Environmental Impacts" (Sun, Ash, and Qiu; Jan 2007-June 2010, Contract no. 44255-CATSEI), the Chinese National Science Foundation Project on "Assessing the Impact of Climate Change and Intensive Human Activities on China's Agro-Ecosystem and its Supply Potentials" (Sun and Qiu; Jan 2010-Dec 2012, NSFC-40921140410), the ESRC Capacity Building Award (RES-224-25-0031, Smith), the ESRC project on Catchment Management for Protection of Water Resources (Smith, RES-229-25-0009-A), and the ESRC project on Innovative Market-Based Mechanisms and Networks for Long Term Protection of Water Resources (Smith, RES-240-25-0018) all have well-designed and assessable policy-impact and practical implementation components. All these components have been successfully accomplished (for example the 'score card' tool kit and Report Card tool developed by Smith and adopted by user groups).</p> <p>Second (Approach 2), expert advice to non-academic partners based on independent research has been used to deliver research impact. For example, while the above mentioned three ESRC projects all have non-academic partners built in, Jinjarak's research has led to him being engaged as policy advisor (and project leader) at the ASEAN Secretariat (Jakarta, Indonesia) and Asian Development Bank (Manila and Tokyo), and his research outcomes were</p> |
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presented to the ASEAN meetings of central bank and ministry of finance officials in Tokyo, Seoul, and Jakarta. Similarly as a result of his research Harris was invited as the only external participant when the South African Reserve Bank (South Africa's Central Bank) held a special one day Strategy Meeting of its Monetary Policy Committee in May 2013. There Harris gave a presentation with recommendations that were adopted in full; the presentation and Q&A discussions were the sole item of business for the full day meeting. Driver was an invited expert on industrial investment at the Bank of England (Monetary Policy Roundtable) and The Department of Business Innovation and Skills. Oughton was appointed Special Advisor to the Department of Culture, Media and Sport's inquiry into Football Governance, including the World Cup bidding process. This led to a number of Parliamentary reports with clear recommendations for, and government support of, policy changes, including a new financial model for football clubs. Due to her work on Regional Innovation Systems she has been appointed as a Juror by DG Regional Policy of the European Commission for its competition for the best regional innovation strategy across European regions with reference to Smart Growth and SME Innovation. Fattouh has worked with Saudi Aramco and other oil companies to provide advice on strategies and policies and is Director of the Oil Programme at the Oxford Institute for Energy Studies, a policy research institute endowed by a portfolio of government and international organizations to strengthen dialogue between energy producing and energy consuming interests. Fattouh's research on the dynamics of oil prices in global markets, has led to invitations to speak at Ministerial fora, to give private briefings at the UK Foreign and Commonwealth office and similar channels in the UK and abroad. One example is his input as a member of an independent expert group established to provide recommendations to the 12th International Energy Forum (IEF) Ministerial Meeting in Cancun (29-31 March 2010) for strengthening the architecture of the producer-consumer dialogue through the IEF and reducing energy market volatility.

A good example of the Unit's independent research which leads to non-academic decision makers seeking to learn from it is the request by South Africa's Minister of Finance to visit the Department for a briefing on global policy issues, based on our research expertise, in preparation for his participation in the Oct 2013 Washington meeting of G20 Ministers of Finance and Central Bank Governors and October 2013 IMF-World Bank Annual Meetings. The briefing discussions were held at SOAS three days before the Washington meetings. Inputs from our UoA, appreciated by the Minister, included presentations by Zou on China's economic prospects, inward and outward investment, and SMEs; by Driver on firms' investment strategies and capital formation; by Fattouh on global oil and energy market prospects; by Oughton on innovation policy and firms' innovation strategies; and by Harris and colleagues on developments in international financial markets and monetary and macroeconomic policies.

An additional, important channel for research dialogue with non-academic partners is the Business Network Seminar the UoA holds each week for two terms each year, in which a decision maker from business or the professions attends for a two way discussion of their experience-based knowledge of business and its environment and the UoA's research-based knowledge.

Third (**Approach 3**), the UoA actively creates and delivers training to professionals in the private and public sector based on expertise in research areas. The UoA's Department at SOAS was awarded a 566,000 euro contract for 2012-14 by the European Commission to train executives from EU companies under the EU's Executive Training Programme in Japan and Korea. Teaching on these successful three week training courses uses our research based expertise to increase executives' understanding of the business environments and practices in these countries to strengthen their plans for entry and expansion. In Africa, Harris trains and mentors financial research policy analysts from governments, central banks, banks and university institutes at the six monthly meetings of the African Economic Research Consortium, which is funded for capacity building by UK Dfid; the EU; World Bank; IMF and other bodies.

A distinct channel through which our research results are transmitted to managers and officials through training is the UoA's full portfolio of Independent Professional Awards (research led professional training, career development, or CPD courses) each studied by distance learning over eight weeks, and linked to the research-led teaching of distance learning Masters programmes offered through our Centre for Financial & Management Studies, which is endorsed for employees' training by the UN, the World Bank Group staff association; the Government of British Columbia Pacific Leaders programme; the National Treasury of South Africa; and the UK Foreign and Commonwealth Office (which uses the programme to train diplomatic staff up to and

including Ambassadors and High Commissioners in economic policy issues). The development of these research led distance learning courses was driven by the University of London's founding commitment to ensure the widest fruitful dissemination of research-based knowledge.

c. Strategy and plans

The unit sees strategy in relation to impact as being engagement with a set of enabling conditions that provide support for particular plans as they develop. The strategy relates to discrete areas of resourcing and organisation. First, given the fact that the Approach 1 above is increasingly embedded within external grants, we ensure that, where appropriate, achievable plans for impact are incorporated into all research activity planning, whether internally or externally funded. Plans involve the specification of intended audiences, communication plans for the outputs of the research, funding for specific dissemination and impact enhancement activity, and a plan for systematic collection of evidence on impact.

Second, the strength of this UoA in working with non-academic partners and in providing policy advice will be further strengthened by funding and managing dual purpose trips which combine overseas teaching and research visits with impact delivery workshops and seminars targeted at non-academic audiences. This currently occurs within the framework of Memoranda of Understanding for research between SOAS and overseas universities including the University of Rome, Tor Vergata; Zhejiang University, and Peking University in P.R. China, and others, where research collaboration includes conferences and talks with non-academic users. The Unit is currently expanding its research cooperation with overseas universities, incorporating dissemination and impact workshops and seminars, and the Unit and Institution plan to provide central funding.

Third, the UoA benefits from dedicated support for impact enhancement provided by SOAS's Research and Enterprise Office, where one officer, with back up, is dedicated to the Unit and proactively seeks impact-enhancing contracts (one success being the EU Executive Training Programme 566,000 euro, referred to above). The Unit's impact has been facilitated and will be further enhanced by the mandatory requirement of the great majority of external grants for an embedded and assessable impact component. One innovation undertaken by the UoA, with a view to implementation in 2014, is the design of a new mode of study for a PhD. Under it selected well qualified researchers will be able, while in full time employment, to take PhD research training courses and work with a UoA member on PhD research on an issue directly related to their employment. One core benefit is intended to be a strengthening of links between research in the Unit and its effect on non-academic enterprises, and organisations.

A fourth dimension to our strategy in relation to impact is the incorporation of activity relating to impact into the existing systems and procedures for staff recruitment, development, reward, and promotion. One example is the support given to research staff taking leave in order to work in high level non-academic user institutions (as Jinjarak is currently doing at the Asian Development Bank). The Unit has successfully applied SOAS's criteria of knowledge transfer and impact in its staff recruitment, development and promotion procedures, and the Unit and Institution's strategy is to further strengthen those criteria and their implementation on the basis of experience.

d. Relationship to case studies

The relationship between submitted case studies and the Unit's and Institution's Approach, and Strategy has been described above. The case studies of Sun's team on Chinese agricultural prospects and Smith's team on water management represent the examples of Approach 1, in which the embedded impact component required and supported by the funding bodies ensures delivery of the expected impact. They also have impact through Approach 3, for the research findings of the first case study have been incorporated in the professional training and MSc courses *Management in China-I: Domestic Developments*, while the findings of and the assessment approaches developed in the second case study have been incorporated in the course, *Water Resources Management*. The submitted case study of Harris on financial policies and other non-submitted case studies such as those briefly presented in Section b represent examples of Approach 2, in which incorporation with non-academic partners and acting as policy advisers facilitates the delivery of impact in accordance with the needs of the non-academic partners. While the three case studies provide exemplary evidence of the specific impact of the Unit's research, the Unit's impact covers a wide range as shown in section b above.