

<b>Institution:</b> University of Hertfordshire
<b>Unit of Assessment:</b> Panel C (19): Business and Management Studies
<p><b>a. Overview</b></p> <p>The Business and Management Studies unit at the University of Hertfordshire (UH) comprises 20 category A staff (14.1 FTE), an 18% increase on RAE 2008. Business and management research is part of the Hertfordshire Business School (HBS) and is incorporated into the Social Sciences, Arts and Humanities Research Institute (SSAHRI), one of the university's three research institutes, which provides the wider organisational structure and support for research. HBS has developed its research base through key appointments, support for internal staff development, promotion and research student recruitment. The School has concentrated its research on Business and Management into one research centre – the Centre for Research on Management, Economy and Society (CROMES) – with a number of sub-groups covering the broad range of disciplines that encompass business and management research: management and strategy; creative economy; employment studies; enterprise and innovation; finance and accounting; global economy and business; learning in business; marketing; organisational evolution; statistics, decision science and operational research; and systems management.</p>
<p><b>b. Research strategy</b></p> <p><b>Evaluation of strategy since 2008</b></p> <p>The university's overarching Research Strategy 2011–15 aims to achieve research excellence in specific areas that demonstrate the capability to create a dynamic culture and environment, raise the university's international profile, excel in impact, exploitation and dissemination, and develop the next generation of researchers. The unit's research strategy has been shaped by these aims. Since 2008, UH investment using the QR allocation has been specifically identified to support our research against an agreed delivery plan, including staff and research student costs. Small grants to support the development of impact evidence, publications in open access journals, research workshops and procurement of equipment and software have also been provided through SSAHRI on a competitive basis. Highlights of achievements against our research plan since 2008 include:</p> <ul style="list-style-type: none"> <li>(a) The establishment of CROMES in 2009. While there is some notable conceptual work emerging from the School (e.g. Hodgson), the majority of HBS research can be described as user-driven. This is seen as a strength in achieving CROMES' mission of 'critical research with impact' and in contributing towards the School's and the university's business-facing agenda, which comprises a distinctive approach to identifying areas of mutual benefit and pursuing collaboration with external organisations including businesses and employers in the region. Former research groupings have been integrated into a single, large research centre with the aim of ensuring critical mass, strengthening the School's research management and bringing research leaders together in a forum where they can identify cross-disciplinary opportunities and monitor collective progress towards targets. Several new research strands have gained traction since 2008, including Global Economy and Business (<b>Hardy</b>), Systems Management (<b>Choudrie</b>), Marketing (<b>Halliday</b>), and Healthcare Management and Policy (<b>Demir</b>).</li> <li>(b) The further development of the Research Allowance system (introduced in 2007) which enables staff without guaranteed research time (professors and readers are given 50% and 30% respective allocations for research) to bid for time against personal research objectives, resulting in an aggregate discretionary allocation currently in excess of 8.0 FTE.</li> <li>(c) The introduction of a recruitment policy which specifies that newly appointed staff will have, or be about to complete, a relevant doctorate and be research-active.</li> <li>(d) The introduction of a staff development policy that ensures existing staff enrolling on a research degree are given relief from other duties in support of their research programme.</li> <li>(e) The initiation of an annual Research Forum in September, where the research community can come together to hear updates on the progress towards SSAHRI and CROMES research delivery and help shape future research strategy.</li> </ul>

- (f) The initiation of a biennial research conference, which is open to visitors from the region as well as research students, and has both a knowledge exchange and staff development function. The next one is planned for June 2014. The first conference in 2012 included 36 papers in 12 themes in four parallel sessions. Themes included: SMEs and the Search for Sustainability, Perspectives on Business Models, and Leadership, Learning and Social Responsibility.

### Research plans for the post-REF 2014 period

Our plans for the next five years are to increase areas of strength in Marketing, Healthcare Management and Policy, and in emerging areas including Project Management, Systems Management and Innovation and Enterprise. The development in marketing, which now has a professor (**Halliday**) and two readers (**Brennan and Watson**) appointed since 2011 was the result of the School's clear decision to ensure that a popular subject at undergraduate and postgraduate level was matched by a strong research presence. The marketing group has further been strengthened by the recent appointment of two early career researchers (ECRs). The interdisciplinary Healthcare Management and Policy Research Unit (**Demir**) launched early in 2013 brings together management scientists with experts in public sector management, employment relations, leadership and HR, and has been created to address an emerging need for evidence-based decision making within the UK health sector. We also plan to consolidate the capacity and sustainability of our existing strengths in finance, HR/employment relations, organisational evolution, global political economy, complexity and management, and the creative industries by appointing ECRs. This will take place alongside a policy of internal development and promotion in addition to research student recruitment. QR funding fed back to CROMES as a consequence of research assessment performance will be applied to areas of research strength to ensure support is provided for travel and fieldwork/pilot studies, thereby pump-priming new lines of enquiry.

Key research themes for the period following the REF submission include:

- The **creative economy**, with a focus on the new international division of labour in creative work (**Huws**). The strength of research in this area has been reflected in the recent creation of an interdisciplinary Creative Economy Research Centre (see below), which brings together cognate research from across the Research Institute.
- **Financialisation** examines how corporate governance and strategy are aligned with the financial interest of investors, and locates financialisation within a business model conceptual framework (**Lee, Lehman, Andersson, Katechos**).
- **Economies, businesses and communities in the context of globalisation**, via an interdisciplinary approach to issues facing post-Communist and developing economies, including the dynamics of European East–West migration, the intervention of states, and trade unions and privatisation (**Hardy, Dagdeviren**).
- **The nature of business organisations** through interdisciplinary research encompassing social, human and natural sciences (**Hodgson, Gagliardi**) concerned with fundamental matters of economic and social scientific research.
- **Marketing**, including the student experience and reflection on marketing teaching, the customer experience and its connection with innovation, young consumers as social marketing targets, marketing insight in practice and cross-disciplinary research (**Halliday, Brennan, Watson**).
- **Applied quantitative work** focuses on the application of statistical and management science methods to practical problems and the critical development of such methods (**Tofallis, Demir**). Work on ranking methods, performance measurement, multi-criteria decision analysis and data fitting methods for unbiased prediction of IT (software) project costs, and the methodology for the UN Human Development Index is another theme.
- **Systems management research** has produced outputs on: adoption and use of innovative technologies, with emphasis on broadband and broadband-related products and services; acceptance and use of e-government in South Korea and Nigeria; and healthcare (**Choudrie**).
- Critical studies of **employment relations** which involve examining processes and outcomes of change and continuity in the UK and abroad. One theme examines union revitalisation and

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renewal and critical appraisals of HRM and IR discourses (**Kaufmann, Fiorito, Cohen, Moody**), while a second theme is concerned with gender, ethnicity, diversity and exclusion in organisations (**Forson**).

- **Healthcare management** is an emerging area of interdisciplinary work (**Demir**) which has seen outputs on a variety of topics with a range of collaborators both academic (UCL, University of Westminster, Imperial College, Kings College) and practitioner-/policy-oriented (WHO, Hammersmith Hospital, Health Ministry of Samara in the Russian Federation).

### New initiatives and priority developmental areas

- (a) A new multidisciplinary research centre, the Creative Economy Research Centre (CERC) was designated early in 2013, bringing together research from a range of disciplines across SSAHRI including Business and Management, Creative Arts, Media and Communication, Law, and Education. The aim of the centre is to provide a critical understanding of the social, commercial and aesthetic impact of the new media and creative economy, an important and growing segment of the UK economy. A recent successful bid for a €750,000 COST award to develop a network of international partners to investigate the evolution of digital labour will be a key contribution from the Business and Management unit. We anticipate that this new centre will accelerate the development of the existing expertise in the creative economy.
- (b) In 2012 the National Centre for Project Management (NCPM) transferred from Middlesex University to UH as an interdisciplinary centre, initially providing work-based postgraduate programmes and doctoral supervision. Over the coming five years, it is planned to develop it into an international centre of research in project management, offering a unique professional doctorate in the subject.
- (c) Entrepreneurship, enterprise and small business development research will help to contribute a robust evidence base for SME business policy in the UK. With a range of internal and external collaborators, our aim is to produce more in-depth understanding of what drives innovation and enterprise, and to create new knowledge about entrepreneurship.

### c. People, including:

#### i. Staffing strategy and staff development

The unit is committed to the career development of researchers. It works within the framework set out by the Concordat to Support the Career Development of Researchers implemented in April 2010. UH was also one of the first universities to receive the European Council HR Excellence in Research Award, and received external re-approval of the award after its two-year review in 2012. The university participated in the 2010, 2011 and 2013 Careers in Research Online Survey (CROS). The 2013 results show that in 12 out of 18 categories UH responses are above or more positive than the national average. The survey provides valuable feedback to the unit on its staff development strategy.

The unit has a policy of employing academic staff with doctoral degrees and to encourage existing staff to register for doctorates. Doctoral study is part of an integrated approach to researcher development. This policy has had a significant effect on the proportion of staff holding research degrees and the number of staff with the potential to undertake research. Applicants for academic posts are asked to indicate how their research will contribute to achieving the School's research objectives, and to show how their work supports and complements CRoMES research.

Our policy is to recruit new staff to senior research positions, and to develop existing staff by providing a strong pipeline of internal candidates for promotion to senior research positions. There have been three internal promotions to reader, and one former reader was promoted to Professor (**Dagdeviren**). The gender balance among senior researchers has improved, with 39% of professors being female (from 20% in 2008) and 34% of readers being female.

All staff are supported financially to attend one international conference per year using School staff development funding; where papers have been accepted, there are additional funds available – for example, through research units that support second or subsequent attendance.

Central university funding has also supported the development of research staff. SSAHRI

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Research Grants have been available throughout the period and a School-based Seedcorn Fund was introduced three years ago to allow ECRs, those wishing to restart a research career, or those wishing to begin a new line of investigation to access funds to support the data-gathering phase of research. Fourteen staff benefited from the Seedcorn Fund between 2010 and 2013. Grants of up to £2,500 have allowed, for example, overseas travel to carry out fieldwork or international conference attendance, or provided international research collaboration. This fund has been made available to both full-time and fractional staff.

The extent of internationalisation of HBS, both staff and research students, and the related pool of language expertise, is a distinctive strength in the School and has meant that international research is facilitated and supported. Research Institute grants, having a higher funding ceiling than the School's Seedcorn Fund, support staff whose research requires more expenditure to develop, with an ECR travelling to South Africa and staff travelling to China (**Gagliardi**), Ghana (**Forson**) and Nigeria to carry out fieldwork, organisation of an international symposium and a researcher carrying out work that subsequently underpinned a DEFRA grant award.

Within CRoMES, the development of ECRs, and those new to research, has been facilitated by activities such as close mentoring and writing retreats. Marketing research, for example, has benefited from both School funding and senior research appointments, which have together created a framework for development. This has afforded doctoral students among staff and ECRs an opportunity to work closely with experienced researchers to produce quality research outputs for publication. Another approach is taken by the group working around Organisational Evolution (**Hodgson, Gagliardi**), which has organised three-day residential off-campus intensive Research 'Workouts' in each of the past four years for its members, including PhD students. Through presentations and critical dialogue, the Workouts have helped develop individual and collaborative research and publications. The events have included leading international academics as guest tutors including: 2011, Professor John Davis, Professor of Economics at Marquette University, USA; 2012, Professor Uskali Mäki, Professor of Social and Moral Philosophy, University of Helsinki, Finland; 2013, Professor Andrew Tylecote, Sheffield University.

All research staff are given central and local induction. Research staff development is provided by the HR Development Team, who work closely with the Research Grants Team and the Researcher Development Working Group. Research staff are encouraged to access academic staff development as well as the Generic Training for Researchers (GTR) programme noted below, which is available to research staff and research students. Examples of courses available include CPD courses in career management, leadership and management, personal effectiveness, specialist research skills and techniques, doctoral student supervision, and public engagement. Locally, training addresses specialist needs as they arise – for example, use of SPSS or, most recently, a training session on the use of eye-tracking equipment purchased to support the research of ECRs involved in investigating consumer behaviour.

There are a number of SSAHRI- and university-operated schemes to ensure standards of research quality for funding and also integrity. The university is a full member of the UK Research Integrity Office, which provides expert advice on and guidance about the conduct of research. SSAHRI operates a compulsory 'second reader' system, in which experienced researchers share their knowledge of what strong grant applications require.

The unit fully supports the university's equality and diversity principles, and all new staff receive equality and diversity training as part of their induction to ensure the delivery of inclusive services. The unit is supported by the university's [Equality Office](#) and Disability Services, which advise on legal issues and best practice. UH promotes 'family friendly' policies such as flexible working, has an on-site children's nursery and offers support for staff with caring responsibilities. The university is a member of the Athena Swan Charter and is a Stonewall Diversity Champion.

**ii. Research students**

The unit continues to increase its research student community. HBS has three doctoral programmes: a PhD and two professional doctorates, i.e., Doctor of Management (DMan) and Doctor of Business Administration (DBA), with 77 research students currently enrolled. There has been significant growth overall, with a more than 40% rise in PhD student recruitment since 2008.



**Environment template (REF5)**

This is partly accounted for by the policy of providing a number of School-funded studentships to attract high quality PhD candidates.

**Doctoral degrees awarded in each academic year (1 August–31 July) 2008–09 to 2012–13**

	Jan–July 2008 (not in HESA data)	08–09	09–10	10–11	11–12	12–13
DMan	13	2		2	2	1
DBA			1			
PhD	5	3	2	5	3	6
Total	18	5	3	7	5	7

Research students have the use of a large well-equipped research office located close to senior research staff offices, which provides working space and computer facilities for full- and part-time candidates. Many software packages for research analysis (e.g. STATA, NVivo, SPSS) are available, and software is purchased as necessary for specific projects. Research student affairs are managed by five academics (two research tutors and three programme directors) under the overall responsibility of the Associate Dean (Research). Together they deal with recruitment, progress monitoring and student support and welfare, liaising with the dedicated administrators.

Research training is coordinated by the university’s Doctoral College, which also oversees all progression and examination of research students. Generic Training for Research (GTR) is a comprehensive annual programme from which students and their supervisors select an appropriate range of sessions as part of an individual programme of supporting studies. This provides them with the knowledge and skills to help them progress successfully through their research degree programme and subsequent career. The GTR, open to staff as well as students, covers key areas of supporting studies, including the process of research degrees, personal development, employability and information technology. A GTR Summer School is delivered each year, usually in September, for part-time research students. As part of annual progression, students must identify the elements of the GTR programme attended so that verification of essential components can be established. GTR sessions also develop a range of transferable skills.

CRoMES has introduced ‘progression workshops’, which all PhD students approaching one of the progression or assessment points are encouraged to attend and present their work for critique by other students and staff. The workshops are designed to maximise the number of candidates who progress at first attempt and are well attended.

Research students can attend and present their work at CRoMES weekly research seminars. Students are also encouraged to present at the annual SSAHRI Research Student Conference, which provides them with an awareness of the research being carried out in other disciplines using different methodologies, as well as at the School’s Research Conference. Internal HBS funding has been set aside to facilitate a Student Conference Fund, which over the past three years has enabled full-time students to present papers at conferences, an activity that is encouraged and considered as part of a rounded research training. An example is the 2013 International Labour Process Conference at Rutgers University, NY, where three research students presented papers, two of which were subsequently published as part of the CRoMES Working Paper series. In selecting strong research student candidates, especially where internal studentships are provided, and combining this with conference attendance and teaching positions, the School has been able to develop strong internal candidates for academic positions; since 2008 six have obtained such appointments.

The university achieves consistently good results in the Postgraduate Research Experience Survey (PRES), with above average scores. This trend has continued in 2013, with supervision and research skills being particularly highly rated.

**d. Income, infrastructure and facilities**

In total, 33 awards from diverse sources have been made to Principal and Co-Investigators from CRoMES over the 2008–13 period, resulting in income of over £1.25m. These include:

## Environment template (REF5)

**European Union:** an EU COST award for a project on the dynamics of virtual work, with funding for a 30-partner network, the Chair of the Action (**Huws**) and the project's home being HBS; a three-year EU-funded (ERDF/URBACT) project investigating Innovative Approaches to the Socio-Economic Regeneration of Deprived Neighbourhoods; a nine-country EU Framework 7 project (RESCuE) will see income of c.€435,000 generated to undertake research in the School over the next three years on the impact of recession on households in Europe (**Dagdeviren** and **Huws**).

**Private sector bodies:** a grant from the Institute of Chartered Accountants Scotland for a report on the UK bio-pharma business model; work on Systems Management supported by a research grant from Microsoft and CitizensOnline (**Choudrie**); work on migration supported by research awards from the Communication Workers Union, the Friedrich Ebert Stiftung and the European Federation of Public Service Unions (**Hardy**).

**Public bodies:** a contract with DEFRA for research-informed consultancy and research on entrepreneurial graduates, which led to two grant awards from JISC; diversity work funded by a grant to investigate issues of gender and recruitment into engineering from the Royal Academy of Engineering (**Forson**); leadership research funded by the Leadership Foundation for Higher Education; and funding from the Department of Health for statistical work on the WHO's 43-country survey of Health Behaviour in School-aged Children (HBSC).

### Infrastructure and facilities to support research

CRoMES has a dedicated full-time Research Administrator, who supports the centre's Director and provides significant support to the editor of *Competition and Change: The Journal of Global Business and Political Economy* (**Hardy**), published by Maney. The CRoMES Director is also supported in managing the School's research seminar series by a Senior Research Tutor (**Dagdeviren**). The unit is supported at institutional level by the [Research Grants Team](#), which supports individual academics, School, and Research Institute staff in their efforts to obtain external research funding. They offer assistance with all aspects of pre-award funding activities, including identifying appropriate sources of funding, review grant applications to ensure compliance with funders' imperatives, and advise on the grants submission systems and research costing and pricing. They also advise on EU funding and on ethical approval for research projects. The university is a full member of the RCUK Research Integrity Office.

Information Hertfordshire (IH), which provides the university's information services, information technology and learning resources, provides support for learning, teaching, research and business needs. Business-specific resources include Business Source Complete and Emerald Management Journals, which provide good coverage; and the multidisciplinary services from SCOPUS, Web of Science and Science Direct add to the resource discovery opportunities. There are also financial and economics data sources including but not limited to FAME, OSIRIS and Datastream, and subject-specific resources for marketing, HR and IT. In response to RCUK and EU data management requirements, the three research institutes in collaboration with IH won a £295,000 JISC grant to develop principal researchers' competencies in data management. The [Knowledge Transfer Team](#) works with academic staff to develop industry links through knowledge exchange, bringing together academic research and business ideas for mutual benefit. The team assists staff in the unit in preparing KT proposals and funding applications. They also provide support for Knowledge Transfer Partnership applications, from enquiry stage to project launch.

### e. Collaboration or contribution to the discipline or research base

#### Research collaborations

CRoMES staff are engaged in international collaborations. For example, the 2007 EU ESF/EQUAL-funded project reported in RAE 2008, which examined barriers to diversity in UK film and television employment, led to a member of staff being appointed as international/methodological adviser to a Marsden Fund (New Zealand) research project on the country's film industry and spending two weeks with the research team. Another researcher (**Choudrie**) has spent time at the University of Melbourne and the Auckland University of Technology as a consequence of her work on the development of broadband technologies. Recent publications show evidence of a wide range of international collaborative research taking place within CRoMES, with staff publishing

jointly with colleagues in at least 21 universities and in 12 countries, including the US (**Fiorito**), Colombia (**Halliday**), Denmark and China (**Hodgson**), Hungary, Norway and Poland (**Hardy**), Italy (**Gagliardi**), Saudi Arabia (**Dagdeviren**), Serbia, South Africa and Finland. In addition, research staff publish regularly with colleagues at other UK universities (Lancaster, Brunel, Hull, Leicester, Cranfield, Strathclyde, Kent, QMW), as well as with colleagues within SSAHRI.

### Seminar series and conferences

CRoMES has a well-attended weekly seminar series (normal attendance of 10–30). Open to staff, students and visitors, it allows the dissemination of research findings and contributes towards the continuing professional development of attendees, and also assists in building the research culture. There are approximately 30 lunchtime seminars per year in addition to a number of high-profile evening events. The seminar series represents an important vehicle for cross-fertilisation between discipline areas, often drawing attendees from other schools, and exposure to research from other institutions: over 40% of speakers in the three years 2009–12 were external to UH. Many were affiliated to UK universities, and many more were visitors from overseas. They include Dr Chadi Aoun (University of Technology, Sydney), Dr Savanid Vatanasakdakul (Macquarie University, Sydney), Professor K. Muralidharan (The Maharajah Sayajirao University of Baroda, India), Professor Alan Clarke (University of Pannonia, Hungary), and Professor Bernard Cova, Euromed. CRoMES organises symposia through which it presents its own research and promotes interaction between our researchers and those from other organisations. Since 2008 internal funding has been used to support the activity of research units and increase collaboration either internationally or between academics and practitioners with, for example a symposium around the journal *Competition and Change* (**Hardy and Dagdeviren**), an annual international conference on Complexity, and an international symposium on Financialisation (**Lee**). The second International GROE Workshop entitled 'Institutions and Economic Change' (**Hodgson, Gagliardi**) took place in September 2013, with 44 delegates from 18 countries, including eminent speakers. CRoMES will host two major international academic conferences in 2014. The Academy of Marketing's 'Global Brand' conference will take place in April, with Professor Sue **Halliday** as Conference Chair and other marketing staff on the organising committee. An EU COST Conference on the Dynamics of Virtual Work will be chaired by Professor Ursula **Huws** in September 2014, again with other School staff involved in the organisation.

### Journal editorships

**Hodgson** edits the *Journal of Institutional Economics* (Cambridge University Press) and was the 2012 recipient of the Veblen-Commons Award, awarded annually since 1969 in recognition of the contribution made by an outstanding scholar in the field of evolutionary institutional economics. The School is strongly associated with two other journals, *Competition and Change* (Editor **Hardy**) and *Work Organisation, Labour and Globalisation* (Editor **Huws**). Other staff also act as associate editors of journals or are on editorial boards (for example, *Journal of Small Business Management* (**Watson**), and *Competition and Change* (**Dagdeviren**)).

### Contribution to the profession

Research staff are members of evaluating bodies, e.g. of European Commission Framework 7 Programme (**Dagdeviren, Huws**); academic networks, e.g. on the Council of WINIR (World Interdisciplinary Network for Institutional Research (**Hodgson, Gagliardi**); professional associations, e.g. Chair of the Academy of Marketing special interest group for Marketing Education (**Brennan**). **Huws** is an Academician of the Academy of Social Sciences.

### Co-operation and collaborative arrangements for PGR training

HBS was centrally involved in organising and delivering a Doctoral Training School, funded by an EU COST award, in collaboration with the Institute for the Study of Societies and Knowledge at the Bulgarian Academy of Science in August 2013. The Training School on 'Digital Labour, Globalisation and Creative Industries' was attended by 20 doctoral students from across Europe, including three UH doctoral students and HBS staff (e.g. **Forson**).