

<p><b>Institution:</b> Queen Mary University of London (QMUL)</p>
<p><b>Unit of Assessment:</b> Business and Management (19)</p>
<p><b>a. Overview</b></p> <p>The School entered the Research Assessment Exercise for the first time in 2008. The submission contained significant strengths in innovation and knowledge, equality and diversity in employment, globalisation, organisational history and critical management studies. The School has continued to invest in these areas and in 2012 added two further research areas – public management and organisational learning. Since 2008, the School has increased academic staff from 26 to 51, substantially expanded taught postgraduate recruitment and grown the PhD programme from 14 to 42 students. This growth is driven by Queen Mary's and the Faculty of Humanities and Social Sciences' (HSS) very strong institutional commitment which is reflected in further, projected staff increases and the approval to create a new building to house the School.</p>
<p><b>b. Research strategy</b></p> <p>Strategic objectives since 2008 have been to sustain and enhance a distinctive research profile and ensure a supportive and intellectually challenging business and management research culture emphasising the interconnected nature of: 1) the societal and historical context, 2) social justice issues and 3) governance in the private, public and third sectors. These objectives are achieved through the distinct identities of research centres and groups, which provide vehicles for engaging with partners beyond the university sector through research collaborations, workshops, public events and community engagement. The centres are well established and formally approved by the College, whereas groups are new constellations as a result of staff movements or strategic investment. Centres are: i) Centre for Research in Equality and Diversity (CRED), ii) Centre for Globalisation Research (CGR) and iii) Centre for Management and Organisational History (CMOH). Research groups are: i) Business Ecosystems Group (BERG), ii) Marketing and Communications (MARCOMMS), iii) Organisational Learning (OLRG) and iv) Public Management (PMG). Academics may have multiple allegiances to centres/groups. Strategic objectives have reflected 2008 RAE future plans to recruit high calibre staff and PhD students, build on research strengths including equality and diversity, globalisation, social responsibility, innovation networks and knowledge.</p> <p>The School has been highly selective by prioritising, and concentrating resources on, the above three themes through the work of School centres and groups which demonstrate clear evidence of a thriving, dynamic participatory research culture. Post 2014 strategic objectives are to (a) make an outstanding contribution to and shape the intellectual agenda of the three interconnected themes through centres and groups, (b) sustain existing and develop new collaborations to support research strengths and interdisciplinarity, (c) increase research income from multiple sources and d) enhance research impact on practice and policy affecting business, management and governance. The evidence of achievement of strategic objectives and future sustainability is presented below through the work of the centres/groups.</p> <p><b>The Centre for Research in Equality and Diversity (CRED)</b> [12 academics] has had a major impact on the intellectual agenda of equality and diversity (E&amp;D) and social justice research agenda through theoretically informed empirical studies often underpinned by collaboration with government, NGOs, national and international organisations. Scholarly outputs from CRED, many supported by research grants (some prior to 2008), include over 50 peer reviewed journal articles, 16 books (six research monographs), 50 book chapters and 20 research reports. <b>CRED's</b> theoretical and original empirical work's intellectual contribution is on (i) social identity research and (ii) organisation and government policy and practice.</p> <p>(i) <i>Social identity research</i> has addressed neglected research questions to reveal the conceptual complexities and interconnections in researching social (in)justice. <b>Healy</b> and <b>Oikelome</b> showed the interconnectedness of the neglected relationship between the migration and diversity literatures in their monograph, <i>Diversity, Ethnicity, Migration at Work</i> (2011:Palgrave) (European Social Fund (ESF) £300k). <b>Bradley</b> and <b>Healy</b> led empirically grounded conceptual work on intersectionality in <i>Gender and Ethnicity at Work</i> (2008:Palgrave) (ESRC, £79k) and inequality regimes (EOC £49k). <b>Kirton</b> (Nuffield Foundation, £7.4k) showed the value of social identity theory in understanding BME graduates' career aspirations and social</p>

identities. **Kirton** and **Healy** advanced theory and knowledge on union leadership in *Gender and Leadership in Unions: The Case of UK and USA*, (2013, Routledge) (Leverhulme, £111.5k) (see REF3b). **Wright's** (2012) PhD research drew on intersectional concepts to reveal the identity struggles facing heterosexual and lesbian women working in 'male' jobs.

(ii) *Policy and practice research* uncovers the mechanisms of social (in)justice. **Conley** unravelled the protective potential of reflexive legislation despite weaknesses in practice of equality legislation. **Noon** argued for a form of positive discrimination in selection based on the Equality Act 2010. **Healy, Kirton** et al. employed sociological concepts to expose the complexity and subtleties of discriminatory rationalities in judicial selection (Department of Constitutional Affairs, 51k). **Kirton** and Greene (ESF, £189k) identified the multiple strategies of diversity professionals in *Diversity Management in the UK*, (2009: Routledge). **Noon, Healy** et al's BBC study (£43k) conceptualised 'hyper-formalisation' to explain how procedural formality may undermine fairness. **Özbilgin** and **Tatli** led thinking on *Global Diversity Management* (2008:Palgrave)(fundes included ESRC, Arts Council England, and Chartered Institute of Personnel and Development) and **Tatli** pioneered the use of Bourdieuan sociology in understanding disadvantage and privilege in organisations. **Doldor's** (2011) PhD examined the neglected and gendered nature of 'political will' in organisations. Research by CRED doctoral students led to publications in leading journals (Forson, Inal, Samaluk, Seierstad, **Tatli, Wright**).

From **2014-19**, CRED will deepen its engagement with the two themes: a) *Social Identity Research* where theoretical and empirical studies are planned on intersectional inequalities and migration. Indicative studies will include i) women on Romanian company boards and the Romanian migrant UK experience (**Doldor**, Atewologun SBM seed-corn funded); ii) Legacy of migration to Britain 1950-1980 (**Healy**); iii) the intersection of union and gender identities among US activists (**Kirton**); iv) career identities and organisational road-blocks for Women in IT (**Kirton**, Robertson), and b) *Policy and Practice Research* will be sustained and deepened by: (i) **Conley** and **Wright's** British Academy (7k) grant to pilot 'Developing an Equality Bargaining Framework in the Rail Sector', ii) **Kirton's** continued work on gender proportionality and democracy in UK unions, iii) the deployment of progressive initiatives at the frontier between positive action and positive discrimination (**Noon**), (v) **Tatli's** ESRC/ACCA (£30k) study of the business case for diversity in accounting; (vi) **Wright's** examination of the Olympic Park legacy and 'Women into Construction' project, and (v) the gender pay gap (**Sevilla**).

**The Centre for Globalisation Research (CGR)** [10 academics] leads research in three areas: (i) international monetary economics and finance, (ii) emerging and developing economies and (iii) labour economics. It draws on interdisciplinary perspectives beyond conventional economics, in particular on the relationships between economics and institutional structures in developed and emerging economies. Since 2008, scholarly outputs, many underpinned by research grants, include 84 peer reviewed journal articles, three books, eight book chapters with 33 papers in *CGR Working Paper Series* and a CGR blog introduced in 2011.

(i) *International Monetary Economics research* includes: **Granville's** recent book, *Remembering Inflation* (2013: Princeton University) which warns that economists should be alert to lessons of the last 30 years to avoid repeating mistakes; **Granville** and **Mallick's** exploration of why Russian monetary policy failed to sustain low inflation; **Granville** and Leonard's identification of the strong relationship between early, strong reform of informal institutions and technological change; **Mallick's** research on the relationship between IT investment and profits in the banking industry; **Muradoglu's** behavioural finance research on corporate financing decisions (Marie Curie and TUBITAC pre-2012).

(ii) *Emerging and developing economies* influential work includes **Mallick's** work on the measurement of a poverty index without a subjective poverty line and assessing poverty outcomes in Indian states and exploration of consumption deprivation (British Academy £5.4k); **Ning's** contribution to understanding technological innovation in China and **Bandyopadhyay's** (with Eliot) questioning of African countries' nation-building policies and critique the Reversal of Fortune thesis. **Bandyopadhyay** has also sought to explain the observed income dynamics across the Indian states (1965–97). Further work on developing projects is forthcoming in *Review of Income and Wealth* (**Mallick**) and *World Development* (**Bandyopadhyay**).

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(iii) *Labour economics*. **Martins** with Earle held a (100k€) COST/ESF/European Commission (EC) award on Comparative Analysis of Enterprise Data and an ESRC (£330k) study, with Thomas, on Cohort Effects within Firms which found that that educated workers lead to firm-level social returns. **Sevilla**'s contribution is on the value of comparative time-use data to demonstrate changes in men and women's market work, the link with unpaid work, the impact of breastfeeding (ESRC, £194.5k), and household production in several European countries. CGR has a strong record of capacity building with published PhDs including Jarmuzek, Trushin, Telford and Yang,

From 2014-19, CGR will sustain and strengthen its reputation on monetary economics, economic development, international finance and labour economics. a) **Granville** will focus on monetary union and **Muradoglu**, funded by TUBITAK, Bogazici and Milan Universities, will continue her work on corporate financing and financial crisis in Europe, and market efficiency in worldwide markets. b) *Emerging and development economies*. Research includes **Mallick**'s (Leverhulme, £78.7k) study on Social Alienation and Uncertain Growth Pre- and Post-Reform Periods in India and **Bandyopadhyay**'s exploration of minimum wage differentials and migration and poverty outcomes for two Indian states (SBM seed-corn fund). c) *Labour economics* work will include: **Martins**' investigation of the employment effects of collective bargaining and extension mechanisms and of active labour market policies and **Sevilla**'s research on parental time investments in children across countries and over time (ESRC, £81.4k) and on flexible working on couples' coordination of time schedules (ESRC, £24k).

The **Centre for Management and Organisational History (CMOH)** [6 academics] brings together a range of interdisciplinary historical approaches and perspectives. **McCartney**'s research into the emergence of financial reporting in nineteenth century Britain, has challenged accepted views of industrial profitability in the latter half of the 20<sup>th</sup> century. **Rowlinson**'s overall aim, underpinned by a pre2008 ESRC grant (£100k), is to bring historical theory into organisation theory. **Rowlinson**'s *Academy of Management Review (AMR)* dialogue article on 'Prospects for Retrospection in Organization Theory' is building his reputation within the AMR network. His forthcoming AMR article proposes a dialogue between historical theory and organization theory. **O'Shaughnessy** has co-edited a four-volume set of readings on Propaganda (Sage: 2012) and his forthcoming *Selling Hitler: Propaganda and the Nazi Brand* (Hurst & Co: 2014) takes a ground-breaking approach by constructing propaganda as the medium by which the Third Reich conducted its government. Post-colonial studies include **Sian**'s (2011) work on the Association of Accountants in East Africa (AAEA).

From 2014-19, **Rowlinson** is co-editing an *AMR* Special Topic Forum (STF) on History and Organization Studies: Toward a Creative Synthesis (submission 2014). The STF proposal emerged from a CMOH workshop in 2011 and another is planned for 2014; **McCartney** plans a major project on the emergence of financial reporting in the UK from late 1700s-1880s/90s. **Sian** will extend her international work on professionalisation of accountancy.

The **Business Ecosystems Research Group (BERG)** [9 academics] is a newly established group that builds on the School's expertise in innovation, networks and knowledge, focuses on inter-organisational networks in the widest sense, including regulators and policy-makers as well as the more traditional customers, suppliers and competitors. Its research covers how value is created, captured, distributed and appropriated across business ecosystems, including the governance of social and environmental issues. Specific projects deal with innovation and networks in healthcare, energy, transport, science and technology parks, and accounting regulations. BERG's scholarly contribution is evident in the 60 refereed articles in disciplinary journals and three books since 2008. BERG has developed foundational ideas on: a) *the structure of business ecosystems and the new business models*. **Haslam** and **Tsistsianis** have consolidated their innovative research on business models '*Business Models Redefined: Strategies for a Financialized World*' (2012, Routledge). **Henneberg** is a leading authority on the structure and dynamics of business networks, including health clusters and innovation parks. With **Forkmann**, **Henneberg** developed the concept of service infusion business models. **Johal** et al exposed the significance of ownership and the link between financialisation and power; b) *the connections between business and natural ecosystems*, **Bowen** led a jointly funded project (by the three Canadian research councils), on collaborative networks in the Canadian oilsands

industry, showing how the scale of a collaborative network must match the physical scale of an environmental problem (Carbon Management Canada £154k). Bowen is also undertaking the first benchmarking study of how FTSE 350 companies report and communicate their water strategies (EPSRC pump-priming fund, £18k). **Campling**'s consortium research on the fisheries industry, funded by EU's Directorate-General for Trade (£210k in 2010/11) and the Pacific Island Forum Fisheries Agency (£70k in 2010/11), provides new insights on global value chains.

From 2014-19, **BERG** research themes are: a) *business and natural ecosystems*. Drawing on her forthcoming work *After Greenwashing: Symbolic Corporate Environmentalism and Society* (Cambridge University Press, 2014), **Bowen** will build a joint research programme with Defra on 'sustainable prosperity'. **Campling** will undertake commissioned research on African fisheries for the International Transport Workers' Federation and widen his collaboration with the Pacific Islands on commodity chains through comparative analysis with other extractive industries; b) *Innovative business models and ecosystems*: **Haslam** will extend his business models approach to understand how it could reframe carbon disclosure (sponsored by the Institute of Chartered Accountants Scotland. The *Journal of Business Models*, founded by **Haslam**, (first issue will be May/June 2014), will enhance Queen Mary's reputation in Business Models as will *Business Models Analysis* (Routledge: 2015 with **Tsitsianis**) and **Haslam**'s five-volume set for Routledge on Business Models. **Johal** will develop research on the 'foundational economy' reframing the scope for local and regional economic interventions after the financial crisis.

The **Marketing and Communications Group (MARCOMMS)** [6 academics] covers the social construction of marketing theories and practices, the foundational place of communication in historical and contemporary approaches to marketing, the links between techniques and technologies of persuasion and marketing systems. **Miles, O'Shaughnessy and Henneberg** offer innovative perspectives on the centrality of communication and persuasion to marketing. **O'Shaughnessy** has been key in developing 'political marketing', applying marketing to political persuasion in **O'Shaughnessy and Henneberg**'s book, *Political Marketing: Theory and Concepts* (Sage: 2013). **Hackley and O'Shaughnessy** identify the difficulties of enforcing global intellectual property rights, the fragmentation of consumer markets, the cross-border nature of branding and the increasingly user-driven character of marketing activity. **Miles**' monograph, *Interactive Marketing: Revolution or Rhetoric?* (2010: Routledge) investigates the constructions and reconstructions of discourse in contemporary marketing theory and practice.

From 2014-19, **MARCOMMS** aims include: **O'Shaughnessy**'s work on the neglected role of The Empire Marketing Board and (with CMOH colleagues) on the history of marketing theory and the role of propaganda in the American Revolution; **Miles** plans a novel investigation into the uses of argumentation schemes in marketing theory, practice and pedagogy leading to the creation of the first computer database of argumentation schemes to be used in contemporary online and offline UK marketing communications; **Hackley** will develop projects in advertising and product placement in relation to ethical and public policy.

The **Organisation Learning Research Group (OLRG)** [7 academics] is a major, new investment in the advancement of organizational learning research. OLRG was formed late in 2012 and new appointments include a chair (**Fox**), three new academic staff (**Atewologun, Doldor, Perrotta**) and a post-doctoral fellow. The Group's research spans four major themes: a) situated organizational learning (**Fox, Perrotta**); b) analysis of communities and networks of practice (**Fox, Perrotta**); c) how learning and practice is mediated by technologies and knowledge management (**Fox, Perrotta, Doldor**); and d) critical approaches to organisational theory (**Fox, Hanlon, Perrotta**).

From 2014-19, the OLRG will pursue four key objectives: a) build organisational learning networks and connections with international scholars and organizations including Barts Medical School (**Fox, Perrotta, Robertson**); b) study organizational learning practices, such as formal Management Development and Medical Leadership and Management and informal management practices (**Fox, Perrotta, Robertson**); c) study the learner experiences, including i). a longitudinal study of students' experience of undergraduate business and management education (2013-15) and a potential parallel study in Australia (**Fox**), and ii) expatriate

managers' and professionals' learning experiences (**Doldor**).

**The Public Management Group (PMG)** is part of the Queen Mary Centre for Government and Leadership (formed in 2013) which coordinates public management research and postgraduate teaching across Queen Mary, initially involving the Schools of History and Politics and International Relations. This provides closer links to the Queen Mary Mile End Group (MEG) ([www.mileendgroup.com](http://www.mileendgroup.com)), a unique forum (partly funded by Hewlett Packard) which involves former government ministers, permanent secretaries and other leading national public managers in discussions on contemporary public management issues. PMG research focuses on changes in public management structures at both national and international levels. **6's** studies demonstrated that very different settlements are emerging between imperatives for inter-agency working and client confidentiality. His 2011 book has developed a highly innovative organisational theory of framing in decision-making. **6's** recently completed Leverhulme Trust Major Research Fellowship extends this theory of political judgement and demonstrates how it explains unintended consequences. **Ladi's** work has advanced understanding of mechanisms of Europeanisation including policy transfer. She has demonstrated that since the beginning of the eurozone crisis EU institutions have shifted toward greater reliance on coercive mechanisms (2013). Tsarouhas and **Ladi**, (2012) revealed the EU's key role in the International Labour Organisation's adoption of a "flexicurity" discourse. **Laffin's** research challenges the new orthodoxy that governance has shifted toward horizontal relations and self-organising networks, showing instead that central power over sub-national public authorities and services has been reinforced and reconfigured. Dimitris Tsarouhas (Bilkent) was PMG visiting scholar (2013).

From 2014-19, **6's** research will test the capacities of rival bodies of theories to explain government decision-making following surprises and shocks. **Laffin**, as the UK representative on an EU funded COST project on local public sector management reform, will undertake a comparative study of the organisation and politics of service delivery. **Ladi** will investigate the impact of the EU upon the World Trade Organisation and finalise a special issue in *Political Studies Review* (2014) on the new mechanisms and increased pace of Europeanisation in the light of member states' implementation of austerity policy programmes.

### c. People, including:

#### i. Staffing strategy and staff development

The School's staffing strategy has been to recruit at all levels to ensure long term sustainability. To underpin research and postgraduate learning, chair appointments have been made to strengthen academic leadership and to lead new research groups (OLRG and PMG). In addition applications from early career researchers (ECRs) were encouraged and five ECRs are submitted to REF2014, **Campling, Doldor, Ning, Perrotta and Wright**.

The School has well-established and explicit policies on ECRs, probation, appraisal, sabbaticals and annual professorial reviews. Research objectives are set to encourage, motivate and build commitment and are supported by careful monitoring. The School runs a carefully planned induction programme for ECRs and L/SL level appointments. New staff are allocated mentors and supported by a professorial-level Staff Development Adviser (**Bowen**) during their probation period. ECRs enjoy a reduced teaching load to allow completion of the Queen Mary PG Certificate in Academic Practice. The College supports the Concordat on the Career Development of Researchers and monitors each department to ensure they align with the expectations contained within it. Queen Mary was shortlisted for the 2011 Times Higher Education Award for Outstanding Support for ECRs. Career development support is also provided by Queen Mary Centre for Academic Practice and Development (CAPD). Future targets based on the School strategy are set at annual appraisals and the professorial annual performance review. Queen Mary encourages people to apply for sabbatical leave available for a maximum of one year in every seven-year period. Since 2008, 11 School staff have taken sabbatical leave. The School rewards strong performance. Promoted staff 2008-13 include **Tatli** (Lecturer to Senior Lecturer), **Conley**, Panzarasa and **Sevilla** (Senior Lecturer to Reader), and **Kirton, Mallick, Martins** (Reader to Professor).

*Equal Opportunities.* Queen Mary has a clear commitment to E&D led by an Equality and Diversity Strategy Steering Group, chaired by the Principal. All staff involved in hiring, promoting

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and staff selection for REF2014 received compulsory equality training. Queen Mary has rigorous processes to ensure fairness in the selection, treatment and implementation of School research support systems, e.g. with respect to part-time contracts and maternity leave. In 2012, Queen Mary introduced a 'Women into Leadership' programme for female academics at Reader and/or Professorial level, a B-Mentor Scheme for BME academics and joined the Stonewall Diversity Champion Programme. The School's diversity is a major asset. In October 2013, women formed 55 per cent of the academic staff, 50 per cent of the School's Management Committee and 35 per cent of professors. International academics were 56 per cent and BME 23 per cent. In 2013, the School requested **Healy** and **Sevilla** from CRED to conduct a study of women academics to understand the experience and effect of gendered cultures in business and management.

#### i. Research students

The PhD programme has almost tripled in size from 14 in 2008 to 42 students (32 FTEs) in 2013 with annual intake 8-10 students. The School is on track to meet a sustainable target of 45 FTE by 2015. The School does not offer a professional doctorate. 11 students have interdisciplinary projects co-supervised by SBM with the schools of Law, Politics and International Relations, English and Drama, Geography, Mathematics, Languages, Linguistics and Film and may be included these departments' REF4a. Since 2008, 19 students have been awarded PhDs and one MPhil. 30 PhD students are in receipt of internationally competitive, merit-based scholarships from the School/Queen Mary. The School also recruits high calibre applicants with external funding support (typically through scholarships from governments internationally, including Saudi, Egyptian, Algerian governments and the China Scholarship Council). The School has rigorous supervision, monitoring and training procedures managed by the Director of PhD (DPhD) programmes (**Kirton**). All PhD students have two supervisors. All supervisors must undertake supervisory training. The PhD Programme Committee monitors students through the Doctoral Record journal, a nine-month progression and 18-month independent review. CAPD provides skills-based training and career development workshops, while the School offers an annual compulsory bespoke doctoral training programme, taught by senior academics. All doctoral students are members of the Queen Mary Doctoral College. The QMUL/Goldsmiths ESRC Doctoral Training Centre (DTC) also offers modules in qualitative and quantitative methods. The DTC organizes 'advanced training days' in major business and management research themes. The first of these – Researching E&D – was held in 2012. The School has two large dedicated office spaces for PhD students. The School runs a monthly PhD seminar programme, an annual PhD career development workshop and provides financial support (1k per annum) for research students to attend conferences. Students can also apply for additional support to cover costs such as international fieldwork. They may also participate in Erasmus arrangements. Former PhD students were appointed to the School (**Tatli** and **Wright**) and to universities including, Imperial, Warwick, Sussex, and Hertfordshire, as well as the IMF.

#### d. Income, infrastructure and facilities

**Income.** The School total research income secured (2008-13) was £929,907. The School has demonstrated the capacity to bring in large and small grants (see b) above) and grants awarded pre-2008 have also led to important outputs in the current period. Queen Mary provides expert grant advice through the Joint Research Management Office (JRMO) and Business Development (BD) offices, including on impact, pre- and post-contract financial advice and research funding application design. The School has a peer review process to assess and improve the scholarship of grant applications. Key awards since 2008 include **Granville** (AHRC, £300,272); **Sevilla** (ESRC, £41k, £194.5k and £12k as Cluster Leader), **Bowen** (ESRC/Defra £98.7k, Defra £40), **Kirton** (Leverhulme, £111.5), **Mallick** (Leverhulme, £78.7k), **Healy** (BBC, £43k), Panzarasa (NE Thames Foundation, £35,000); Rai (Leverhulme, £15,000). Queen Mary/Warwick Partnership pump priming awards were won by **Bowen**, Panzarasa, **Kirton** and Robertson.

**Infrastructure and facilities.** Queen Mary's research environment is overseen by the Vice-Principal for Research and the Humanities and Social Sciences (HSS) Faculty Research Dean who directs the implementation of research objectives in HSS Plan 2010-15 and Queen Mary Research Strategy 2012-15. To achieve its strategic research objectives, the School has a well-defined research management, administrative and funding infrastructure. It is led by the Head of

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School (**Laffin**) and Director of Research (DoR) (**Healy**), who chairs the Research Committee (representative of School research centres/groups). The Committee manages requests for research funding, directs strategy and supports and encourages research based activities and monitors the School research objectives against key performance indicators as part of Queen Mary's annual Faculty Planning and Accountability Review. The DoR is a member of the HSS Research Advisory Group which coordinates research across the faculty and feeds into the College research strategy. The DPhD, advised by a PhD Committee, manages doctoral training, progression and overall support. A research ethics adviser (Robertson) advises on research ethics at School and College level. Research/PhD Administrators and an events and communications officer make a vital contribution to the research infrastructure.

The School Research Handbook sets out research procedures and support including the School's robust and transparent system of research funding support through three complementary research support streams: a) personal allowances, b) seed-corn funding and c) research environment fund. The personal allowances fund allocates all academic staff/researchers £2k annually to support conference attendance and fund other research based activities/needs. The seed-corn fund allows bids for up to £5k to support exploratory research projects to underpin future grant applications and ECR applications are particularly encouraged. The research environment fund invests in academics and/or centres/groups wishing to, for example, run conferences, workshops, build impact, host visiting academics, and purchase specialist software. In 2011-13, £25k has been granted from the environment fund. The aim of these support streams is to strengthen the research infrastructure to facilitate a vibrant academic community, encourage research development and impact, and increase the number of successful external funding bids. The School has a formal workload model to ensure a balance across research, teaching and administration. SBM seminar series includes national and international invited speakers and research workshops.

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

The wide range of national and international scholarly collaborations and engagement with government, industry and third sector bodies has been fundamental to the School's research environment. These collaborations underpin our strategic focus on the societal and historical context of business, social justice and governance challenges. Scholarly contributions include peer reviews for journals and for grant giving bodies (including AHRC, the Agence Nationale de la Recherche (ANR), Leverhulme Trust, Nuffield, EPSRC, ESRC, (**6** and **Sevilla** are ESRC peer review college members). The School welcomes visiting scholars and encourages its academics to be visiting fellows at national and international research institutions and contribute to scholarly conferences and workshops.

**Journal editorships:** School academics make extensive contributions to major journals in the field as well as focusing on socially/historically informed research. Editorial boards, editorships, associate editorships (AE) in recognised leading journals include: *British Journal of Management* (**Healy; Tatli**); *European Journal of Finance* (**Muradoglu**, AE; SI in 2013); *Gender Work and Organisations* (**Conley**, AE and SI in 2011; **Kirton**, AE); *Human Relations* (**Noon**, AE 2008-12); *Industrial Marketing Management* (**Henneberg**); *Journal of Business Research* (**Henneberg**); *Journal of Management Studies* (**Bowen**); *Management Learning* (Robertson); *Organization* (Maielli; **Rowlinson; Hanlon**); *Organization Studies* (Maielli; **Rowlinson**; Robertson); *Review of Income and Wealth* (**Bandyopadhyay**); *Review of International Economics* (**Mallick**, SI); *Work Employment and Society* (**Conley; Healy** 2009-2012). School academics hold editorial board editorships and memberships in 44 journals as follows: management (6), employment and organisation (7), economics and finance (8), accounting and history (6) marketing and media (7); public management (3); and business, society and development (7). **Rowlinson** was a co-editor of the influential ABS journal quality guide.

Further **discipline and wider collaborations and contributions** are extensive and presented by centre/group and further information on non-academic collaborations is in REF3a/b.

**CRED.** Contributions to public bodies include **Healy** as an expert member of an EC Horizon 2020 advisory group; her expert role on intersectionality to the EU Agency of Fundamental Human Rights (Vienna); her membership of the BERR (Department of Business, Enterprise and Regulatory Affairs, now Business Department (BIS)) Advisory Panel on the

Impact of Employment Regulation (2007-2010); **Tatli's** expert panel membership of Research Foundation Flanders (Belgium's national research council). **Conley** and **Healy** (with Geography and Laws) ran the 2010-12 AHRC (£32k) network on *Promoting Equality through Economic Crisis* (PEDEC) (see REF3b). Innovative international initiatives include **Kirton** and **Healy's** 2010-12 Leverhulme International Network Programme, involving an interdisciplinary Anglo-American academic network exchange (see REF3b). International scholarly contributions and engagement include: **Kirton's** Leverhulme International Fellowship to Cornell University, 2013, **Healy's** Visiting Professorship, University of Sydney, 2012; both **Healy** and **Kirton** were previously visiting scholars Cornell and Rutgers 2010; **Kirton** jointly coordinates the International Labor and Employment Relations Gender and Industrial Relations (ILERA) study group and **Conley** is on the board of the Gender, Labour Market and the Welfare State research network of European Sociological Society (ESA). **Sevilla** is UK Women's Budget Group member.

The Palgrave collection, *Equality, Inequalities and Diversity*, edited by **Healy, Kirton** and **Noon** (2010), showcased Queen Mary interdisciplinary E&D research with contributions from nine Queen Mary academics and six PhD students/researchers. Specific project collaborations include; **Conley** and **Wright** with the Advisory Conciliation and Arbitration Service (£10K) (see REF3b); **Healy** and **Noon's** collaboration with the BBC (£41k) on cultural factors in BME recruitment; **Noon's** Rowntree study on employer behaviour and culture and **Sevilla's** links with the UK High Pay Centre (£5k). **Tatli** designed a widely used work-placement toolkit for Arts Council, England and **Wright** coordinated a CRED workshop leading to an academic-practitioner network linking equality to procurement. **Conley** gave evidence on the Green Paper of the Equality Bill and to the EC Network of Legal Experts (See REF3b), CRED responds to Government consultations, for example on the Public Sector Equality Duty and CRED's research has attracted media attention (see REF3a).

Awards include **Healy** and Oikelome's 2008 Emerald Citation of Excellence for publishing one of the top 50 articles in the top 300 management journals worldwide for *IJHRM* article on *Global Diversity and Migration*; **Tatli's** Best TFP Award from the GDO division of AOM. **Tatli** was also 2012 BJM Reviewer of the Year. Highly Commended Literati Awards were won by **Healy** and Oikelome (2008) and **Kirton** (2012). Keynote addresses have been given at UK, French and Swiss conferences (**Healy, Kirton** and **Tatli**). CRED's vitality is also evident from the range of its sponsored events: the annual CRED Lecture (eminent speakers include Acker (Oregon), Barribeau (West Indies), Cobble (Rutgers), Prasad (Skidmore College) and Baird (Sydney), an international workshop that brought together leading scholars in the field of diversity management, including Nkomo (Pretoria), Özbilgin (Brunel); BUIRA public sector seminar; women in sociology of work event; CRED workshop on Equality and Procurement. Visiting Scholars include Lieberwitz (Cornell) 2010, Guillaume (Lille) 2011-12 and Baird (Sydney) 2013.

**CGR: Granville** was awarded the *Chevalier des Palmes Académiques* by the French Government, is on the Academic Board of the Jackson Hole society, visiting professor at the Skolkovo Business School, Moscow, Director and Trustee of Effective Intervention, based at LSE (2005-); **Mallick** is on the executive committee of EEFS in Europe, and AIEFS in the US; **Martins'** was Secretary of State for Employment, Portugal 2011-13 and his research has been highly influential in Portuguese employment policy and legislation (see REF3b). CGR works across Queen Mary leading to joint publications, grant applications and workshops. The AHRC project on Fairtrade with QMUL Centre for Commercial Law Studies led to the Routledge edited collection *The Processes and Practices of Fair Trade: Trust, Ethics and Governance* (**Granville** and Dine (Eds)) with contributions from two School PhD students, national and international scholars and NGOs such as the Fairtrade Foundation and Fairtrade International (see REF3a). CGR scholars are fellows at Instituto Superior Tecnico (Lisbon) and Institute for the Study of Labor (Bonn) (**Martins**); Centre for Time Use Research (CTUR), Oxford, UK, and Research Fellow IZA Institute for the Study of Labor, Germany, Institute of Social and Economic Research (ISER), Essex (**Sevilla**) and hold affiliations with the Centre for Evolution of Global Business and Institutions (University of York) (**Granville**), IZA (Bonn), STICERD, LSE and Centre for Study of African Economies, Oxford University (**Bandyopadhyay**). **Mallick's** collaborations include: the Asian Development Bank and the International Growth Centre based at LSE.

CGR's international profile was fostered with the high profile *Globalization Seminar Series* begun in 2004. Since 2008, eminent speakers have included Burt, Quah, Casson, Duflo

Bronwyn Hall. Conferences and workshops have been organized involving collaboration, both at the national and international level, such as 'International Political Economy and Cross Border Effects' 2011', 4<sup>th</sup> Annual Conference on Public Policy and Management in Bangalore, India and conferences on fairtrade. **Muradoglu** was founder and organiser of the interdisciplinary and international Behavioural Finance Working Group 2008-, hosted by Queen Mary in 2013. **Sevilla** has served as policy advisor in international conferences on time use and gender organized by UNIFEM and Statistics Canada.

**CMOH. Rowlinson** was Founding editor of journal, *Management & Organizational History*. To raise the profile of historical research, CMOH has organised seminars and workshops e.g. 'Work after Fordism: Theorizing organizational diversity and dominant trends in contemporary capitalism' and welcomed international scholars: Musacchio Adorisio (University of Gothenburg) in 2011-12 and Albert Mills (Saint Mary's University, Canada) in 2012.

**BERG. Bowen** is Division Chair of the Organizations and the Natural Environment (ONE) Division of the Academy of Management, USA; President-Elect of the Group for Research on Organisations and the Natural Environment (GRONEN); was Senior Visiting Fellow, University of Oxford (2009); invited to comment on structure of the ESRC's new Social Science of the Energy, Environment and Food Nexus Programme. **Campling** co-organised the *Historical Materialism* annual conference 2008-10 and the *Journal of Agrarian Change* Workshop 2008. **Henneberg** is a Member of the Scientific Committee of the Annual International Political Marketing Conference and the Bi-annual International Business Market Management Conference; Academy of Marketing Special Interest Group Chair Political Marketing (2008-2010). **Henneberg** has held seven visiting Professorships since 2008. **Johal** collaborates with former CRESC colleagues, and produced an alternative study of Banking Reform widely cited by the main media.

**Bowen** and **Haslam** developed relationships with Bloomberg New Energy Finance through providing feedback on new water disclosure indicators. **Haslam's** membership of the European Finance Research Advisory Group (EFRAG) will inform research on disclosure frameworks and in 2013 he is contributing to EFRAG's business models project. **Henneberg** brings industry contacts and rich teaching resources through cases developed with Bentley Motor Cars and McKinsey & Co. In 2013, BERG secured funding from HSS faculty to host the distinguished visiting scholar, Alvesson (Lund).

**MARCOMMS. Hackley** was a Visiting Fellow, Lund University 2012, is a member of US-based Association for Consumer Research. **O'Shaughnessy** is Quondam Fellow of Hughes Hall, Cambridge and advised (Home/Foreign Office £35k) on Al Qaeda propaganda (with Baines, Cranfield) and gave 2012 keynote to World Conference on Cultural Psychiatry. **Henneberg** is a member of the Scientific committee for the Political Marketing conference and the Academy of Marketing Special Interest Group Chair in Political Marketing.

**Public Management Group. 6** is Academician of the Academy of Social Sciences and is convenor of an annual cross-disciplinary, international research conference developing theory based on Mary Douglas's work. His work with Margetts and Hood (Oxford) led to the edited volume, *Paradoxes of Modernisation* (OUP, 2010). **Ladi** is on the Board of Hellenic Political Science Association (2010-12), Executive Board of Greek Politics Specialist Group (GPSG) of Political Studies Association (PSA) 2008-, Advisory Group Member, One World Trust, London (2009-); **Laffin**: member, RAE Business and Management Panel 2008, and REF Business and Management Panel 2014, Chair, Joint University Public Administration Committee (2007-2010), Co-Convenor, Local and Regional Government Permanent Study Group, European Group for Public Administration (2010-), Co-Chair 7th Transatlantic Dialogue On Strategic Management in the Public Sector. Collaborations include **6's** research on inter-agency working and client confidentiality, which led to policy consultancy for UK Department of Communities and Local Government (CLG) and for the Scottish Executive. **Ladi** has used her research including her co-authored textbook on public administration and policy to inform training for the Greek National Centre for Public Administration and Local Government (2009- 12). She is also a member of the executive committee of the GPSG.

**OLRG:** Atewologun is collaborating with the British Psychological Society (£5k) on leadership development and diversity; **Doldor** is Visiting Fellow, Cranfield Management School.