

<p>Institution: University of Northampton</p>
<p>Unit of Assessment: 19 - Business and Management</p>
<p>a. Overview</p> <p>We believe the research included within The University of Northampton's Business and Management REF submission has achieved a quality which is recognized internationally in terms of originality, significance and rigour and has, in part, achieved standards of international excellence. The submission emanates largely from the Northampton Business School (NBS), one of the six academic schools at the University and nominated by the THES as one of the outstanding University Business Schools of 2013. Although NBS has adopted the twin missions of internationalisation and employability since 2008, the significance of new research has remained in the forefront of the school's plans. This submission reflects a robust research environment within the school and without, building on previous RAE submissions and is grounded in the wide range of activities and expertise for which the Business School, and indeed, the University at large, has become justly renowned.</p> <p>The University of Northampton and NBS within it are both actively outward facing units with institutional links to involve research, consultancy and pedagogy with universities, corporations, business and other enterprises at home (both around Northampton and in the UK generally) and abroad. The university has, since 2011, pledged to 'Raise the Bar' in all aspects of its work and, in the process, has invested significant new resources in research activities in recent years. As a case in point, immediately upon taking up his post as Vice-Chancellor of the University of Northampton in 2010, Professor Nick Petford, an active researcher himself whose work is contributing towards the university's 2014 REF submission, announced the creation of 24 new full-time PhD bursaries available to new students across the University, four of which were awarded to NBS applicants who were able to take advantage of the expertise in the school, as displayed within its research teams (see below) while further enriching its research environment.</p> <p>b. Research strategy</p> <p>The last RAE exercise awarded the Business and Management submission a modest overall average score of 1.55 and thus, five years ago, we put in place a new research strategy which would significantly improve upon it. The research fields in which staff have been especially active, reflected in the two impact case studies presented in REF3a/b, have been those of Social Enterprise (Social Enterprise Research Group, submitting Denny, Curtis and Hazenberg to this UOA) and of contemporary China (the China, Transitional and Developing Economies Research Centre, CTDERC, submitting Sanders', Deane's and Asproudis' outputs and the work of He Shaowei and Burnapp as leaders of the 'global entrepreneur' joint collaboration project between CTDERC and the Capital University of Economics and Business in Beijing, China (see below and REF 3a).</p> <p>However, within the last RAE/REF cycle, new research groups have emerged in the fields of Accounting and Finance, E-Environments, Marketing and Brand Communications, Operations Management and Developing Themes in Business. Each of these groups comprises a research leader and a number of colleagues and most involve both experienced and early career researchers, while many are strengthened by the support of Visiting Professors and/or Fellows (see below). All the researchers submitted in this B&M unit of assessment (not mentioned immediately above), Kassem, Mortimer, Quinones-Garcia, Soriano-Meier, Mackay and Dsouli are attached to or lead one of these emergent research groups. The diversity of research work is reflected in the range of staff and subject matter that has produced publications for this REF submission and, indeed, is further reflected in the interests and work of our impressive and growing number of research students.</p> <p>Our primary objective has always been, and remains, to produce research which will have a positive impact on the nature of the society in which we live. In so doing, our aims have been to:</p>

- Build on our clearly defined research strengths –specifically in social enterprise and in contemporary economic, environmental and business issues in PR China and in other developing countries - to ensure sustainable high-quality research and knowledge transfer across a range of business and related areas.
- Co-ordinate and deliver fully-funded, income generating high-quality research not only in our proven research strengths but in a wide range of business related themes and enrich the educational experiences of students and staff by ensuring that research underpins and informs the NBS teaching and learning portfolio. NBS researchers are all active teachers and their research is critical to the quality of their teaching outputs. The students of NBS are appreciative of this, helping NBS to jump into the top 10 Business Schools in the country for Student Satisfaction (NSS, 2013).
- Continue our engagement in research collaborations with universities and other relevant institutions both in the UK and internationally, to include China, the Indian sub-continent, and countries in South-East Asia, sub-Saharan Africa and South America.

Within the framework of our research groups, we have achieved success in each of these aims as the quality of our research outputs, the significance of our impact case studies, the number and range of our research collaborations, the levels of research income and the numbers of PhD completions testify.

From 2013-2018, and added to the current objectives, the school is committed to:

- The creation of a new Chair in Business and Management Research as a result of external appointment in 2014.
- The development of new areas of research expertise. In particular we are keen to develop (from our extant ‘New Themes in Business Research’ team) autonomous research groups in Events Management and Islamic and Spiritual Capital.
- The further deepening and strengthening of the research expertise of the extant research groups mentioned above through recruitment and internal encouragement (via promotion and enhanced time allowance) The appointments of already research engaged staff such as Deane, Mackay and Dsouli in 2013 are a pointer to the way ahead.
- The strengthening of our current collaborative research relationships while building new regional, national and international partnerships. Internationalisation has been one of abiding missions of the Northampton Business School in recent years and members of the schools have research relationships not only in Europe but across Asia, sub-Saharan Africa and South America. As an example, at the time of writing, NBS has just signed a Memorandum of Understanding with KIMEP University and is forging close research links with Kazakh-British Technical University (KBTU), both in Almaty, Kazakhstan.
- Ensure that our research is focused even more closely to the needs of our end-users in the business world. Although we are proud of our current record in working with the business community (see REF 3a), the appointment of Dr Jacky Holloway, a current executive board member of the British Academy of Management to the role of Deputy Dean of the Business School will ensure the continued and enhanced relevance of research to practitioners. Holloway has been involved in the interface between academic research and business practice for some years and has led the BAM’s partnership with the Chartered Management Institute and its collaboration with the Foundation for Management Education.
- Develop an even stronger research culture in a supportive environment for doctoral researchers and all staff, including novice, early career and experienced researchers. As one means of doing so, we are currently embarking upon a new NBS Working Paper Series

to cover the new REF cycle.

c. People, including:

i. Staffing strategy and staff development

There has been a considerable loss of research active staff since RAE2008, almost entirely as a result of promotion and advancement in the UK Higher Education sector, itself reflecting well both upon those who have left and on the research environment here. Thus the recruitment policy of NBS since 2008 has been designed to ensure the strengthening of many of our research areas through the addition to the staff of both experienced and early career researchers. All recruitment and staff development activities are aligned with the University's Equality and Diversity code of practice. Consistent with the University Key Performance Indicators, we have, since 2008, embedded the requirement for doctoral qualifications and research track record as an integral part of our recruitment and selection process.

Since 2008, professorial appointments have been made to include Denny, as Professor of Entrepreneurship and Leader of the Social Enterprise Research Group and Sanders, as Professor of Contemporary Chinese Studies and Leader of CTDERC. These two have provided the key leadership for the Business and Management research strategy in the current RAE/REF cycle. Meanwhile, in line with the university's central 'Raising the Bar' initiative, the school has appointed associate professors to encourage junior researchers in their research activity, to include Mortimer, Leader of the Marketing and Brand Communications Research Group, and it has continued to appoint visiting professors and fellows on an ongoing basis to provide research leadership, inspiration and support in terms of regular lectures to students and guidance to PhD supervision teams. Over the census period, there have been six visiting professors to include Peter Lawrence, Emeritus Professor of International Management at Loughborough University, visiting Professor in International Management and Allan Fraser-Rush, Global Planning Director of Lowe and Partners, Visiting Professor in Integrated Marketing Communications. Lawrence has been especially significant in providing inspirational support to PhD students and research staff and has, as a member of supervisory teams, been crucial in the success of many of our PhD students in recent years. Meanwhile Fraser-Rush is an active member of the academic/research community here in NBS, regularly speaking to students at undergraduate, post-graduate and research degree levels and has been very generous with his time with members of the Marketing and Brand Communications Research Group.

The School continues to provide support for committed staff to obtain doctoral qualifications – two such staff gained their PhDs during the current RAE/REF cycle - and embeds challenging objectives for research and scholarly activity in the Performance Development Review of each member of staff. The School provides generous support for staff to present papers at conferences and each year provides encouragement to individual staff and teams to carry out specific programmes of research leading to defined outcomes. Subsequently, those members of staff are expected to disseminate those outcomes to other colleagues via a regular, well attended internal Research Seminar Series. The latter seminar series, run by Dr Sandy Macdonald, is a vital focal point not only for all active researchers in the business school but for *all* staff interested in research and new directions in the business field and is a very important and highly valued part of the research environment of the school. There are seminars at least once a month, sometimes twice-monthly. In the last twelve months, as at the time of writing, there have been fourteen seminars covering such topics as "Women in Leadership Roles in Kazakhstan's Organisations", "The Impact of Corporate Governance on Moroccan Firms", "The Role of External Auditors in Detecting Corruption", "Toxic Management", "Entrepreneurial Success", and "Marketing to New Men: Consumerism and the Changing India", the variety of themes reflecting the diversity of research interests and activity across the school.

NBS has also significantly increased its research degree supervisory capacity via a combination of internal development and external appointment. New staff who want to supervise (but do not have significant experience elsewhere) are required to undertake the university-wide supervisor training scheme (the Post-Graduate Certificate in Research Student Supervision) which provides them with the principles of developing as supervisors and the research supervisory processes at the

university. The excellence of the programme has been externally recognized by commendation from the QAA in its 2009 Institutional Audit. The school has thus successfully renewed its research activities and expertise through its recruitment, promotion and internal training strategies. Indeed, of the 12 researchers submitted in the current REF exercise, all but two (Professors Sanders and Denny) have been recruited to the university since the last RAE, either as experienced or early career researchers. And despite the loss of supervisory staff associated with the recent staff turnover, the supervisory capacity of the business school has *expanded* allowing the substantial increase in PhD completions and numbers of research students registered in NBS as shown below.

ii. Research students

NBS began a series of initiatives in 2008 to significantly expand its PhD programme and enhance the environment for its research students. A Director of Doctoral Programmes was appointed, currently MacDonald, and a new programme of work for research students was devised, a programme which involved obligations for research students over and above attendance at supervisions and the writing of theses. Thus, over the last several years, research students have been provided with a range of training sessions, discipline and project based, provided within NBS and generic sessions provided centrally by the Graduate School. Within NBS, each research student must present at least one research seminar to NBS staff in our regular NBS Research Seminar Series and each is encouraged to present his/her work at conferences outside the university. The centrally provided generic sessions, of which there are approximately thirty annually, meanwhile, cover a wide range of general research and transferable skills from 'evaluating qualitative research' to 'preparing for your viva'. The programme also involves an annual Postgraduate Conference in which all research students are encouraged to present their work and an annual Poster Competition. Indeed, the university graduate school's training programme, The Framework for Post-Graduate Student Training, complies with the QAA's Code of Practice for Post-Graduate Research Programmes, implements the 2008 Concordat to support the career development of researchers and is mapped to the Vitae Researcher Development Programme and the Researcher Development Statement. Each research student across the university is provided with his/her dedicated research space with computer facilities within their schools (see d below) which has allowed the research students in NBS not only close access to their supervisors but also to take a full part in the research environment of the school. Moreover, the university centrally has also been generous in its provision of full-time PhD bursaries. On average, half a dozen of such bursaries have been created annually since 2008, with NBS supervisory staff bidding for these bursaries with a regular degree of success.

As a result of these initiatives, the PhD programme in Business and Management has expanded impressively since the 2008 RAE and, in the intervening five years, 15 research students from NBS have been awarded PhDs, six of whom were full-time bursaried students funded by the university centrally. A number of such students wrote theses within CTDERC on topics to include Chinese corporate governance (Yang, 2010), Chinese Agricultural Biotechnology (Cao, 2008) and Textile and Clothing Clusters in Zhejiang Province (Wang, 2008). The Social Enterprise Group has supervised successful PhD students writing theses on Entrepreneurial Support and Development Programmes in the East Midlands (Mangezi, 2012), Enterprise Incubation in Northamptonshire (McGowan, 2013) and Social Enterprise and the Individual (Hazenbergh, 2013). Further successful PhD students supervised by other research groups within the business school have written theses on Motivation for Diamond Consumption (Mostovich, 2008) Leadership in Oman (Ahmed, 2009), Competition Policy (Smith-Hillman, 2009), Corporate Governance in Mental Health (Sugarman, 2009), European FDI (Fallon, 2010), Strategic Human Resource Management (AL Hamadani, 2011), the Role of the CIO (Louchart, 2013), Future Spreads: Theory and Praxis (Perchanock, 2013) and The Governance of the Policy/Strategy Interface (Knyght, 2013).

Though 15 students have successfully completed PhDs within NBS over the current cycle, there are a further 22 research students currently studying on our Doctoral Programme who are at various stages of their studies. At the time of writing, some of these students have *already* successfully completed their vivas and will be officially awarded their PhDs by the end of 2013,

several others are in the very last stages of their studies to include the four bursaried students mentioned in 5a above (Ouarda, Hu, Khan and Vukicevic) who are likely to complete successfully early next year. These large numbers reflect not only a substantial development since the last RAE/REF cycle, but an acceleration of that development during the current cycle.

d. Income, infrastructure and facilities

As a result of the research activities of staff and the collaborative partnerships in which they have entered, NBS has earned impressive amounts of research funding over the census period, with a cumulative total of over £690,000. These funds come from a range of sources to include several BIS Research Councils, UK central government, local authority, health and hospital services and UK industry, commerce and public corporations. They reflect a considerable level of engagement by staff in bidding activity throughout the business school and a considerable amount of success in that engagement and have been used constructively to buy out researchers' time from teaching, funding researchers' primary research and financing their conference presentations at home and abroad.

There is a robust infrastructure for developing and monitoring research at both school and university level. Within the school there is an active research and enterprise committee which meets three times termly under the chairmanship of the Deputy Dean for Research (with the Executive Dean of NBS an active member) which provides the overarching leadership for research in the business school and which draws up research priorities, devises (and remodels) research groups and monitors individual researchers' performance across those groups. The committee works closely with MacDonald to ensure the research seminar series (see under C1 above) provides a source of identity, support and inspiration to the research community here. MacDonald, a member of the E-Environments Group and leader of the extensive PhD programme here (see C ii above) was recently invited to guest-edit a special issue of the *International Journal of Work, Organisation and Emotion* as a result of her winning ESRC funding alongside the Universities of Warwick, Keele and Liverpool and London Business School for a research seminar series on methodology.

NBS is housed on the University's Park Campus, in a building continuously readapted in response to the changing needs of staff, students, teaching and research. Major new building works were completed in 2012 costing over £2 million, providing significantly enhanced facilities for staff and students, to include the school's full-time research students who have new offices, dedicated desks and computer facilities. At the university level, the Research and Enterprise Committee has overall leadership for research across the piece and is supported by a number of critical support units, to include the Research and Strategic Bidding Office which provides an extensive infrastructure to facilitate research, providing regular bulletins on calls for research grant applications and detailed support and guidance for those completing applications. The university centrally provides a range of services essential to the research environment of NBS to include a well-funded library which allows all research staff and students to remain at the forefront of new knowledge through its provision of all the key international Business and Management, Social Enterprise and China Studies journals.

e. Collaboration and contribution to the discipline or research base

When Denny won the Queen's Award for Enterprise Promotion in 2010 for his pioneering work in **Social Enterprise**, this reflected both his and the school's achievements in encouraging an understanding of the concept of social enterprise in the public imagination. The university determined that it would become the number one university for Social Enterprise and began to devote resources to that end, not only in the actual construction and development of social enterprises and into the promotion of the concept, but also into associated pedagogy and research. Thus the first Senior Lecturer in Social Enterprise, Curtis, was appointed by the Business School alongside a team of active consultant/researchers alongside Denny, to include Hazenberg (a successful PhD student of Denny's, Seddon and Irwin, who, between them, have been responsible for considerable research output in the area of Social Enterprise in the UK since then. Curtis, apart from being a very active author of published works, is actively engaged in social

enterprise creation and promotion, organizes and supports frequent conferences in the field of social enterprise both at home and abroad, is UnLtd/HEFCE Ambassador for Social Entrepreneurship in Higher Education, is a HEI Public Engagement Ambassador and a Fellow of the Royal Society of the Arts. Meanwhile, Denny, Seddon, Irwin and Hazenberg, mostly though not exclusively working alongside each other, have pursued their researches with extraordinary industry. Their work, with others, has led not only to a large number of journal articles but to (as of time of writing) 17 conference papers across the globe, an edited book on social enterprise, 13 research reports that have been produced for organisations including the European Social Fund, UnLtd, the European Regional Development Agency, the National Centre for Strategic Leadership, as well as research income for evaluating such initiatives/organisations as the Big Lottery Project, UnLtd HESP and the Canal and River Trust. The success of Denny's team is evidenced by the award to the University of Northampton of 'Outstanding Higher Education Institution Supporting Social Entrepreneurship' in 2011 and the achievement of the status of the first (and still only) UK higher education institution to achieve Ashoka Changemaker Campus designation in 2013. Curtis and Irwin, the latter the Young Foundation's Social Entrepreneur-in-Residence here at the University, head up the team responsible for this development (see REF 3a).

China-based research is undertaken in CTDERC, originally founded as the China Centre in 1999, under the leadership of Sanders whose work was submitted in previous RAE's under Asian Studies. Sanders collaborates with many institutions in China to include China's Organic Food Development Centre, in Nanjing, where he is a visiting research fellow (see China Impact Case Study), Beijing Foreign Studies University, where he is Visiting Professor and the Capital University of Economics and Business in Beijing. Jointly with the latter university, CTDERC won funding from the British Council in Beijing to run a joint collaborative project on Social Entrepreneurship under the British Council's PM1 2 Programme between 2008-10, which involved, amongst many other initiatives to include direct student exchanges, joint conferences held in Northampton (2009) and Beijing (addressed by Sanders, He and Curtis in 2010). It was as a result of this conference that Curtis, in public dialogue with Sanders, discussed the significance of the 'Danwei' in China, leading to one of Curtis' most influential papers (see Social Enterprise Case Study). CTDERC was a junior partner to the China Policy Institute of Nottingham University (of which Sanders is a Senior Research Fellow) in their successful bid to organize the series of EU-China Civil Society Dialogues in China in 2012 and Sanders participated in the 5th such dialogue on "The Art of Social Entrepreneurship" in Shanghai in July 2012. Sanders' expertise in the Chinese economy is evidenced by his invitation from the current editor of *China Quarterly*, the leading international journal for China Studies, to write a review of *How China Became Capitalist* by the famous (recently deceased) centenarian economist and Nobel Laureate Ronald Coase and Ning Wang in 2012 (Vol. 211). As an acknowledged expert on the Chinese environment, Sanders was additionally invited to peer-review an entire edition of *China Quarterly* on pollution-related questions ("Dying for Development", Vol. 214) in 2013.

Meanwhile, He Shaowei and Burnapp, Sanders' colleagues in CTDERC were also successful in winning funding over two years between 2009-11 from the British Council in Beijing under the PM1 2 programme to run a collaborative project on 'the global entrepreneur' with Shaoguan University, Guangdong Province, China (See REF3a). In 2009, the University of Northampton was the only university to be engaged in two collaborative international projects under the British Council's PM1 2 China initiative at the same time, both led and managed within CTDERC. In the last two years, He Shaowei has been increasingly active as a member of the Academy of International Business, presenting papers at the 39th AIB-UKI annual conference in Liverpool in 2012 and its 40th in Birmingham in 2013, on the *new* geography of innovation and China's multinational enterprises respectively. He is currently working in collaboration with Hunan University, China, on a project on social enterprise, the Chinese Ministry of Science and Technology on a project concerning the internationalisation of innovation and with the University of Sao Paulo concerning Chinese overseas investment in the UK and Brazil.

Joining CTDERC are two early career researchers, Asproudis and Deane. Asproudis publishes within the international field of environmental economics and works alongside Sanders on

environmental questions, His research interest include developing tools and methodologies in order to better understand the influence of the social environmental movement on firms' technological choices, levels of emissions, profits and employment and has presented papers at 15 international conferences since 2008, to include the annual conferences of the Royal Economic Society in 2011 and of the European Association of Environmental and Resource Economists in 2012. Deane has joined the Centre with an expertise on Tanzania having completed research work on the relationship between population mobility and HIV risk, impacting on labour markets, with extensive fieldwork conducted in Mwanza Region, Northern Tanzania. He has presented his work at International conferences in Durban (2011) and Kings College London (2013) and works collaboratively with SOAS and the School of Hygiene and Tropical Medicine at London University.

In the area of **Marketing and Brand Communications**, Mortimer, research group leader, is Deputy Editor of the Journal of Marketing Communications, on the Editorial Advisory Board of Journal of Advertising Research and Chair of the Marketing Communications Special Interest Group (SIG) of the Academy of Marketing. Mortimer has produced a number of conference papers with her Northampton colleague, Laurie, and with the support of visiting Professor, Fraser-Rush. Their on-going research into Integrated Marketing Communications has been presented at the Academy of Marketing conference for the last three years: in 2011 they were awarded 'best track paper' leading to the paper's publication in the Journal of Marketing Management. She is a major contributor to an active research group with three Australian colleagues, from Queensland University of Technology, Curtin University and Sydney University of Technology which has led to several conference papers, the most recent being at the World Marketing Congress in July 2013 and to an article published in the European Journal of Marketing. Mortimer is extremely active at the interface between advertising academics and practitioners and is a regular contributor to the discussion around Integrated Marketing Communications that takes place in the industry press, particularly Campaign magazine, as well as in academic publications (see also REF3a).

As leader of the **Operations Management** Research Group, Soriano-Meier, in collaboration with colleagues in the UK and abroad, has published 11 journal articles over the past three years at the same time as presenting papers at 14 international conferences, most recently in Helsinki, Istanbul (awarded the best lean Six Sigma Track paper of the conference), Birmingham (awarded best paper of the conference), Taiwan and San Francisco. He was a member of the Scientific Board of the International Conference on Manufacturing Research (ICMR) in 2012 at Aston University and a member of the Scientific Board of the Flexible Automation and Intelligent Manufacturing Conference (FAIM) in 2013. He is a regular reviewer for the *Journal of Manufacturing Technology Management* and *International Journal of Lean Six Sigma (IJLSS)*. Soriano-Meier has also contributed his research and expertise to local studies conducted by the Royal Mail and Northampton General Hospital.

NBS is pleased and proud to have recently recruited a number of **early career researchers** who are beginning to contribute in important ways to their disciplines. Amongst them is Quinones-Garcia, principal researcher in the **E-Environments** research group, a Chartered Psychologist who has presented her work at international conferences to include the Annual Conference of the European Academy of Management in Istanbul (2013) and the Division of Occupational Psychology, British Psychological Society, in Chester UK (2012). Having won research bursaries from the ESRC in 2011 and 2013, she is currently holder of a British Academy/Leverhulme Trust research grant to carry out a project on "Identifying the Antecedents and Dimensions of Addiction to Technology: a two-wave cross-cultural study" between 2013 and 2015. Meanwhile, Kassem, principal researcher in the **Accounting and Finance** Research Group, is a member of many international accountancy and other associations, to include the European Accountancy Association (EAA) and the British Accounting and Finance Association (BAFA), has presented her work in many international conferences in recent years and was elected in 2012 as a Training Director at the Certified Fraud Examiners (CFE) Chapter in Egypt. Both Quinones and Kassem, alongside Deane and Asproudis, are testimony to the degree to which even our early career researchers work within an international environment and engage routinely in international collaborations.