

Institution: University of Huddersfield
Unit of Assessment: UoA17 Business and Management Studies
<p>1. Unit context and structure, research and impact strategy</p> <p>Huddersfield Business School (HBS) comprises four departments, three of which contribute to UoA17; the fourth department is Law (UoA18). Throughout this document when referring to HBS we are discussing achievements within UoA17 and in particular the departments of:</p> <ul style="list-style-type: none"> • Management • Accounting Finance & Economics • Logistics, Marketing, Hospitality and Analytics <p>Each department has a professorial Head of Department (HOD) providing strategic leadership, and a number of subject group leaders (SGL) with operational responsibility for research and enterprise (R&E) and teaching and learning (T&L) respectively. There are three professorial Associate Deans for R&E, T&L, and International. Thus, the School has a matrix organizational structure to ensure strategic targets are met. All activities are supported by a professional services support (PSS) team which is led by the School Manager</p> <p>The increased importance of research to HBS is signalled by the introduction of a permanent Associate Dean Research & Enterprise (Roper) in July 2017, recruited externally and who is a senior manager within the School, and a member of the Strategic Leadership Team (SLT). A reorganization at middle management level where subject group leaders (SGL R&E) with a specific responsibility for enhancing the research culture within their group has also been introduced. The role of SGL R&E has been separated from SGL Teaching and Learning in order to highlight the equivalence of R&E with our teaching-related activities.</p> <p>Building on our 2014 submission we have formed three Research Centres within the School, namely:</p> <ul style="list-style-type: none"> • The Research Centre for Sustainability, Responsibility, Governance and Ethics (SURGE) • The Behavioural Research Centre (BRC) • The Northern Productivity Hub research centre (NPH) <p>Research Centre Directors are senior members of academic staff and form part of the research support structure within the School. The activities of the Research Centres are described in more detail later.</p> <p>Vision and Strategy</p> <p>Building on our strong heritage and regional links, our vision is to be internationally renowned for meaningful engagement with communities and organisations and impactful research. Our mission is to undertake responsible research and enterprise that enriches the communities and organisations with which we interact.</p> <p>Following our REF2014 success, we have built a UoA17 strategy which reflects HBS's vision and mission and directly links to the University's Strategy and Areas of Strategic Research Importance (ASRI) - a key aspect of the University Research Strategy. Priority ASRI thematic areas which are of direct relevance to the UoA17 strategy include sustainability and productivity. The main University R&E aims are summarised below:</p> <ul style="list-style-type: none"> • To increase international recognition via the volume and quality of research outputs

- To increase research and knowledge exchange income
- To become a focus for research into responsible leadership and business, productivity improvement, impact, and enterprise

Our UoA strategy is one of research inclusivity whereby all members of staff are encouraged and expected to engage in high quality research. Our aim is to have all staff active in research. The School's inclusive approach aligns with the University's REF Code of Practice and has resulted in 72% of academic staff being submitted to REF2021. All staff are on the same contract whereby they are expected to conduct research as well as teaching and no staff are on teaching-only contracts. We have sought to submit as many staff as possible to REF2021 and have not set classification criteria that are difficult to achieve. For example, membership of a Research Centre is not subject to research performance criteria and individuals are considered to have significant responsibility for research if they meet the criteria for being a main PhD supervisor at the University.

Research Strategy - Linking 2014 and 2020

In REF2014 we laid the foundation for continued growth and strengthening of research in Business and Management Studies. The main objectives which have evolved from our position in 2014 include:

- Shift towards becoming research intensive by 2020
- Implement a staff recruitment and promotion policy which attracts and retains research-active staff in areas relating to the School's strategic research interests and with potential for producing high quality research
- Continue to increase the size of the professoriate to provide good quality research leadership
- Aim for 45% staff publishing at an international level by 2018
- Focus on and consolidate existing areas of strength

Below is an evaluation of the extent to which these objectives have been achieved.

The primary aim detailed in our 2014 REF Environment Statement was to **become research intensive by 2020**. Although difficult to define, we believe we are moving towards this objective. This can be demonstrated, for example, by moving from 18.8 FTE submitted to REF2014 to 85.6 FTE staff deemed to have significant responsibility for research and hence submitted in REF2021, an exponential rise; and moving from three impact case studies to seven (i.e. more than doubling the number) demonstrating the importance of impactful research to HBS. In addition, our postgraduate research (PGR) programme has grown during the period, from 90 FTE PGRs in 2014 to 146 FTE in 2020 (188 individuals, 88 of which are PT). We have expanded our programme and used bursaries and fee waivers to encourage PGRs. We have invested £532k in doctoral bursaries during the REF period and see this as an investment that will produce a return in the next REF period.

Over the REF period, we have demonstrably **changed our staff recruitment and promotion strategies**. All new and promoted staff must now demonstrate their commitment to high quality internationally excellent academic research. We expect to see research outputs, a research pipeline and a plan to be produced by new recruits and those applying for promotion at all levels. In 2014, there were no staff on the Reader grade. Four staff have been internally promoted to

Reader as well as two externally appointed Readers recruited during this period. In addition, **the professoriate has grown** from 9.3 FTE in 2014 to 16.6FTE in 2020. Our recruitment strategy is to significantly extend and strengthen research leadership within the School and enhance mentoring capability.

Significantly, our strategy has been to increase the quality of our research outputs, not just the quantity. Those members of **staff publishing in high quality international journals** (proposed 45% staff publishing at international level by 2018 in our REF2014 statement) rose to 69% by academic year18/19 and is expected rise further to 100% by 2025.

In order to direct the research effort of HBS we have **consolidated existing areas of research strength** and formed three interdisciplinary Research Centres aligned with our vision and mission. In our REF2014 statement, three themes were detailed: responsibility; business improvement; and entrepreneurship and enterprise and senior staff were appointed to lead the new Centres (Bamford, Willis and Kusev). Work on “business/organisation improvement; start-up/scale-up support” led to the creation of the Northern Productivity Hub (NPH). “Responsibility” has widened during the REF period and is a major theme of the Research Centre for Sustainability, Responsibility, Governance and Ethics (SURGE) and our third Centre, the Behavioural Research Centre (BRC) acts as a standalone centre with significant contributions to both NPH and SURGE. All Centres are engaged in enterprise and/or executive education. Our Centres link clearly to the themes of our 2014 statement and have naturally evolved to encompass the interests of new staff.

The 2014 statement also stressed that the HBS strategy was to concentrate on areas of research strength. Since then and evidenced by the increased size of our REF submission, we have been able to expand our areas of research interest. [Our Centres](#) are divided into research clusters that allow more focused areas of research activity to take place. These areas are as follows:

- **NPH**: Sustainable supply chains; digital transformation; applied finance and economics; human capital
- **BRC**: Organizational behaviour and wellbeing; Decision making and behavioural economics; Consumption and markets
- **SURGE**: Sustainable and resilient communities; corporate governance and ethics; responsible people and professions; public policy and social justice

The strategic objectives of our Centres are to produce and publish high quality research in world leading journals, to generate income through research grants, knowledge transfer partnerships and enterprise initiatives and to build on the growing synergies and interdisciplinary opportunities created by the co-location and research interests of HBS colleagues, broader University of Huddersfield Research Centres and our wider academic and policy-making network.

For example, HBS is an advanced signatory of the Principles for Responsible Management Education (PRME), an initiative of the UN Global Compact, which is dedicated to PRME. As a core strategic goal, the School is strongly committed to sustainability and responsible management education in relation to PRME’s six Principles - Purpose, Values, Method, Research, Partnerships and Dialogue. In addition to complementing the multidisciplinary direction of our Research Centres, our biannual PRME School report features in detail how the HBS curriculum and staff research activities align with the UN's Sustainable Development Goals. Examples from our Research Centres include, from NPH, financial ethics and governance-

areas of strength exhibited by colleagues include quantitative studies of corporate disclosure (e.g. voluntary, social, environmental) and corporate governance, as seen in the work of Elmagrhi and Al-Najjar respectively. From BRC, Davies, a Chartered Psychologist and Registered Occupational Psychologist (Health & Care Professions Council), has a research strength on understanding people in organisations, in particular at key career transition points. Her work on retirement/extending working life has been published in *Frontiers in Psychology*, *Ageing & Society* and *Employee Relations*. Other impactful research from BRC includes the work of Kusev (Behavioural Science, Risk), Thornton (Strategic networking, Innovation) and Roper (Branding, Consumption) who also leads the Academy of Marketing's Special Interest Group in Brand, Identity & Corporate Reputation. Research from SURGE includes work led by Mswaka and Brazilian collaborators (Teodósio and Moreira, The Pontifical Catholic University of Minas Gerais, Brazil) addressing the lack of academic evidence on the impact of enterprise activity and training as interventions to reduce recidivism. Research focuses on the potential of social enterprise in reducing recidivism in Brazilian open prisons, contributing to the better upskilling and rehabilitation of prisoners. A recent [Times Higher Education](#) news feature promoted the research strengths of various SURGE members around the UN Sustainable Development Goals.

Impact Strategy

We are mindful of external policy documents, such as the UK Industrial Strategy and the United Nations Sustainable Development Goals (SDGs), in guiding us towards research likely to have impact. We are in the process of mapping all HBS research against the SDGs as a means of identifying research relating to the cross-cutting theme of responsibility as per our mission and vision. Several of our researchers have influenced national and international policy (see Contribution to Economy and Public Engagement section). Our UoA17 submission includes seven Impact Case Studies (ICS) which have been chosen to demonstrate this and evidence the variety of research, the diversity of where such work is carried out and its wider geographical reach.

A table of summarising our Impact Case Studies appears below:

Title	Lead	Summary
Building Resilience in Wetland Farming Communities in East and Central Africa	Wood	Research in African countries (Ethiopia, Zambia, Malawi and Uganda) has shown how seasonal wetlands can be managed sustainably to improve food security, increase resilience and mitigate impacts of climate change. Codified as the Functional Landscape Approach (FLA), it has provided institutional and practical innovations for wetland farming enabling households to accumulate capital, diversify livelihoods and develop enterprises. Research has also influenced policy in Ethiopia and Zambia.

Title	Lead	Summary
<p>Enabling the Sustainable Development of Forests in SW Ethiopia Using an Innovative Forestry Management Technique</p>	Wood	<p>Research has contributed to developing enterprises that allow local people to draw revenue from tropical forests whilst maintaining forest integrity. The research developed a Participatory Forest Management method that brought 151,000 ha of forest under management by communities. Twelve forest micro-enterprises and seven marketing cooperatives have helped to improve livelihoods, especially impacting women. The work has contributed to new Federal forest legislation covering land occupied by 25m people.</p>
<p>The application of SCRUM in continuous improvement in a traditional manufacturing firm</p>	Bamford	<p>SCRUM research, an agile design-oriented approach to project management improvement methodologies, has been applied and embedded within a manufacturing organisation through a KTP. Deluxe Beds Ltd of Huddersfield achieved cost savings of over £1.8m in 24-months through improvements to manufacturing processes, company infrastructure, and customer relations.</p>
<p>Developing a Global Capabilities Framework for the Public Relations Profession</p>	Gregory	<p>The public relations profession is globalising, but no recognised framework for benchmarking capabilities of practitioners worldwide exists. This is problematic when assessing current and future role proficiency and expectations.</p> <p>The Global Alliance (GA), the sole confederation of public relations professional bodies worldwide (representing 280,000 professionals), has sought to remedy this. The HBS research, commissioned by GA, led to The Global Capability Framework. The Framework is being adopted by professional bodies, employers, academics and individuals around the world, and has been acknowledged as a 'game changer' for the profession.</p>

Title	Lead	Summary
<p>Social controversy and business compliance requirements within expanding religious food markets</p>	<p>Lever</p>	<p>Expanding markets for kosher and halal food present significant economic opportunities, but animal slaughter for meat raises business compliance, and cultural and religious issues. HBS research is supporting businesses to enter these markets by the Halal Food Authority (HFA), Morrisons Supermarket, the Agriculture and Horticulture Development Board (ADHB) and Fera Science. The research has impacted policy at the Department for Environment, Food and Rural Affairs (Defra) and British Veterinary Association (BVA). This has been achieved by refocussing dialogue with stakeholders about transparent ways of slaughtering animals and labelling meat to reduce controversy and address consumer anxieties.</p>
<p>Advancing Sustainable Mobility in Greece Using Bike-sharing and Walking School Buses</p>	<p>Nikitas</p>	<p>HBS research has inspired authorities in Drama, Greece, to prioritise cycling, create its first bike-sharing scheme (BSS) and implement the first walking school buses (WSBs) in Greece.</p> <p>Twelve cities, including Athens, are using the findings to develop their Sustainable Urban Mobility Plans (SUMP) and more than 5m people benefit from the resulting policy changes. The Hellenic Ministry of Environment and Energy (HMEE) has adopted the research as a policy guidance tool and is implementing sustainable transport policies and planning interventions across Greece.</p> <p>The BSS and WSB projects have improved health and wellbeing, reduced traffic congestion, air pollution and noise nuisance, and battled social exclusion.</p>

Title	Lead	Summary
<p>Improving leadership learning, practice and diversity in the Government Communication Service</p>	<p>Willis</p>	<p>The communications profession often neglects leadership learning. HBS research sets out priorities for communication leaders to enhance behaviours and improve practice. The work underpins a bespoke Masters programme delivered to more than 200 leaders in the Government Communication Service (GCS). The research has improved the strategic influence and impact of those participating in the programme, enhanced how their organisations communicate, encouraged reflection and reflexivity, while also helping to increase gender diversity in senior roles. It is significant given that GCS delivers communication supporting Ministers' priorities, enables the effective operation of the service and ultimately improves lives.</p>

To support our research impact activities staff have been allocated additional research hours to develop ICSs and we have recruited an Impact Support Officer (ISO) to help embed impact more widely into our research thinking from an embryonic stage. Going forward, we intend to appoint a Research Manager who will have responsibility for working with academic staff to identify impactful research from the outset of a project, and this can be developed into Impact Case Studies for the subsequent REF.

Interdisciplinary Research

The impact of our work links to our Research Centres which encourage interdisciplinary research. For example, the BRC includes interdisciplinary contributions and collaborations from five units of assessment including Business and Management Studies (17), Psychology, Psychiatry and Neuroscience (4), Engineering (12), Computer Science and Informatics (11) and Law (18). Within the BRC members develop and implement behavioural science to support businesses and policymakers to understand, predict and manage behavioural challenges successfully. The BRC initiates original interdisciplinary research both within the University and with external collaborators and partners. The BRC includes researchers with backgrounds in behavioural science, management, marketing, economics, logistics, law, psychology, computing and artificial intelligence. The research expertise of the members spans quantitative and qualitative research methods, experimental science, psychometric and agent-based modelling, as well as behavioural model development and testing.

The NPH is a multidisciplinary Research Centre operating within a broad spectrum of economics, finance, operations and supply chain management, transport, strategic management and big data. NPH research aims to understand, measure and improve performance and productivity of private and public institutions including the impact of the economic environment and regulation on these

outcomes. NPH staff proactively collaborate with researchers in other Schools including: Computing & Engineering on business data analytics, AI, manufacturing supply chains and cybersecurity; with Art Design and Architecture on circular economy within the technical textiles sector. HBS aims to conduct research based on practical relevance to managers, policy makers and to wider participants of the economic activity.

SURGE brings together colleagues with a passion for promoting good environmental practice, fairness and accountability in business, government and society. SURGE comprises >80 academic researchers and professionals from a wide range of disciplines, stretching beyond HBS, to encompass an eclectic mix of researchers from areas such as international development, enterprise, finance, HR, law, geography, marketing, operations, logistics, leadership, communication, sociology, tourism, economics, hospitality, events and engineering.

HBS holds a three-day internal research conference in January each year; the fifth of which is planned for January 2020. These events have led to some interesting **interdisciplinary discussions** and collaborative opportunities, including with collaborative partners who are also invited. Conference engagement has increased; over the past 5 years the number of papers presented has risen from 68 papers in 2016 to >100 papers submitted in 2020.

Future Strategy

Going forward we will build on our current strategic aims and objectives to:

- Further develop our inclusive research agenda **to become a truly research-intensive School** by REF2027. This will be demonstrated by all staff publishing at an international level. Several initiatives will be implemented in order to progress to this including the appointment of an HBS Research Manager to actively work with researchers in the School and wider University community to encourage more impactful research publications and grant applications.
- **Capitalise on macro-environmental events in its research** - for example, the Covid pandemic and Brexit. During the Covid-19 crisis, the University introduced a special research fund to encourage relevant research programmes. HBS was extremely successful and received funding for nine projects. Successful projects include work on consumers' and companies' behavioural responses to Covid including unethical reactions; local food systems; compliance with social distancing; impacts upon small local businesses; digital learning in a crisis; and the financial impact on the elderly.
- **Encourage greater economic and societal impact from our research** and to this end have a KPI to achieve 15% of our publications with "end-users" outside of the university system, by 2025. We will also develop mechanisms for measuring and tracking impact of our research.
- **Establish a Responsible Management Forum** underpinning all aspects of research and teaching within HBS.

To realise our impact ambitions, we have already implemented a number of approaches including the appointment of a Director of External Engagement who, through growing our external business networks, can ensure that messages about our research are disseminated to external users, and that the needs of business are communicated back to academics in the School.

Secondly, HBS will be working more closely with Huddersfield's 3M Buckley Innovation Centre (3MBIC), a wholly-owned subsidiary of the University that encourages business-to-academia collaboration and promotes innovation. In October 2020, HBS partnered with 3MBIC (and the Kirklees Local Authority and the Huddersfield Examiner) to launch the [Kirklees Top 100 Companies](#). This is a list of key companies in the Kirklees region, compiled from financial metrics. Thus, we now have a list of key companies with which we want to build connections (if they don't already exist), and which we can use to increase the impact of our research.

Open Research

Open access is encouraged by our use of the Elsevier PURE system to record the full research contribution of HBS and the wider University. Publications that we judge to be 3/4* quality with a Huddersfield affiliated first author are supported by paying for gold open access. Additionally, as per funders criteria, Open Access reports are available for industry and policy-led events – one such event was led by Lever, who hosted a [symposium on food waste solutions](#) and the circular economy for policymakers and industry in 2018 and another was led by McEachern around [food poverty](#) in 2019. In addition HBS and Calderdale Council have worked on a range of research projects using open data on Calderdale [Dataworks](#), as well as new data generated by students, allowing them to engage with local government services to provide a new perspective on some of the challenges that are being faced.

Research Ethics and Integrity

Given that our mission and vision revolve around responsibility, research ethics and integrity are important to us. HBS aligns its research ethics and integrity strategy with the principles of the Concordat to Support Research Integrity and the University's Code of Practice for Research, An Integrity Champion has been appointed within HBS (Kara) and no issues relating to research integrity have been referred to the Champion during the REF period. The School Research Ethics Committee, chaired by the Integrity Champion, reports into the School Research and Enterprise Committee (SREC), and then to the University Research Committee where Action Plans are annually reviewed. Our HBS Research Conference encourages integrity in all aspects of research both explicitly (a special session was organised during a School research day in June 2019) and implicitly by example. Four members of HBS staff are members of the Committee of Publication Ethics (COPE).

HBS's mission and vision drew on the REF2014 document as part of its development and we see our inclusive approach to staff participation in REF2020 as a result of our achievements and performance that have been informed by a strategic and logical approach throughout the period, clearly linking the REF2014 statement to the current one.

Section 2. People

Staffing Strategy

The School, like the University, aligns with the Concordat to Support the Career Development of Researchers and staff and students are supported at all stages of their careers. During this REF period, HBS has, in line with the University's strategy, implemented an approach whereby all academic staff are expected to hold doctorates. When appointing at Lecturer level, candidates must have a doctorate, or be within 6 months of achieving it. 106 staff now have doctorates, a percentage of 80% within UoA17. This mix of staff development and doctoral policy is aligned with our responsible approach to staff management to ensure that staff are developed, trained

and retained in a sustainable manner. We have graduated 43 staff with doctorates since 2014 (at Huddersfield and externally) with 18 staff currently studying for a doctorate.

Our staffing policy includes the encouragement of Visiting Professors, both incoming and outgoing. A list of visiting professorships held by HBS staff (11 during the period) is provided in section 4. We recently appointed Prof. Martin Johanson from Uppsala University via a Leverhulme grant (>£100k) that allowed him to be a full-time visitor for 12 months and work with ECRs, co-authoring and reading papers to accelerate their research careers. An objective of the next REF period is to introduce procedures to stimulate and facilitate exchanges between academia and business, industry or public/third sector bodies. The development of our relationship with 3M Buckley Innovation Centre will be used to facilitate this. At present sabbatical/study leave is limited to staff undertaking PhDs who are allocated a 6-week writing-up period. However, development and implementation of a sabbatical policy will be a priority for the coming period.

Evidence of the success of our people strategy includes the exponential rise in the staff being submitted in this UoA relative to our 2014 submission. Moving forward to REF2027, the continuation of our staffing policy has the aim of further increasing the numbers of staff conducting high quality research.

Staff Support

Staff Recruitment and Promotion

Our academic staffing policy in terms of recruitment and promotions is clearly linked to our research objectives and targets and reflects our vision and mission. For internal promotions at all levels, staff must exhibit a strong internationally excellent research record combined with ambitious but feasible research plans and an accompanying pipeline of outputs.

We have a clear induction programme where new recruits meet the Associate Dean (R&E) to be apprised of the importance of research in the School, our strategy and their research interests discussed in order to recommend an appropriate Research Centre for them to join. We do not routinely have fixed term staff, other than occasionally to cover maternity leave. Staff with a contractual fraction above 0.5FTE, of which HBS has very few, must engage in doctoral training opportunities as well as all other initiatives listed in this statement. All staff, whatever their fractional appointment are encouraged to join in staff development including doctoral training where necessary. We have eliminated the Principal Lecturer (grade 9) whereby staff could be promoted on the basis of management and administration roles in favour of promotion to Reader (grade 9) which is only awarded when an individual has an established record of research achievement.

Staff without a doctorate have been able to pursue studies either at Huddersfield or at an external university. Financial support and substantial workload hours (20%) have been made available to staff doctoral candidates. Going forward we will continue to support these staff in terms of training opportunities and conference attendance as they transition from PGR to research active staff. We expect to see the benefits of a fully qualified workforce during the next REF period, allowing us to set more challenging research objectives.

Research Mentoring and Appraisal

HBS has a clear policy on research mentorship with all staff allocated an appropriate research mentor. A specific research mentoring scheme for Early Career Researchers (ECRs) has been introduced whereby they are mentored by more established researchers and the scheme is overseen by the UoA17 Co-ordinator. In general, individuals have support from their research mentor (one of our professoriate or other senior member of staff), their SGL (R&E), and AD(R&E), with the Research Centres acting as a further locus of support.

The annual appraisal (supplemented with a mid-year review) has a specific form called the Research and Enterprise and Activity Planning (REAP) which is completed by all staff and agreed with their mentor and then their appraiser. The REAP form ensures academic staff commit to writing their research aims and rationale, record research progress throughout the year (publications, funding applications, PGR supervision) and then agree research targets for the year ahead. It also provides an opportunity to discuss forthcoming conferences, existing and potential international collaborations and the actual and potential impact of their work. Individual training and development planning is the final component of the REAP form and a programme of support is available including targeted Workshops (e.g. Building Researcher Resilience, Writing retreats, Reading Clubs). Formal meetings to discuss and prepare personal research plans are then used as a basis for discussion at each staff member's Personal Development and Personal Review (appraisal). Senior staff have benefited from development and training. For example, Johnes, Roper and Ntim have attended the Chartered Association of Business Schools training for Directors of Research and all senior and middle managers in the School have undertaken or are undertaking Chartered Manager training with the Chartered Management Institute, and maintain their status via continuing professional development. We are committed to lifelong learning as researchers.

Work Load Allocation

In the past we have adopted a 'one size fits all' Work Load Allocation (WLA) policy for staff excluding professors, but we recognise that different staff have different skills, and that a WLA (and accompanying expectations) which reflects this would enable us to more effectively realise our research (and enterprise) ambitions. As a consequence, we have developed and implemented a revised WLA which rewards research activity and supports PhD and ECR development. The new WLA was implemented in the 2020/21 academic year. For example, (out of a 1550 hours per annum workload) staff undertaking a PhD receive 300 hours (in addition to 155 hours for scholarship) for their studies. An ECR in their first-year post PhD graduation receives 400 hours and in year 2, 300 hours (both in addition to 155 hours for scholarship). Staff categorised as established senior researchers, receive up to 620 hours. These allocations have been preserved even in the post-Covid environment, demonstrating our commitment to research and setting the tone for further research achievement as we move into the new REF period. Research, particularly impactful research, is key to our mission and vision. Thus, targets relating to publications (2* and 3*), citations, impact, publications with key partners (international and end user), and developing research grant projects which align with our vision, will determine research WLA for staff going forward.

Rewarding Research Excellence

We have a research incentive scheme ('Points Means Pounds' – PMP) whereby staff receive funds into research accounts upon publication of papers. In this REF period we have spent £265,125 on PMP which is a positive message for staff and a tangible reward for their research endeavours. PMP funds have helped in, for example, providing specialist equipment for

researchers, purchasing consumer panel respondents for experiments and surveys, as well as financing research trips and collaborations. We have expanded and amended PMP throughout the period to include R&E funding applications and to provide greater incentive to publish higher quality internationally excellent and world leading research outputs.

As well as supporting staff with the publication incentive scheme (PMP), we provide a relatively generous annual conference allowance of £2,500 for each member of staff to enable them to attend and present at internationally renowned conferences. We have maintained this allowance throughout the current REF period including post-Covid. Conference attendance of all staff, including part time colleagues as well as those with caring or other responsibilities, is monitored though the risk assessment process completed by all staff when travelling. The financial burden associated with travel, particularly for staff in more difficult financial positions, such as single parents, is supported through the School booking conferences and accommodation in advance and individuals see this as a very positive measure.

HBS Research Conference

HBS holds a three-day internal research conference each year. This event functions as a full conference with parallel and plenary sessions, research workshops, external speakers and prizes for the best and most innovative papers. We aim to introduce new ideas each year to stimulate creativity in research. For example, the 2020 conference featured a PGR Pecha Kucha competition and students were also invited to act as chairs for the parallel sessions. ECRs also benefit from the Research Conference as it provides a safe space for presentation of initial ideas and research development as well as research education, for example the panel of journal editors that formed a plenary session at the 2020 event. These events have led to some very interesting discussions and **facilitated interdisciplinary collaborations**. The research conference takes place outside of the teaching period and all staff are expected to participate. It provides an opportunity for staff to receive feedback on their work and for PGRs to be further integrated into the research culture of the School. In addition to the Research Conference, Research Centres provide a monthly seminar series, which comprises a variety of internal and external guest speakers. Each Centre takes turns to provide a seminar that is educational for staff and PGR students across the School.

Staff Well-being

There is increasing recognition of the importance of well-being in the work place and in particular, pressures arising from the move to becoming a research-focused institution. This has created difficulties for staff being able to dedicate sufficient time to research whilst fulfilling their teaching and administrative responsibilities. HBS has responded to this by implementing a revised WLA model in 2020 which recognises the importance of research and an appropriate balance alongside teaching responsibilities. The University has ambitious research targets within its 2025 strategy map and HBS is committed to ensuring staff well-being throughout this process. As a consequence, a more structured and embedded approach has been implemented and Quality of Working Life (QoWL) is a standing item on the HBL Senior Leadership Team meeting agenda. The HBS Athena Swan Bronze action plan (see below) also plays an important contribution alongside the QoWL issues with regard to staff well-being.

Postgraduate Research Student Programme

HBS has graduated 145 PhD and 10 DBA students in the period. Developing and nurturing postgraduate students is an HBS objective that aligns with the University Research Strategy and

we aim to provide an inclusive and enabling environment to enrich the PGR student experience. An Action Plan, responding to PRES 2019 feedback, has been developed and is overseen by the Director of Graduate Education.

We aim to bring together expert staff in order to attract capable and motivated PGR candidates from around the world and to facilitate high quality research on topics of interest to our applicants. During the REF period, HBS has seen an increase in PGR numbers, in part facilitated by the Vice Chancellor's Fee waiver scheme that encourages Masters students achieving distinctions and undergraduate students achieving first class degrees to qualify for a fee waiver for PGR study. There has been a learning experience related to this project and bursary schemes are being enhanced. In future, awards will be more competitive, therefore leading us to recruit the best possible students, which in turn will assist HBS in improving research culture and achieving mission and vision. A clear objective for the next REF period is to increase the number of good quality publications generated from our doctoral students. The recent developments in the DBA programme (see below) provide an opportunity to grow this programme with the objective of engaging more widely with industry and improving our number of outputs with end users. We currently have 16 students at various stages of their DBA studies and a further 4 studying for a Doctor of Enterprise (EntD).

Student Support

We are implementing a number of improvements to the PGR programme including streamlining our processes and strengthening our methods training as well as graduate training overall. We aim to deliver effective and timely supervisory inputs and support, alongside efficient management of the PGR lifecycle by providing appropriate administrative support. By working closely with our Research Centres and spanning a range of areas including consumer behaviour and branding, risk analysis and behavioural research, sustainability, banking, finance and economics, we wish to showcase areas of strength which can help facilitate exciting research projects to postgraduate researchers. We aim to provide a dynamic environment for PGRs by providing regular opportunities for skills development and participation in a range of research activities including the HBS annual conference, monthly PGR focused research events organised by individual subject areas, research seminars and events aimed at skills development. We strongly believe that subject specific, technical skills are essential for producing innovative research, and we PGR cohorts are trained in this important area. We also aim to foster a strong and inclusive research culture whereby postgraduate research students are an integral part of the research community and can participate fully in research activities and contribute to a higher quantum of research outputs targeted at high quality peer reviewed journals. We regard our PGRs as current and future research colleagues and aim to equip them with appropriate discipline, social and technical skills to help them develop into strong professionals in their future careers.

Training

Support mechanisms for the training and supervision of PGR students are mapped to the Vitae Researcher Development Framework. HBS participates in the University policy of PGR Supervisor training, whereby all supervisors commit to attending training every 3 years as a minimum. We are also developing a more specific HBS supervisor-training programme with the aim of encouraging supervisory best practice within the School and will feature in interactive sessions during the Research Conference and mid-year Research Day.

A number of measures are in place to facilitate and support integration of our PGR community into the wider academic community - initially via their training and supervision and subsequently through the activities of the Research Centres. In addition, the University provides broader careers advice for PGR students via the [Graduate School website](#).

The Research Centre seminar programmes provide a critical but supportive environment to allow PGRs to present research papers and to extend their abilities and competencies in academic writing and presenting to expert and lay audiences. Feedback in the seminars enables improvement of papers and builds the required confidence to present at external conferences, for which HBS provides financial support. Over the period, HBS has allocated over £135k to support conference attendance for PGRs. All conference fees and accommodation are booked by the school in advance to ensure students do not experience financial difficulties.

We have continued to support our PGR community during the pandemic. PGR training sessions and workshops have been delivered online rather than face-to-face, covering a wide range of topics, including Postgraduate Funding: Considering the Alternatives; Developing and Styling Your Academic Writing, amongst others. The central Researcher Environment Team has hosted weekly PGR catch-ups – an informal discussion of a topic relevant to postgraduate research. The Library has remained open, for the most part, and continued to provide PGRs with access to a wealth of physical and online resources, in addition to research support and training, in areas such as open access; research data management; citations and bibliometrics; and use of EndNote. Supervisory and PSS support has continued online.

DBA taught programmes

We have recently revalidated the programme of research training for our doctoral students and for staff. All academic staff are invited to attend modules, further enhancing the research environment, and facilitating CPD and providing greater opportunities for interaction between staff and PGRs and enhancing the quality of student supervision. The DBA was revalidated in Spring 2020 with the intention of offering a first-class research experience for professionals wanting to address specific challenges in their organisations. The focus is very much on applied problem-solving so that the student can, through their research, identify and evaluate innovative solutions to challenges in their workplaces or in an economic sector.

The new provision offers four taught modules in the first two years of study. Managing Literature introduces researchers to the technologies, structures and skills required to generate a well-structured and well-debated literature review. The Research Methods module showcases examples of traditional and contemporary quantitative and qualitative methodologies and requires students to undertake a practical data collection exercise to explore the potential of a particular approach for their specific challenge. Assignments contribute to the final thesis and provide the scaffolding for the third module, The Research Proposal, which requires students to articulate their plans and structure for the research element of the programme. The fourth module, Applied Research, has been designed to encourage students to reflect on the potential impact of their research on themselves, as professionals and in their workplace. This module helps DBA students craft their compulsory personal reflection and impact statement (PRIS) and together these are benchmarked to the CMI Level 8 award, allowing successful DBA candidates to also be made Chartered members of the CMI. The University is the first in the UK to offer this.

The new taught provision for the DBA presents an opportunity to improve the rigour of training for PhD students. PhD students must now undertake and pass (by Progression 2) the Managing Literature Module and the Research Methods module. Programmes are delivered in week-long blocks enabling all researchers to attend, regardless of their part-time or full-time status, or their geographical location. PhDs will study alongside DBA students enabling a cross fertilisation of ideas and enable PhD students to more fully understand the importance of impact.

The design and delivery of the taught modules will enable greater numbers of candidates to access the programme. HBS is developing a marketing strategy with a global reach and strong connections to businesses. Within two years, HBS anticipates two yearly cohorts of between 15 and 20 DBA students from diverse geographical locations and business contexts. These will drive greater business engagement for the School as well as supporting the development of impactful research.

HBS has developed a PGR teaching policy that allows interested individuals to develop their future teaching careers and become Associate Lecturers. PGR students are part of the University Personal and Academic Tutoring Scheme, a personal tutor system providing a named academic who supports them through their studies. Central TAPP training programmes are also offered for students wishing to teach.

As a member of the Northern Advanced Research Training Initiative (NARTI), our PGRs and ECRs benefit from access to additional specialist research training, cross-regional events and networks. The HBS Learning Innovation and Development Centre also provides a package of support for our PGR students.

Equality, Diversity and Inclusivity (EDI)

The UoA17 Equality Impact Assessment shows a 60:40 male: female distribution of staff submitted; the diversity of our academic staff is indicated by less than half of the staff being within the “White British” category. In 2020, HBS achieved the Athena Swan Bronze Award and the application identified areas of focus relating to the inclusivity and diversity agenda with a detailed action plan developed. Two work packages have been created to address EDI issues amongst staff overlapping with themes emerging from the QoWL survey. The work packages are:

- **School culture** – Chaired by the Dean
- **Appraisal and career progression (Academic)** – Chaired by HoD Logistics Marketing Hospitality and Analytics

The Athena Swan self-assessment process identified a significant imbalance (male dominated) in research leadership in the School. As a result, Research Centres have been restructured into clusters, providing a broader leadership structure, and creating a more balanced representation. In addition, more women have been appointed in the last 12 months to roles such as SGL (R&E) and Research Centre Director.

In the student context, HBS has formed a Student Experience work package under the Athena Swan umbrella to examine EDI issues across all student levels. Four work packages have been established with the last two being most pertinent to the PGR context:

- Developing accessible learning materials
- Diversity in the curriculum
- Pastoral support
- Sense of belonging

Staff returning from long-term leave can attend conferences without the necessity of presenting a paper to help them reintegrate into their subject area. Flexible working requests are considered on an individual basis and phased return to work is available after, for example, longer periods of sickness absence. Keeping-in-touch days facilitate staff development and research engagement during long-term absence e.g. maternity leave.

Our Athena Swan self-assessment process has highlighted both good practice and areas for development. The good practice includes our annual three-day HBS Research Conference that brings in external speakers and features panel sessions (e.g. meet the editors; making grant applications etc.) that are particularly beneficial to those with caring responsibilities who are often unable to attend external events. This links to our track record of bringing in prestigious external events that allows staff with caring responsibilities to grow their research networks without the need for extensive travel.

Output selection for the REF followed the principles set out in the University Code of Practice. Following an Equality Impact Assessment analysis, the characteristic of most significance for the UoA was gender with a 60:40 male:female distribution. In comparison, the output profile was 68:32 male:female and a review of possible additional outputs from female members of staff was carried out. However, the strategic fit of these was not strong (a Code of Practice criterion) and the EDI output profile remains the same.

Section 3. Income, infrastructure and facilities

Research Income

Over the period, a total of £1.642m research income was secured by the UoA. The funding profile of this income (REF 4b) clearly demonstrates the HBS strategy to conduct applied research with end users and beneficiaries with sources including UK Government Bodies, local authorities, hospitals etc. (52%), charities (23%), industry (12%) and our EU income represented 11% of the total. The research focus of HBS is to deliver impactful research and this profile supports that strategy. In addition to the research income, enterprise income has been secured to deliver projects which are closer to market or proprietary in nature. Key research projects secured during the period include:

- **Wood** secured £637k of grant income in collaboration with Ethiopian NGOs and researchers to achieve sustainable natural resource management, including building sustainable livelihoods and co-creating value chains to support income generation through the management of community forests (see ICS). In 2018, a second stage Darwin award (£374,420) was secured to continue this research.
- **Gregory** won a British Council Newton Fund Institutional Links Grant (~£100k) to work with Universitas Atma Jaya Yogyakarta, on an Indonesian Government strategic priority, the Indonesian energy self-sufficient villages' project. This researched the strategic communication and community engagement dimensions of transitioning rural communities towards renewable energy with significant implications for the way the Indonesian Government approaches other large infrastructure projects. The project is a model of good practice of knowledge exchange (British Council) and has been chosen as the ideal case for their science journalism workshop for Indonesian journalists in 2017.

The principal Indonesian researcher has been appointed as a member of the UKRI international development peer review college, one of only five Indonesian representatives and the only woman. She reviews UKRI overseas development assistance funding opportunities, particularly those under the Global Challenges Research Fund (GCRF).

- **Bamford, Bamford and Dani** have completed 4 KTPs worth £490k with companies including; AC/DC LED Ltd., Reliance Precision Ltd., LCF Law Ltd. and Deluxe Beds Ltd.

In addition, HBS has generated almost £1m in Enterprise income over the period including for example a consultancy project (£100k) with Kirklees Council to deliver a business support programme on behalf of the Leeds City Region (2020-2022). The programme aims to inspire potential high growth SMEs. **Nicholson** is PI and delivering the Strategic Management aspects of the project.

HBS research has also benefitted from internal funding and in 2016 a School Research Fund was established to provide small grants to pump-prime projects that could lead to larger external funding opportunities. Winners have gone on to apply for larger external awards e.g. **Nikitas, Bamford**. HBS has also received significant QR GCRF funding (£150k) to support work in Overseas Developing Countries (**Wood**) which has led to other significant bids being submitted.

Highlights of the impactful work delivered through the research and enterprise programmes is provided in section 4.

Future income generation plans

Our future plan is to continue to grow our research income from existing sources which facilitate end user engagement including UK Government, charities and industry. As HBS research intensity grows, we will target funders such as BEIS Research Councils and the British Academy, in particular schemes to support our growing cohort of ECRs as staff complete their PhDs.

We will continue to participate in cross-University Sandpit events to secure seed-corn funding (~£15k/project). These awards will facilitate interdisciplinary collaborations with staff in other disciplines in order to encourage larger external bids to be developed. HBS has received approximately £68k during this period for projects including community forest management in Ethiopia (see above), refugees and music, block-chain and food supply chains, and artificial intelligence in professional services.

To support income generation plans, a part-time Research Development Manager (RDM) assists with the identification of new funding streams, and the development of applications for external research funding to organisations such as Research Councils and Leverhulme. The RDM also provides support with grant application costings through the University's finance system. In order to improve our success in both applying for and winning grants, we aim to appoint a dedicated RDM and bid writing mentor to support the growth of research income.

Infrastructure and Facilities

The three Centres and four departments that make up HBS (see section 1) provide 'wrap-around' support and guidance for all R&E activity in the School: the departments provide discipline-specific operational support, while Centres provide overarching strategic direction of research effort as well as cross-School support. This matrix-like approach facilitates a collegiate environment to research within the School for staff and PGRs.

Over the REF period, we have strengthened our professional services support (PSS) and in addition to the RDM highlighted above, we have appointed an ISO and Director of External Engagement who is a senior member of academic staff. The support provided includes exploring the impact potential of research, impact planning and monitoring, engaging with stakeholders and impact beneficiaries, as well as supporting funding applications and reporting. The ISO has assisted academics in all aspects of their Impact Case Study planning, data collection and narrative.

As well as strengthening support for measuring and reporting impact, other elements of support have been developed. For example, a Business Development Team has been created which provides support on a range of areas such as employer engagement, funding opportunities, bid development and writing and partnership development. We have further developed the Academic and Research Support Team to provide additional services including transcription of interviews, proof reading, typing and arranging focus groups.

The PSS team organises 'Writing Retreats' and we have trained academic staff to be facilitators to support all research writing activities including grant bids. We have a dedicated writing room where staff in shared offices can find a quiet space to conduct research work during the day. We have increased the physical space available for our PGRs following the opening of the Oastler Building in 2017. This has more than doubled our PGR desk space. Going forward and as our Research Centres develop further, we wish to tie the PGR space to our Research Centres to facilitate further engagement between PGRs, staff, visiting researchers and research activities. Each dedicated space will then act as a physical thematic hub.

Evidence of the success of these infrastructure developments is clear by the more than doubling of credible Impact Cases since 2014, a fivefold increase in R&E spend and the exponential increase in academic staff submitted to REF2021 (UoA17).

4. Collaboration and contribution to the research base, economy and society

Consultation and partnership underpin the research activities of the HBS and collaboration with external academic partners, end-users and beneficiaries lies at the heart of the research we carry out. Research collaboration is encouraged at all career stages from postgraduate taught students through to senior professorial staff.

International Collaboration

In 2014, HBS was not ranked in either the Times Higher Education (THE) or QS world rankings. Due to the increased emphasis on teaching quality and research, HBS (Business and Economics) now features in both and is ranked in the top 201-250 within the THE world rankings.

There has been a concerted effort to drive international partnerships within HBS and as part of the University's internationalisation agenda, HBS is progressing various international collaborations. UoH recently provided seedcorn funding to encourage international collaboration notably with universities within the Top 300 (THE/QS) rankings in the world. HBS was successful in receiving nine awards to the value of £41,300 to be used over the next 3 years. The awards

are supporting collaborations with the following institutions: Moscow (Lomonosov) University; Lund University (Sweden); King Abdulaziz University (Saudi Arabia); The Hong Kong Polytechnic University; Sun Yat-sen University, (China); Tecnologico de Monterrey (Mexico); Aalborg University, (Denmark); Griffith University, (Australia); Queensland University of Technology, (Australia); Nanjing University, P.R., (China). This funding will help to establish collaboration on research publications, potential visiting professorships and joint PhD supervisions.

Publications also demonstrate our commitment to international and external partnership and over the REF period, 45.9% of HBS publications have been co-authored with researchers in other countries or regions.

Our growing international reputation is also demonstrated through the Visiting positions held by HBS staff over the period – see below:

Name	Date	Title	Institutions
Nikitas	July 2019	Invited Visiting Scholar Research and Teaching Purposes	Chang an University's Highway School, Xi'an China
	May 2019	Invited visiting Expert for collaboration visit related to the project Exploiting Clean Energy for Sustainable Development	The EC Joint Research Centre of Ispra (VA), Italy
Pettifer	October 2019	Honorary Professorial Fellow	Lancaster University Management School
McEachern	1 July 2017 – 31 July 2021	Visiting Professor	Salford Business School, University of Salford
Roper	2016 onwards	Visiting Professor of Marketing	Turku School of Economics, University of Turku, Finland
Szulc	May 2019	Visiting Professor	Gdansk University of Technology, Poland (the largest "Business School" in the Czech Republic)

Name	Date	Title	Institutions
Sharma	May 2020	Visiting Fellow	Riskcenter-IREA Department of Econometrics, Universitat de Barcelona, Spain
	May 2019	Visiting Fellow	REMIT Centre, Universidade Portucalense, Porto Portugal
	March 2018	Visiting Fellow	Faculty of Economics, University of Gdnask, Poland
	September 2016	Visiting Fellow	
	June 2016	Visiting Fellow	Federal Technological University of Parana, Curitiba Brazil Tallinn University of Technology, Estonia
Anchor	September 2013- August 2014	Visiting Professor, Faculty of Economics	Technical University of Liberec, Czech Republic
	June 2011 onwards	Visiting Professor, Faculty of Economics	Technical University of Ostrava. Czech Republic
Piga	2016	Visiting Scientist Programme	University of Cagliari
Haloub	December 2019 onwards	Visiting Professor for KAU	King Abdul Aziz University, Saudi Arabia
Ozkan	2015 - 2018	Visiting Professor	EGADE Business School, Tecnologico de Monterrey, Mexico
Gregory	2014 ongoing	Visiting Professor	University of Navarra, Spain
	2014 ongoing	Adjunct Professor	RMIT, Melbourne, Australia

Name	Date	Title	Institutions
Winterton	2018	Visiting Professor	University of Auckland Business School, New Zealand
	2013 – 2016	Visiting Professor	Faculty of Social Sciences, Ljubljana University
	2009 onwards	Visiting Professor	Centre for Vocational Education and Research, Vytautas, Magnus University, Kaunas, Lithuania
Kusev	2014	Visiting Professor	The University of Warsaw
Nasir	August 2019	Visiting Research Fellow	School of Banking, University of Economics, HCMC, Vietnam
Wood	2016	Panel Member – CIMO (Finnish Government)	International University Research Collaboration Funding Programme
	2014 - 2019	Technical Advisory Panel, Self -Help Africa	Commonwealth Fellowships Commission, UK Ireland

In addition, HBS has hosted numerous visiting researchers over the period, e.g. Professor Tommaso Agasisti of Politecnico Milano visited in November 2015 and subsequently co-authored a book with **Johnes** ([Handbook of Contemporary Education Economics](#)). This visit coincided with a 3-month visit by PhD student ([Laura Lopez Torres](#)) working with **Johnes** from the University of Barcelona and now at University of Alcalá.

Conferences and conference organisation

Senior staff are involved in International conference organising committees. For example, Roper has been Chair of the Academy of Marketing's special interest group in Brand, Identity and Corporate Reputation for 5 years during the period. During this time, he has played a significant role in organising the annual Global Brand Conference at the University of Turku, Finland in 2015; at University of Bradford in 2016; at Linnaeus University, Sweden in 2017; at Northumbria

University in 2018; at HWR University, Berlin in 2019 and at Sheffield Hallam University in 2020. Johnes is a member of the organising committee of the European Workshop on Efficiency and Productivity Analysis taking place in 2022; and has been an organising committee member for the Workshop on Efficiency in Education in London, 2014; in Hungary, 2017; in Huddersfield, 2018 and in Barcelona 2019.

HBS has consistently supported academics to attend external conferences to present their own work as well as to increase their personal research networks. Over this REF period, we have committed approaching £1m on conference attendance and associated expenses.

Staff are also supported in bringing external research events to the School. For example HBS has hosted prestigious events including;

- 6th International Workshop: Efficiency in Education, Health and Public Services (September 2018)
- Northern Advanced Research Training Initiative (NARTI) Conference (July 2019)
- European Academy of Management (EURAM) Early Career Workshop (March 2020).
- Logistics Research Network Conference (September 2014), ~150 delegates, national and international.
- Annual Northern Seminar of ACoRP, the Association of Community Rail Partnerships, (July 2018), ~50 delegates including senior DfT officials.
- Symposium 'Sharing the Burden of Supermarket Food Waste: Towards Sustainability and a Circular Economy?' (June 2018) attended by academics and practitioners from around Europe.

We have been selected to host the Academy of Marketing Conference and are planning to receive 400 delegates to the largest UK based international Marketing conference in July 2022.

Contribution to the discipline

Editorial Boards

Staff within the School hold editorial board positions including: Associate Editor at Industrial Marketing Management (Nicholson); Associate Editor at Education and Training (Winterton); Associate Editor European Journal of Finance (Kara); Associate Editor at Frontiers in Psychology (Kusev); Associate Editor at Eurasian Business Review (Lau); Associate Editor at Sustainable Development (Meaton); Editor-in-Chief at Journal of Communications Management (Gregory). In addition many staff hold editorial board memberships and have been guest editors for the following international journals: European Journal of Marketing; Journal of Marketing Management; Journal of Operational Research Society; Journal of Transport Geography; Public Money and Management; Industrial Marketing Management; Marketing Theory; Journal of Business Research; Internet Research; Journal of Brand Management; Business Ethics: A European Review; Employee Relations; European Journal of Training and Development; Education and Training; Frontiers in Psychology; Public Relations Review; Journal of Communication Management; International Journal of Entrepreneurship and Innovation; Applied Accounting Research.

Numerous HBS staff have reviewed for international journals throughout the period.

Keynote Lectures

Over the REF period, HBS staff have delivered >40 Keynote addresses at international and national meetings examples of which are highlighted below:

Name	Date	Title
Nikitas	October 2019	<p>Connected and Autonomous Vehicles: A New Exciting World for Artificial Intelligence and Smart Mobility.</p> <p>10th Special Hellenic Festival of Industrial Computer Science, International Hellenic University, Kavala, Greece</p>
Sharma	<p>June 2017</p> <p>June 2016</p> <p>August 2017</p>	<p>Invited Keynote speaker: 'Bloomberg in Support of University Economics and Finance Teaching' Bloomberg HQ, London</p> <p>External Speaker Bloomberg Education Symposium 'Using Bloomberg in Support of Teaching Quantitative Methods. Bloomberg Inc. London</p> <p>Keynote Speaker: 'Live football and Tourism Expenditure: Match Attendance Effects in the UK' FLAME University, Pune, India</p>
Lever	<p>Sept 2020</p> <p>Nov 2018</p> <p>June 2018</p>	<p>Supporting a resilient food system and why this is important. Public Health England Webinar</p> <p>Creating a sustainable local food strategy – Responding to Covid planning for the future. BVA Congress, ExCel, London</p> <p>Debating Religious Slaughter Over 200 Years: From Spatial Concealment to Social Controversy? Institute of Religions, Spiritualities, Cultures, Societies (RSCS), Louvain (UCL), Belgium</p> <p>Consuming Halal in the Age of Globalised Mass Production: Compound Practice-Knowing What to East, Conference: Universite Catholique de Louvain (UCL), Belgium</p>
Kara	May 2018	<p>Keynote Address: Institute of Banking & Money Conference. Nanjing Audit University, China</p>

Name	Date	Title
Roper	October 2015	“The multi-layered meanings of place and the difficulties of place branding” 25 th Nordic Symposium and Hospitality Research, Turku, Finland
	October 2015	‘A few thoughts on Corporate Branding’, Business Breakfast meeting of invited Finnish managers, Turku, Finland.
	October 2014	Marketing and the consumer in the circular economy – Plenary Speaker Clean Europe Network; Involving Business in Litter Prevention, University of Bradford.
	October 2014	“Quantitative Assessment of the Litter Effect on Brands” – Plenary address Brussels, Belgium
Bettany	September 2017	Australia National University, Canberra, Australia
Wood	May 2019	‘Twenty years of Huddersfield University Research in South-west Ethiopia’ – Open Address at launching meeting of Jimma University
	August 2018	‘Implementing a socio-ecological landscape approach for wetland management experiences with sustainable/green infrastructure from East and Southern Africa’. Keynote Address session on Natural Infrastructure, World Water Week.
	March 2018	‘Action research in the honey forests of south-west Ethiopia’ Keynote Address at Symposium on Beekeeping and Sustainable Development Goals, University of Reading.
	2018	‘Sustainable management of wetland agriculture in sub-Saharan Africa and the sustainable development goals’. Keynote Address: University of Bonn and University of Makerere.
February 2018	Summer School on ‘Sustainability in the Food-Water-Ecosystem Nexus in sub-Saharan Africa in support of the Sustainable Development Goals’ University Kampala, Uganda	

Name	Date	Title
Johnes	December 2017	'Mergers in higher education: Implications of efficiency' Workshop on Education Economics. TIER, Maastricht University, Netherlands
	March 2018	'Funding of higher education: Challenges of the 21 st century – UK and Anglo-Saxon countries' Keynote; Workshop on Public Financing of Catalan Universities I, University of Barcelona
	June 2017	'University rankings: What do they really show? Keynote: Meeting of the Economics of Education Association, Murcia, Spain
	January 2017	'Measuring efficiency convergence in Islamic and Conventional banks: Cross-country evidence' Productivity Centre, Lancaster University Management School.
	November 2016	'Performance indicators and rankings in higher education', Valuing Higher Education: An appreciation of the work of Gareth Williams'. Centre for Higher Education Studies, Institute of Education, University College London
	October 2015	'Cost and efficiency in English higher education: An analysis using latent class stochastic frontier models', 5 th Workshop on Efficiency and Productivity Analysis. Catholic University Porto, Portugal
	September 2014	'University mergers in England: Effects on efficiency' Efficiency in Education Workshop, Lancaster University Management School, The Work Foundation, London.
Nasir	August 2020	'Anchoring Inflation Expectations in the Face of Oil Shocks' The International Conference on Business and Finance 2020, HCMC, Vietnam
	April 2019	'Contribution of Natural Resources in Driving Energy Demand and Carbon Emissions in the USA: Education as a Cure of Carbon Curse', The ENSCON Conference: International Conference of Energy, Economy and Security, Istanbul, Turkey

Name	Date	Title
Gregory	June 2019	'The story of IHPRC from 2009-2019', Keynote Plenary Panel, International History of Public Relations conference, Bournemouth.
	May 2019	'The dark side of AI'. University of Stirling Post graduate Research Conference, Opening Keynote, University of Stirling, Scotland
	March 2019	'A global capability framework'. Indonesian academic forum, Opening Keynote, Hotel Ibis, Bandung, Indonesia
	March 2018	'PR, I and the cyber revolution: Dialogue as we don't know it'. Asia-Pacific Public Relations Research and Education Network, 2 nd International Research Roundtable, Keynote: Atma Jaya, Indonesia Catholic University of Indonesia, Jakarta
	July 2017	'Externalities, agency and ethics in big data transactions: starting the debate. Critical intersections: communication, public relations and beyond in a time of convergence'. International Critical PR Conference, Barcelona, Spain
	November 2016	'Global Capabilities in a strategic profession. iComicos 2016, Questioning locality: community movement, global challenges', Opening Keynote, Universitas Atma Jaya Yogyakarta, Indonesia
	July 2016	'Building Exceptional Government Communications: the UK perspective...and reflections on BREXIT.' IV ACOP International Meeting, 'New communication: New politics?' Keynote address, Bilbao, Spain
	November 2015	'Leadership: the final frontier'. Institute for Public Relations Research Symposium. Keynote address, Yale Club, New York, USA
	May 2015	'Sustainability and public relations. Communicating sustainability': Leadership, Advocacy & Opening Keynote. RMIT, Melbourne, Australia
	March 2014	'Building Trust from the inside – the Role of Public Relations in 'Authentic' Tourist Organisations'. Keynote address, Belgrade International Tourism Conference, Belgrade, Serbia

External PhD examinations

15 HBS staff have conducted 29 external examinations in the UK as well as overseas in Australia, Czech Republic, Netherlands, Switzerland, Pakistan, Libya, Sweden and Ireland. Examinations were conducted at a wide range of universities including Manchester, Surrey, Loughborough, Strathclyde, Nottingham, Glasgow and Reading in the UK and Universite de Lausanne, Maastricht University, Linnaeus University, Griffith and the University of Queensland overseas.

Contribution to Economy and Public Engagement

Our commitment to impactful research takes prime position in our mission and vision and delivering both economic and social impact from research. HBS is fully committed to the principles of the Concordat for Public Engagement with Research and HBS encourages all researchers to consult with potential end users throughout the development and implementation of their research programmes. Staff and students have attended central impact training, enthusiastically participated in the EU Researchers' Night (2017), and this has helped to embed an impact-focused research culture.

Working with industry

HBS has engages with industry in various ways including, collaborative R&D and consultancy. One of the most impactful engagement mechanisms is via Knowledge Transfer Partnerships and over the period staff have completed 4 KTP programmes, examples of some are described below:

KTP 1 was with a lighting manufacturer to develop and embed and innovative management and business processes to enhance planning, design and execution of the company's supply chain.

The immediate outcomes of the programme were:

- Significant increases in turnover, growth, and profits, enhancing the impact of current services;
- Embedding of knowledge and understanding of advanced supply chain applications across the company and supply chain partners;
- Increased number of new customers, and expansion of existing contracts through improved capacity, effectiveness and efficiency;
- Retention of and increase in market leadership through providing solutions and services not offered by competitors.

KTP 2 was a project with a precision engineering company to ensure it remained competitive by improving company speed, flexibility and performance. Lean and agile manufacturing techniques, embedded within a continuous improvement (CI) strategy were introduced. The outcomes of the partnership were:

- Development and embedding of the CI mind-set and its processes throughout the company to reach business plan objectives;
- Carrying out efficiency improvement projects and creating a culture to empower the workforce and implement change - 6% of the workforce is now able to lead on small improvement projects, as part of the Continuous Improvement team, and 55% have been involved in a project.

KTP 3 has recently concluded with a bed manufacturer to improve operational agility through the application of SCRUM (an agile process management framework, first used in software development), along with value optimisation and process improvement. Work is ongoing following the completion of the KTP and improvements in manufacturing, sales order and product development processes continue to be developed and embedded (see Impact Cases).

Benefits already experienced by the company include:

- Increased networking outside traditional company and industry contacts
- Increased capacity to deliver growth targets

Student participation with external organisations

In addition to our doctoral programmes, we also proactively introduce our MSc and MBA students to carry out research with local and regional organisations through their involvement in knowledge exchange activities. Selected projects are assessed by a pracademic who leads the consultancy programme and aims to provide guidance to SMEs and local businesses to deliver economic and societal benefits as well as experience for our students. This route forms a source of external engagement, which has added a value to teaching practices and research at HBS, and has benefited the School by incorporating learning from knowledge exchange and research practices. Over the past five years 24 research consultancy projects with nine clients have been delivered for public and private sector organisations e.g. Calderdale and Huddersfield NHS Foundation Trust (CHFT), Kirklees Council, Calderdale Council, Deluxe Beds Ltd, Electroparts Ltd. Collaborations with HBS and these organisations will open up potential for future research and impact.

Influencing Policy

In addition to policy influences described in our impact case studies, several staff have been involved in developing or forming policy, including:

- Johnes was invited to sit on a working group to produce the 2018 report [Harnessing Educational Research](#), The Royal Society and British Academy;
- Mceachern presented Food Poverty research to the Social Justice Unit, Scottish Government in June 2019;
- Roper was invited as an Independent Expert onto the Litter Strategy Advisory Group advising Defra and UK Government on the development and content of the National Litter Strategy for England (2016-2018) and options for delivery.
- Piga's work on house prices was pump-primed by the Office for National Statistics
- Haloub's Leverhulme-funded research is supporting economic migrants and refugees to use their skills and experiences in a new context within the UK contributing to the UK national and local economy. Arabic speaking academics inspire refugees to become more resilient and engaged in UK society. Work has been carried out with Local Authorities around Huddersfield to develop a structural approach for new refugees and prepare them to develop a new social status in the UK. Outcomes of the project will be delivered by April'21. To date, three phased skill-workshops for Syrian refugees have been delivered in Arabic in collaboration with experienced entrepreneurs and scholars from the field.
- Kara has studied European securitization markets since 2010 with the researchers of the European Central Bank (ECB). ECB is the top authority in the Euro area to conduct monetary policy, and regulate banks and financial markets. Kara's work has been published in the ECB Working Paper Series and ECB Research bulletin. These publications have global audiences including many central bank policy makers and practitioners. Specific outputs in this REF period include: "Securitization and credit quality", 2017, ECB Working Paper No: 2009. In November 2016, the president of ECB, Mario Draghi (listed as the 11th most powerful person in the World by Forbes Magazine in 2016) was informed about the findings of Kara's research. Kara's paper became the basis of a high-level policy briefing for Draghi before his talk in the European Parliament discussing the benefits of securitization for European financial markets - details of Draghi's speech are available [online](#).
- From 2014-2016, Kusev has been working with The Department for Work and Pension (DWP) on behavioural change and well-being initiatives. He provided consultancy to DWP, regarding the 'Strategy Ageing Society and State Pensions' initiative.

Public Engagement

We are encouraging staff to make greater use of social media to publicise their research work and this also provides the opportunity to interact with the wider public. Twitter for example is a popular platform for staff to disseminate their research (e.g. [Nikitas has shared his research on cyber security and privacy of connected and autonomous vehicles](#)). LinkedIn is also favoured by staff in providing a brief summary of latest research (e.g. [Johnes has shared her latest research on efficiency in Indian universities](#)). We have further publicised our research work in popular outlets such as The Conversation and Research Fortnight. As part of the 2018 HBS Professional Services Support restructure, a marketing and external engagement team was established to liaise with businesses and organisations to gauge their support requirements and disseminate our research.

Media Engagement

HBS staff have used numerous media channels to promote their research to the wider public, examples include:

- Television: BBC TV Don't mess with me; Inside Out; Channel 4; Aljazeera Arabic; Roya TV (Jordan)
- Radio: BBC Radio 4; BBC Radio Leeds; BBC Radio Berkshire; Radio Austria; Pulse Radio, Money Talks
- Newspapers: Financial Times; The Guardian; Daily Telegraph; Sydney Morning Herald; Brisbane Times; New Zealand Herald; Metro; Dhaka Tribune; Irish Examiner; Irish Times;
- Magazines: Fortune; Which; Times Higher Education; Newsweek; The Local Government Chronicle; Africa Business (International);
- News Websites: Business Insider; American Business News Daily; Yahoo News; The Asia Dialogue; The Age.com; TechAsia.com; Research Fortnight; and numerous pieces in The Conversation.

Knowledge Sandwich/Kirklees Business Hub

The Knowledge Sandwich/Kirklees Business Hub was established in 2018 as a monthly, informal knowledge-sharing forum whereby businesses are invited to attend a session delivered by an academic on a topic of interest, for example:

- Hope and Dreams: Craft Beer, Business and Authenticity
- The Circular Economy: Where do you stand?
- Sensory Underload: Tapping into all of your senses for creativity
- Project Management: A mindful approach

The aim is to give businesses an opportunity to meet HBS staff and discuss matters of mutual interest, as well as find out more about what we offer. To date, over 600 people have attended meetings.

Public events

From November 2019 to November 2020 the School hosted a Leverhulme Visiting Professor – Martin Johanson of Uppsala University, Sweden, who delivered eight public lectures encompassing subjects including:

- Insidership and outsidership in international networks
- Speed and acceleration in firms' international growth
- Strategies in business networks

- Trends and traditions in internationalisation research
- Corona, unpredictability and foreign market entry
- Serendipitous opportunity and internationalisation
- Network and returnee entrepreneurs
- Effectuation and internationalisation

Additional public events based upon research interests and collaborations have been hosted by HBS staff, including:

- The “Our Waste – The Future?” Conference, run in partnership with Environment Kirklees as part of the launch for the [Kirklees Waste and Resource Network](https://kwrnet.org.uk) (<https://kwrnet.org.uk>) was held at the University of Huddersfield on 4th December 2019. Around 50 people, including academics, policy makers, third sector organisations and community groups, attended.
- On July 17th, 2019, an engagement and impact event was held at the University of Huddersfield on Kosher and Halal Market Opportunities for British Business. With speakers from industry, certification bodies and policy makers, major corporate retailers, including Asda PLC and Wm Morrison Supermarkets PLC, Meat Producer Associations and halal certification bodies, among others, attended the event.

In addition to these events, HBS was a major contributor to the 2016 and 2017 EU Researchers Night events hosted by the University. Over 3000 people attended these interdisciplinary events to showcase our research.

The events and collaborations highlighted above demonstrate internally within the School, the wider university and externally, the HBS research culture and commitment to supporting wider society and communities through our research.