

Institution: Manchester Metropolitan University

Unit of Assessment: C19 Business and Management

a. Overview

Business and Management research is supported, undertaken and applied in the Business School. Part of MMU, the University for World Class Professionals; the Business School holds accreditation from nine professional bodies, including AMBA, CMI, CIPD as well as working towards full membership of the AACBS. Research firmly underpins our curriculum but we are also characterised by our strong external focus through the application of research to organisations and policy formation.

Centres drive our research activity as their ability to develop good collaborative links with other institutions and user communities at national and international level was commended in our panel feedback from 2008. Our centres from RAE2008 are: [Centre for International Business and Innovation](#) (Tüselmann, Buzdugan, Chidlow, El-Said, Golesorhki, Kutznetsova and Lee + 4) with its international policy focus; [Centre for Enterprise](#) (Martin, Antcliffe, Baines and Nabi + 6) with its small firms and social enterprise focus; and [Centre for Policy Modelling](#) (Edmonds and Shi), a world-class (RAE2008) interdisciplinary centre. Post RAE2008 centres are: [Centre for People and Performance](#) (Atkinson, Kynighou, Lucas, Lupton, Sappleton + 4); and [Centre for Retail, Place and Consumer Change](#) (Parker, Round, Rowley + 4). Both centres were formed to consolidate our best research and impact in these areas. All centres collaborate with the new [Centre for Business and Society](#) (Rouse, Paucar-Cacares, Nudurupati, Shi, Tweedale, Urquhart, Ward, Wright +9). This is the intra-disciplinary space that supports communities of practice in the range of specialisms reflected in this submission, such as information systems and marketing.

In 2008, “outputs of a world-leading and internationally excellent standard were found”, with a GPA of 2.2 with 26.4 FTEs. Post RAE2008, our research strategy has focused on higher quality research with our leading 27 academics whilst developing an additional 29 research active staff. Research expenditure has increased (£3.2m compared to £2.4m in RAE2008) through 40+ grants including 11 research council, six European Commission, two Leverhulme, two British Council and one British Academy.

Our research strategy is part of a wider Research and Knowledge Exchange Strategy, generating an additional £7.5m of income during this REF period. We are proud of our collegiate research culture, with all of our leading researchers contributing to the health and development of the discipline, undertaking important roles such as the Chair of the Academy of International Business (Tüselmann), Associate Editor of the Journal of Marketing Management (Rowley) and Member of United Nations Expert Groups (El-Said).

b. Research strategy

We have continued to strengthen research capability to underpin our objective to be a leading international professionally focused Business School. This section explains how our RAE2008 strategy has been achieved or adapted, to reflect the changing external research environment in which we operate. Since 2008 we have:

Increased the quality of our research outputs whilst sustaining the amount of research active staff, in line with REF strategy to fund excellence. We have returned FTE 25.9 staff (compared to 26.4 in 2008) with 36% more outputs published in journals recognised by the ABS as 3* or 4*. Post REF2014 we will continue to grow our number of excellent researchers, with a clear progression ladder from ECR to Reader/Professor. We will prioritise the development of internationally excellent researchers, through a more selective process of QR funding allocation and reduction of teaching hours.

Increased our research expenditure to £3.2m (from £2.4m RAE2008), nearly doubled our research expenditure per head (from £15k to £27k) and generated an additional £7.5m from knowledge exchange activities. We will continue to grow our research expenditure and diversify our income streams to achieve sustainability by attracting more research grants and industry-

sponsored research contracts as well as by commercialising our research.

Raised the quality of outputs from ECRs. We have made seventeen ECR appointments; six from our doctoral programme as well as appointments from Dundee, Leeds, Manchester (4), Salford (2), Sheffield, Strathclyde and Ulster. Five ECRs have been included in this submission with higher quality outputs than the seven submitted in 2008.

Made five senior research appointments (Antcliff, Atkinson, Baines, Martin and Urquhart) to areas of strategic importance. Antcliff, Baines and Martin have supported research and knowledge exchange activities with SMEs and social enterprise; Urquhart leads on sustainability, both underlying our plans for development in the next research period.

Increased the number of specialist research centres as a direct result of the commendation by the RAE2008 panel of their collaborative achievements (Centre for International Business and Innovation and Centre for Enterprise) or world-class research (Centre for Policy Modelling). Centre status has been awarded to groups of critical mass, that have excellent research with significant impact supported through a track record of grant funding; thereby consolidating existing research strengths in HR ([Centre for People and Performance](#)) and retail/place ([Centre for Retail, Place and Consumer Change](#)). Centres are now formally embedded in the faculty structure, but with outwardly focused and visible brands, that are more accessible to and impact on our user communities (centres have generated all our impact case-studies).

Developed existing research themes whilst developing complementary areas within and across the groups. In RAE2008, researchers in the Centre for Policy Modelling were returned across Sociology and Computer Science whilst the Centre was recognised as one of the world-class research teams within MMU. The use of social agent modelling is increasingly being utilised in a variety of disciplines. Through being firmly located in this UoA, and by working collaboratively with other centres, new research proposals in complementary areas (such as 'Self-Designed Decentralised Community Value Services', for EU7FP) have been developed.

Sustained research excellence through innovation of the PhD programme. We have an established a doctoral programme with ESRC recognition, assessed as internationally excellent (RAE2008). Our PhD cohort has grown through more part-time registrations (from 30 RAE2008 to 54 REF2014) without affecting our completion rates (47 compared to 45 in RAE2008). We will maintain the size of our PhD cohort (18-20 new registrations per annum) and invest further in web-based resources and other ways to support our growing number of part-time students.

Building on achievements, our commitment post REF2014 is to develop internationally excellent business and management research of value to a wide set of stakeholders which is readily applicable to support their future development, transition and resilience. A clear commitment to research *with impact* we will:

Manage the research value chain more effectively, building impact and its evaluation systematically into all our research activities, from design to dissemination. Our strategy to support our impact agenda is detailed in REF3a.

Support the co-creation, exchange and impact of knowledge: all research active staff will contribute to at least one centre. We will devolve research funding to centres so they can continue to maximise our knowledge exchange/transfer activities. Following the recommendations of Thorpe and Rawlinson (2013), we will involve more practitioners and professionals into our research activity, increasing our amount of co-produced and co-disseminated knowledge by appointing them to visiting positions. We have already appointed the national SME manager for RBS, the MD of Robinsons Breweries and directors of the German-British Chamber of Commerce and Industry and the Arab Thought Forum (an influential pan-Arabic think tank).

Collaborate across centres, faculties and disciplines to lead and contribute to big issues, such as resilience and transition – issues where we to make more of a *measurable difference* to our

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stakeholders. The [Centre for Business and Society](#) has started to nurture and facilitate intra-faculty and inter-faculty research themes through subject clusters. These include sustainability/transition (Urquhart leads the cross-faculty [Sustainability and Ethical Enterprise Group](#)).

c. People, including:**i. Staffing strategy and staff development**

Our strategy is to build research capacity through recruitment and development of a diverse and sustainable research base (a mix of ECRs, mid-career and established researchers) to support faculty subject development aims. 56% of our submitted staff were in post in 2008; the rest a result of strategic investment into new appointments. MMU's commitment to staff development was recently recognised by an Investors in People 'Gold' Award. MMU is the largest of only five Universities to receive such an award, which places us in the top 1.5% of UK organisations.

Recruitment

We recruit staff to grow areas of existing strategic importance. Within the subject area of enterprise we have appointed: **Martin** (President of The Institute for Small Business and Entrepreneurship) to Chair of Entrepreneurship and Director of the Centre for Enterprise; **Baines** as Reader in Sustainable Business (highlighted as central to our evolving research agenda in RAE 2008) - Baines is PI of an ESRC seminar series *Re-mixing the economy of welfare: what is emerging beyond the market and the state* and the £100K ESRC Stimulating Third Sector Organisations in the Health Sector Supply Chain project; **Antcliff**, whose work is funded by ACAS and the TUC.

We recruit researchers to lead/consolidate the development of other areas, such as **Urquhart** (Senior Editor for MIS Quarterly) to Chair of Information Management as well as recruiting ECRs (e.g. **Kynighou, Lee, Nudurapati, Shi, and Ward**), who are facilitating succession planning and **Buzdugan** (completing his ESRC Business and Management Development Fellowship at MMU). 38 visiting staff enrich our research culture, including practitioners (e.g. Elizabeth Paris, from the University of Oxford, Programme Director for the 10,000 Women Entrepreneurship Program in Asia) policy makers (e.g. Dr Ulrich Hoppe, Director General of the German-British Chamber of Industry & Commerce; Dr Human Ghassib, Director of the Arab Thought Forum and advisor to HRH Prince El Hassan of Jordan) and academics both national (e.g. Professors Richard Thorpe, Susan Marlow, Monder Ram OBE, Irena Grugulis, Bob Jerrard and Dr Izzy Warren-Smith OBE) and international (Professors Jens Gammelgaard, Copenhagen Business School, Denmark; Christoph Dörrenbächer, Groningen University, Netherlands and Berlin School of Economics and Law, Germany; Andreas Stephan, Jönköping University/Royal Swedish Institute of Technology).

Development

Time to develop excellent research is achieved through a selective reduction in teaching/project hours allocated through the annual review process, ensuring decisions are in line with strategic objectives as well as transparent and fair. There are ten annual [RIBM small grants](#) (£2,000) to start research projects. MMU's Research and Knowledge Exchange unit offers [Research Accelerator Grants](#) of up to £5,000 as well as a dedicated experienced mentor, to support the development of projects to attract external research funding. We designed a post-doctoral Fellowship Scheme (mirroring the ESRC ECR Scheme) as a contribution towards developing the next generation of researchers in management and business with four of the five Fellows subsequently appointed as Senior Lecturers within the Business School. We engaged Professors Monder Ram, Sue Marlow and Irena Grugulis to mentor ECRs in confidence building and skills development for publication. We have founded and run a cross-organisational research group focusing on ECRs exploring university-industry relationships, supported by Auril, IKT, BAM, ISBE and Vitae. This is an international group, facilitated through an online community. We promote and reward research excellence through the Richard Thorpe Early Career Researcher Prize. Researchers are supported when applying for prestigious and competitive fellowships and positions and four have been awarded; AIM Scholarship (Lee), ESRC-SAM Management and

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Business Development Fellowship (Tüselmann) and Fellow (Buzdugan), Leverhulme Trust Overseas Visitor Fellowship (Tüselmann) and Fellow (Grigory Pischulov), United Nations Research Programme Leader in Security Governance (El-Said). The experience and access to networks that these positions bring is shared throughout the internal research community. Mid-career/established researchers bid for [Knowledge Exchange Innovation Funding](#) of up to £50,000 to support larger-scale, impact-focused projects.

The faculty actively promotes talented female researchers (55% of our submitted staff are female). Our submission includes part-time staff, those that have taken maternity/paternity leave and industry secondments. A number of RAE2008 staff have moved to positions at prestigious universities: Huang (Lancaster), Leece (Keele), Jayawana, Jones and Quinn (Liverpool), Pal (Manchester), Sandiford (Adelaide) and Windrum (Nottingham). Most of these staff still engage in collaborative activity (joint supervisions of doctoral students, bidding for research grants and collaborative research). Building capacity in clusters and centres ensures we support areas of specialism and they are not put 'at risk' from individual members of staff leaving (for example the departure of Pal but replacement of Rowley in place marketing). The internal promotions committee is open to all staff (teaching and research) and, during this REF period, Edmonds, El'Said, Parker, Paucar-Caceres and Tweedale were promoted to Chair.

We also have a programme of more informal support activities such as the **Faculty Seminar Series** which showcases internal research, such as the CIPD's Professor Ian Beardwell prize-winning paper *HR and performance in English adult social care* by Atkinson, Lucas and Crozier as well as visiting speakers such as Director General of the German-British Chamber of Commerce and Industry on the future of German foreign direct investment in the UK (2009). Top experts in the field of business and management are regular external speakers to the seminar series including Professor Monder Ram discussing 'engaged scholarship' (2012) and Professor Peter Checkland: '[The Battle of Britain: an information system won the war](#)'. We also run a **Research Writing Group** that supports emerging researchers in the faculty. The group meets on a weekly basis providing a supportive and constructive forum where researchers can present new work, discuss methodological concerns, and plan research projects. In addition to the internal events, research staff (at all career levels) are encouraged and funded to attend the major national and international conferences in their subject areas as well as MMU-run **Conferences, symposia and seminars** (detailed in Section e).

ii. Research students

The PhD programme has grown steadily with 47 completions from Jan 2008 (40 from Aug 2008), compared to 45 in RAE2008. We have an increasing number of part-time registrations (54% from 40%) and many of our part-time candidates, such as senior managers at Siemens regional HQ, Esprit in Dusseldorf Global HQ and Diamond Resorts International (USA), enrich our PhD programme. All students complete the Doctoral Research Training Programme and have the opportunity to attend research seminars and research training events across the university and externally through established partnerships such as the Northern Advanced Research Training Initiative. A number of keynote speakers address the Annual Doctoral Symposium including: Professor Catherine Cassells (Manchester); Professor Michael Saren (Leicester) and Professor Mihaela Keleman (Keele). All research students undertake formal review stages including progression and transfer points, with an independent reviewer acting as both performance assessment and supportive personal development. Supervisory teams include senior researchers and also ECRs providing rounded supervision whilst raising supervisory capacity.

There were eight ESRC studentships in this REF period. An additional four studentships were funded externally (1 X EU and 3 x EPSRC) and 16 studentships funded internally. Sappleton (ESRC student) received the prestigious Kluge Scholarship to study at the Library of Congress, Washington DC. Each year we hold an internal competition for two funded places at the European Doctoral Association in Management and Business Administration Summer Academy. We are further engaged with the international doctoral community through the Monash doctoral training programme and we are lead institute of a structured international PhD programme with six

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international universities (see section e); facilitating cross-cultural research skills. Graduates have taken academic posts at Cranfield, Liverpool, Leeds, Sheffield, Roehampton ESADE (University of Hong Kong), University of Oviedo (Spain) and University of New York (Prague). They have taken industry positions at Ministry of Telecommunications, Government of Libya; NHS; local government and in the Dubai Police Force. Publishing opportunities are provided - internally at the annual Doctoral Symposium and the MMU Doctoral Conference, and externally through participation and publishing opportunities with learned societies' doctoral symposia such as British Academy of Management, Academy of International Business, Academy of Marketing, ISBE and UKAIS International Conference on Information Systems. We also fund the presentation of one accepted working or competitive paper at a suitable international conference for all candidates. Employability and internship opportunities are provided, such as through the United Nations (Turin) and Arab Thought Forum (Influential Pan-Arab Think Tank) where post-graduate students have the opportunity to work on programmes and participate in the development of policy papers.

All submitted staff (apart from three ECRs and one Professor retiring in 2014) are doctoral supervisors, many contributing to the doctoral symposium, the Annual Doctoral Review process, Research/Research Degrees Committees and programme boards, MPhil/PhD transfer events as well as the Research Training Programme and mentoring new supervisors. There is a centrally delivered comprehensive training programme for all supervisors. During the REF period we bid for and were awarded support from the Advanced Institute of Management to provide supervisor training as part of their capacity building programme (Hines). A number of training workshops to enhance supervision skills were provided by Prof. Mike Wallace (AIM Fellow).

MMU has developed a 'Virtual Community' for postgraduate research students, consisting of an interactive [website](#), social media sites and an area in the University's Moodle Virtual Learning Environment. The Community is designed to encourage students to communicate, share ideas and provide social support, and to enhance personal development by postgraduates sharing information on forthcoming events and projects. It is also an important platform to raise awareness of the needs, demands and changes which may impact upon students' research.

Through Moodle, students receive online support for the workshops delivered by MMU and through a (closed) Facebook group students are made aware of pertinent topics such as how to publish, how journals work and more. The new website contains a toolkit of how to understand and get the most from their doctoral studies, with documents to guide students through their student journey, the admissions process, contact links to the research students' forum, staff, as well as providing important information for potential research students and external examiners.

d. Income, infrastructure and facilities

Income

During this REF period we have incurred £3.2m of research expenditure. Research grants have been won from the EPSRC, ESRC, European Commission, Leverhulme Trust, the British Academy and the Higher Education Academy. Some of our key (<£20K) research projects are detailed below. However, it is important to note that the vitality and sustainability of these our centres is not only reliant upon research income; knowledge exchange income (£7.5m) is important and clearly linked to our impact agenda.

Centre for International Business and Innovation: established in 2006, CIBI brings together recognised scholars in international business, international political economy and innovation studies in a dedicated research centre. CIBI research income funded publications have generated 20 REF2014 outputs and won several prizes such as Best Paper of 2010, International Business Review and Best Paper Award, Academy of Management 2008 Conference. CIBI's capacity for generating research income is based on its international networks and external recognition (commended in RAE2008). CIBI is the only International Business centre in the UK to hold simultaneously ESRC, Leverhulme and AIM Fellowships. Key research income includes: **£275K (Norwegian Ministry for Foreign Affairs)**, *Learning from rehabilitation: counter radicalisation and*

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deradicalisation programs and their impact in Muslim majority and Muslim minority states (El-Said, 2009 – 2012). **£118k (European Commission 7th Framework)**, *Public private sector innovations: the interaction of public and private sector organisations in innovation networks, and their contribution to European welfare and growth* (Tüselmann, 2008 – 2011). **£51k (ESRC)**, *Business and Management Development Fellowship* (Tüselmann and Buzdugan, 2010 – 2012). **£22k (Leverhulme Trust)** for an *Overseas Visiting Fellowship* (Tüselmann and Pichchulov, 2010/11)

Centre for Enterprise: established in 2001, CfE leads on the creation, co-creation and transfer of knowledge to develop enterprise and entrepreneurship capability in business and the social economy. A particular feature of CfE research has been its application, with around £9 million generated for research related and research informed enterprise activities with start-ups, social enterprises and small firms (e.g. the prestigious Goldman Sachs Foundation 10,000 Small Business Programme delivered and developed by CfE, one of four centres in the UK). CfE expertise is recognised through external research funding including: **£320k (EPSRC)** *Rural hybrid energy enterprise systems* – a £3m research project led by Nottingham University, MMU lead on sustainable business models (Martin and Baines, 2012-2014). **£107k (ESRC)** *Stimulating third sector organisations in the health sector supply chain* (Baines, 2009-2010). **£80k (ESRC)** *Income from self-employment: development of an innovative life course model* (Rouse 2009 – 2011). **£54k (ESRC)** *Entrepreneurial learning in social enterprises: tipping points and strategic space* (Antcliff 2010-2011). **£51k (Leverhulme Trust)** *Maternity in small enterprise* (Rouse, 2008-2012). **£23k (ESRC)** *Developing a cost benefit and social value framework in micro-provider contexts; third sector and university partnership* (Martin and Antcliff, 2011-2012). Grant funded research income has generated 12 REF2014 research outputs and six best paper prizes.

Centre for Policy Modelling was formed in the Business School in 1994 to use new forms of computer simulations to forecast economic and social phenomena. Income from grants awarded in this period includes: **£684k (EPSRC)** *The social complexity of immigration and diversity* (Cl Edmonds, 2010-2015, part of a £2.7m consortia). **£55k (EU 7FP)** *Open collaborative policy modelling* (Edmonds, 2009). **£86k (EC)** *Emergence In the Loop: simulating the two way dynamics of norm innovation* (Edmonds, 2008-2010). This project has resulted in two books *Minding Norms* (Oxford University Press) and *The Complexity of Social Norms* (Springer). Grant funding underpins ALL the world-class research undertaken in the unit, with their lead researcher ([Edmonds](#)) having an h-index of 22 (post-2008), demonstrating the value of the publications to the academic community.

Other research income

Our newer centres are also starting to attract significant research income [Centre for People and Performance](#) - **£99k** (Skills for Care), *Rewards, incentives and performance in adult social care in England*, (Atkinson and Lucas, 2007-2009) resulting in two REF2014 outputs, two best paper prizes (CIPD) and a REF2014 impact case-study. The [Centre for Retail, Place and Consumer Change](#) has just obtained confirmation that its **£113k ESRC** bid *High Street Britain 2020* has been funded, to sustain the impact on town and city change, outlined in their REF2014 case-study.

Infrastructure

Research activity is coordinated by the [Research Institute for Business and Management](#) (Wright) part-funded through QR monies. All support processes and structures for research comply with the principles of the 'Concordat for the Career Development of Researchers' and MMU has been awarded the EU HR Excellence in Research Award in recognition of the quality of these processes. Research is governed at Faculty level through the Dean's Faculty Executive Group, including the Director of Research and a member of the Faculty's Professoriate. At university level, research is managed through the [Research and Knowledge Exchange](#) office, with the Director of Research and team of three section heads (for Research, Knowledge Exchange and Postgraduate Studies) reporting to the Office of the Deputy Vice-Chancellor for Research and Strategic Planning.

Facilities

The University has invested heavily in research facilities. The construction of the award-winning £75M Business School means activity is undertaken in fully-equipped offices, with plenty of Harvard-style 'touchdown' areas and social spaces. MMU provides state-of-the-art research resources, IT and Library facilities including extensive electronic information services – database resources include Business Source Premier, FAME, GMID and Osiris, and membership of the Consortium of Academic Libraries in Manchester (CALIM) providing one of the largest library resources in the country. Site licences are held for key research packages (e.g. Endnote, Nvivo, SPSS, STATA). The library is currently undergoing a major £5m refurbishment. Five Business and Management and six MMU (Research Enterprise and Development Office) administrators support research. Excellent facilities are provided for all Doctoral candidates; located on a dedicated post-graduate floor, include new workstations, computers, laser printers, scanners, telephone access, photocopying, storage facilities, social spaces and meeting rooms. This open-plan facility develops a strong research community amongst candidates.

e. Collaboration and contribution to the discipline or research base

Academic collaborations bring many prestigious benefits such as:

MNC local embeddedness (Tüselmann) with Copenhagen Business School, Groningen University, Berlin School of Economics & Law, Europa University Viadrina Frankfurt, Jöngköping University/Royal Swedish Institute of Technology, Bradford University, Liverpool University, Norway University of Agdar University of Munster and University of Uppsala. Funded from NWDA and EU 7th Framework it is also connected with two fellowships (ESRC Business and Management Development and AIM ECR). Research from the collaboration was published in *International Business Review*; *Environment & Planning C* and *Management International Review*. Policy papers and documentation were also prepared for NWDA and United Nations UNCTAD Expert Group for Investment for Development.

Labour relations and employee participation in MNCs (Tüselmann) is funded by Hans-Boeckler-Foundation Germany with Hamburg University, Europa University Viadrina, MBS, Bradford University, Trinity College Dublin. Indicators of success include a Leverhulme Overseas Visiting Fellowship and publications in *International Journal of HRM* and *International Journal of Public Policy*, as well as a series of German policy and practitioner journals, e.g. WIS Mitteilungen and ARBEIT.

Gender and Enterprise Network (GEN) (Rouse) generates 400+ members (half international), an on-going seminar series and Editorship of a special issue (*International Journal of Entrepreneurial Behaviour and Research*, 2012). GEN is now funded by Society for Advancement of Management Studies.

Service Quality in Nursing Homes (Wright with Lapré, University of Tilberg) won the International Istanbul Initiative on Ageing [Best Paper Award](#).

Networks, clusters and research-user collaborations are led within this UoA such as: [Institute of Place Management](#), an interdisciplinary network of over 600 practitioners, academics and organisations which launched the *Journal of Place Management and Development* in 2008 (Editor: Parker).

Baines was part of the core team in the **National Centre for Research Methods (NCRM) Network** for Methodological Innovation entitled *Dancing with new partners: developing novel research methods to establish and monitor impacts of user engagement* (2011 – 2012). The network organised five events across the UK, supported by expert think pieces, bringing together senior academics, early career researchers, policy makers and practitioners.

Centre of International Business and Innovation researchers are active members of the European Union sponsored **DIME (Dynamics of Institutions in Europe)** Network of Excellence.

Urquhart leads the **IS Women's Network** which has 305 international members, convenes a Women's Breakfast at the International Conference on Information Systems (70+ attendees each year), which has led to a publication in Communication of the Association for Information Systems (CAIS).

Conferences and seminars have been organised including:

2013: Is HR the Business? (in partnership with CIPD); 3rd International Place Branding and 2nd Institute of Place Management Conference.

2012 Special track on 'Green Supply Chain Management' at International Conference on Manufacturing Research, Aston University.

2011: Conference on Economy of Regions (in collaboration with the Russian Academy of Science/University of Yekaterinburg).

2010: International Conference on Terrorism: De-radicalisation and Rehabilitation Programmes, held at Arab Thought Forum, Amman, Jordan (funded by Norwegian Foreign Ministry). International conference on Counter Terrorism and the Role of the UN, joint conference with Naif Arab University, Riyadh (funded by Norwegian Foreign Ministry and United Nations).

2009: International Society for Research on Innovation and Change in Health Care Systems conference.

2008: International Conference on Globalisation, Economic Reforms and Aid in the Arab World; held at Arab Thought Forum (presided over by HRH Prince Hassan of Jordan); jointly organised by MMU, SOAS and ATF; sponsored by DFID, British Council of Research in the Levant. ISBE Gender and Enterprise Network 'Thinkspaces on Gender and Entrepreneurship' (2008, 2012).

The two social enterprise research workshops highlighted in RAE 2008 have been followed in this REF period by two ESRC seminar series on social enterprise *Remixing the Economy of Welfare* (2009 – 2010) and *Reconstructing Social Enterprise* (2012 – 2014). The first ISBE International Research and Practice Workshops (in 2012, Business Growth and Entrepreneurial Learning in Organisations) and interdisciplinary workshops nationally with scientists from the University of Sheffield on the impact of technology in community care (Baines). AHRC funded Digital Transformers Symposium in May 2013 (in collaboration with University of Sheffield).

Contribution to Professional Institutions/Societies/SIGs:

Tüselmann: Chair of the Academy of International Business (UK & Ireland Chapter). Member of the Standing Committee of the Learned Societies in Management and Business; Member of United Nations Expert Group on Investment for Development; Member of United Nations World Investment Network; International Panel Member of the Chilean National Commission for Science and Technology. Advisory Board Chair of the International Guide to Academic Journal Quality (successor to ABS Academic Journal Quality Guide).

EI-Said: Member of the Royal Scientific Society, Amman; Member of United Nations Counter Terrorism Expert Group; Member of Expert Group the of Counter Terrorism Agency of the US Department of State; Member of the EU Commission Counter Terrorism Expert Group; Board Member of the Arab Thought Forum, Amman. Secondment to United Nations (New York and Turin).

Edmonds: Board Member of the Network for Computational Modeling in the Socio-Ecological Sciences (CoMSES); Founder and Member of the European Social Simulation Association. Recognised 'International Expert' on the CROSSROADS EU consultation. Board Member of the Complex Systems Society.

Rouse: Fellow, ESRC Entrepreneurship Research Centre (Aston/Warwick); Chair, Gender and Enterprise Network (ISBE SIG); BAM Gender SIG; Women and Enterprise Advisory Policy Group Member; Women's Budget Group Member.

Atkinson: Branch Secretary of CIPD Manchester Committee; Member of Manchester Industrial

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Relations Group; Council Member, Work Employment and Society Associate Board; BAM Research Methods SIG Member.

Martin President, Institute for Small Business and Entrepreneurship; Associate Director, Jean-Monnet Centre for Excellence; Board of the Scientific Council for European Women's Equity.

Paucar-Caceres: Member of Operational Research Society Member; UK Systems Society Member.

Policy Adviser Positions;

Adviser to Director of the German-British Chamber of Industry and Commerce (**Tüselmann**). Advisory Services to the Jordanian Government on Privatisation and Trade Liberalisation (**EI-Said**). Member of the Parliamentary Group for Women's Entrepreneurship and adviser on women's enterprise and enterprise inclusion to the Department of Business and Skills (**Rouse**). Advisory Group to the European President, Education Review Committee for the UK Parliament, All Party Groups on Microenterprises and Local Enterprise Partnerships (**Martin**).

Editorships:

MIS Quarterly (Senior Editor: **Urquhart**, Most Developmental Associate Editor 2008); *Information Technology and Development* (Associate Editor: **Urquhart**). *Journal of Further and Higher Education* (Editor: **Rowley**). *Journal of Marketing Management* (Associate Editor: **Rowley**). *Marketing Intelligence and Planning* (Editor: Wright). *Journal of Place Management and Development* (Editor-in-Chief: **Parker**). *Special Issues: Systems Research and Behavioural Science*, 2011 (**Paucar-Caceres**). *Employee Relations*, 2013 (**Atkinson and Lucas**). *International Journal of Entrepreneurial Behaviour and Research*, 2012 (**Rouse**). *Social Policy & Society*, 2011 and *Public Money & Management*, 2013 (**Baines**), *Public Management Review* (Wright). **Editorial Board Memberships:** *International Journal of Data Analysis Techniques and Strategies* (**Shi**). *Journal of Fashion Marketing* (**Wright**). *Advances in Complex Systems, Journal of Artificial Societies and Social Simulation and Simulation, Computational and Mathematical Organisation Theory* (**Edmonds**). *International Journal of Gender and Entrepreneurship* (**Rouse**). *The Open Management Journal* (**Nudruparti**). *Online Information Review, Internet Research, Journal of Information Science and Management Decision* (**Rowley**).

Visiting positions:

Tüselmann: Faculty of Business Administration and Economics of Europa Universität Viadrina, Frankfurt/Oder, Germany; Economics and Management School of Wuhan University, China; Viessmann Research Centre at the Wilfrid Laurier University, Waterloo, Canada. **EI Said:** School of Oriental and African Studies (SOAS), University of London; American University in Beirut, Lebanon; School of Business and Economics at Qatar University. **Edmonds:** University of Manchester, James Hutton Institute, Vrije Universiteit Brussel. **Antcliffe:** University of Liverpool. **Baines:** Newcastle University Business School. **Paucar-Caceres,** Catholic University, Peru. **Chidlow** and **Golesorhki:** Upsalla University.

Finally, the doctoral programme is a core contributor to the ESRC funded Northern Advanced Research Training Initiative Steering Group; 100 candidates attended 'Advances in Case Study Method'. MMU is the lead institution of an International PhD Exchange Programme with Universities of Europa Universität Viadrina, Murcia; Wuppertal; Agder and Wuhan. Tüselmann and Lee lead the organisation and delivery of doctoral symposia at the Academy of International Business (UK and Ireland Chapter). **Wright** is Faculty Member EDAMBA Summer Research Academy, Convener of the European Doctoral Thesis Competition and was General Secretary of the European Doctoral Association (2011-2013).