

**Institution: Edinburgh Napier University**

**Unit of Assessment: 19 - Business and Management Studies**

**a. Context**

This Unit of Assessment covers staff in Edinburgh Napier Business School, which is made up of three disciplinary based Schools, together with the Employment Research Institute (ERI) which largely conducts commissioned research for policy making bodies; the Edinburgh Institute of Leadership and Management Practice (EI), which is the commercial, client-facing enterprise; and a Business and Management Research College, encompassing nine Research Clusters. Across these groups, there are researchers producing excellent research and involved in a range of dissemination activities. The main non-academic users or beneficiaries of Business School research are: 1. Government departments/ non-governmental bodies / policy makers; 2. Organisations; 3. Individual managers; and 4. Professional associations.

**1. Government Department/ non-governmental bodies / policy makers** and indirectly the community and/or economy.

Significant impact is achieved through commissioned research projects and evaluations. The ERI is particularly strong in this area. We also have groups and individuals with advisory roles, which are based on research expertise.

Examples: The evaluation of the Working for Families programme commissioned by the Scottish Government provided on-going and timely feedback for 'Working for Families' delivery agents by sharing good practice and implementing a Management Information System (ERI). Research commissioned by the Department for Employment and Learning Northern Ireland demonstrated that effective policies to address unemployment require co-operation across government agencies in order to overcome complex barriers to employment (ERI). Francis (EI) has been invited to join the Guru Group on Employee Engagement – a national government sponsored advisory group – which will impact upon organisational policies.

The Tourism group (Leask and Barron) has delivered two Master class sessions to the Association of Singapore Attractions and the Hong Kong Association of Amusement Parks and Attractions. Theodoraki has been involved in the Vancouver 2010 Olympic Games Impacts Assessment Expert Group, appointed by the Mayor of London to assure sustainability of the London 2012 Olympic Games and was awarded a research grant by Scottish Enterprise (2011) to review economic impacts of the Olympic and Commonwealth Games pre-event visitation. This has resulted in articles in the Scotsman, Glasgow Herald, Edinburgh Evening News and London Business Matters.

**2. Organisations** and indirectly individual managers.

This impact occurs through a number of routes: via bespoke training courses, Knowledge Transfer Partnerships (KTPs), consultancy and commissioned research.

Examples: NHS Lothian - The EI's Leadership Development Programme was delivered to 50 senior managers across NHS Lothian in conjunction with Harvard University Faculty – senior management at NHS Lothian have estimated that the programme resulted in £30m savings. Francis led PPMA /Local Government Employer Association research used to create a guide for executive teams and managers – it is currently being applied in a large mental health charity in Scotland (SAMG) to support leadership and strategy development. Pearson (ERI) developed a Self-Assessment Tool (through collaboration with Selex in the UK and Denso in Germany) for use by companies in the Energy and Maritime sectors wishing to improve capability in gaining access to trans-regional supply chains. The tool is accessible on the European Business Support Network ([www.eubizz.net](http://www.eubizz.net)), which is being developed by the Hanseatic Parliament for the use by companies and business development organisations in Northern Europe.

**3. Individual managers**

This is an integral part of teaching provision, most evident through our CPD programmes, our part-time Masters and DBA, which all have a strong emphasis on 'change to practice', rooted in research underpinning.

Examples: Staff from the Tourism group via the EI are delivering a Destination Leadership Programme (DLP), initially focused on Edinburgh and St Andrews. This innovative programme is funded by Scottish Enterprise working with the Edinburgh Tourism Action Group and the St Andrews Partnership.

The findings from a DBA (supervised in the Tourism group) project located in an advertising agency led to the company spending £150,000 on the redesign of premises and processes.

**4. Professional bodies** and indirectly their members – individual managers.

This occurs through co-produced events for knowledge exchange, commissioned research, publication in professional journals and practitioner oriented publications.

Examples: Chartered Institute for Personnel and Development (CIPD) Knowledge into Practice (KIP) Group where research is presented to HR practitioners with a focus on translating new knowledge into practice e.g. event sponsored by Standard Life for practitioners on our new framework on organisation effectiveness. Francis was involved in the establishment and the running of the group for more than ten years.

Articles in People Management, Croner Briefing and PPMA journal. Close links with: The Institute of Chartered Accountants of Scotland (ICAS), The Association of Chartered Certified Accountants (ACCA), The Chartered Institute of Management Accountants (CIMA), The Hong Kong Institute of Certified Public Accountants (HKICPA), The Law Society of Scotland, The Chartered Management Institute (CMI).

**b. Approach to impact**

Edinburgh Napier University (ENU) gives a high priority to business engagement: cited as an exemplar of best practice in Knowledge Transfer Grant investment strategy to support business engagement (Scottish Funding Council Report "*Analysis of the Knowledge Transfer Grant Strategies and Annual Reports*"); adopted and delivering against the Easy Access Intellectual Property (EAIP) model to the Scottish SME base. ENU takes a collaborative approach: a £2.2 Business Innovation Exchange (BIE) Programme – a SME innovation/ knowledge exchange venture in partnership with Queen Margaret and St Andrews Universities. The BIE is funded by the Scottish Funding Council and ERDF and is currently resourced to April 2014 - continuity funding is currently being sought to mainstream legacy activity and capitalise on the investment made within ENU. Through this initiative, the University is proactively engaged in developing and delivering innovation based solutions for Scottish businesses to help them improve or develop new products, services and processes with a view to improving their competitiveness and profitability.

In a general sense impact is embedded in the Business School mission '*To develop leaders and management practitioners who make a positive difference to organisations and society*'. Support for this mission can be seen through the range of our activities:

- Much of the research in the Business School is commissioned with the specific purpose of informing policy development (e.g. Employment and Tourism fields).
- The EI remains the locus for business liaison. Its sub-divisions provide opportunity for knowledge exchange and knowledge co-production across the public, private and third sectors. Research active staff work alongside Associates to deliver commercial research and innovative research informed programmes, such as the Destination Leadership Programme, which aims to build individual leadership skills amongst managers in the tourism sector.
- All subject areas have close links with Professional Associations, publishing in practitioner journals and co-producing events aimed specifically at practitioners.
- Knowledge Transfer Partnerships (KTP) – an Associate is embedded in the organisation to focus on a specific organisational need, e.g. Raeside (ERI) is leading a KTP with GamesAnalytics – a company which provides advice to large scale multi-player games developers. The aim is to develop methodologies for efficiently drawing information from 'big data'.
- All teaching, but very clearly in part-time Masters Programmes and the Doctorate in Business Administration (DBA), where participants are current managers; and in PhDs where most topics have a strong applied aspect. This research / teaching linkage across all teaching is considered a priority for the Business School and embedded in the module approval process.

### c. Strategy and plans

As indicated above, the Business School strategic plan places practitioners at the centre of our activities through the aim: To Create Exploit and Exchange Knowledge Through Research, Professional Practice and Commercial Engagement. All staff within the Business School are expected to make an intellectual contribution to business and management (i.e. to achieve impact on the practitioner world) through disciplinary based research and scholarly involvement with professional communities. We feel this is something we do well, although we have not focussed on recording evidence of the impact in the past. Going forward we aim to maintain and improve our approach to impact, with more overt consideration of the monitoring of impact outcomes. This is to be achieved through the following routes:

- The ERI will continue to produce applied and theoretical research for policy and decision makers in the UK and Europe. It will maintain its focus on research in areas of employment including: employability, labour market economics, skills development and equality.
- The EI will continue to be the prime vehicle for liaison with the business community; it will continue to bring together businesses and academic expertise to build strategic partnerships with global organisations in Scotland, Asia and worldwide; to deliver practical, research-informed solutions to organisations, and to deliver results through the combination of practitioner experience and excellent research. There will be a focus on Tourism, Leadership and People and Organisational Development.
- The Business and Management Research College will coordinate the research activities of School based staff - each Research Cluster within the College will appoint a Public Engagement Champion.
- The new e-Working Paper series currently being launched in the Business School will include a practitioner oriented publication aimed at the dissemination of research and scholarly activity.
- The Business School will maintain a balanced portfolio of research student provision, with an emphasis on applied doctoral research, particularly through the DBA programme, which provides doctoral level provision to the professional community. Records will be kept of organisational change resulting from DBA research.
- Staff time and funding will be provided to support staff to take part in public engagement activities stemming from research.
- Greater emphasis will be placed on recording the impact of research activities via end of project reports, the annual personal development review process and research committee structures.

### d. Relationship to case studies

Case studies presented as a part of this submission are derived from activities within the ERI:

1. The role of employability in improving employment outcomes for disadvantaged groups.
2. The power of social networks.

This focus stems from the well-established track record of the ERI in excellent research – it was formed in 1997 and has been consistently working in the policy oriented arena. The two case studies fall within the impact category ‘Government Department/ governmental body / policy makers and indirectly the community and/or economy’. The first case study illustrates the extensive research on employability within the ERI and the contribution of this work to shaping national policy on employment and poverty. The initial impact is on policy and following from this it has had a positive impact on improving access to employment and training for those seeking a return to the labour market. The second case study focuses on excellent research that has resulted in a methodological approach, which can be applied in a range of circumstances – in this case the wellbeing of women, older people trying to re-enter the labour market, organisational improvement in relation to supply chain performance as well as health promotion initiatives.

These cases were chosen for the breadth and depth of impact, which is identifiable partly because of the longevity of the ERI. In other key areas of work in the Business School such as Tourism, the underpinning research is relatively recent and the impact not yet fully realised – we would be expected to report impact in this area in the next REF exercise.