

**Institution:**

University of Essex

**Unit of Assessment:**

17 – Business and Management Studies

**1. Unit context and structure, research and impact strategy****1.1 Unit context and structure**

Essex Business School (EBS) is a distinctive research community that has more than doubled in size since REF 2014, maintaining and developing a range of areas of excellent research. All staff belong to one of five **subject groups** based across our Colchester and Southend campuses: Accounting; Finance; Management and Marketing (M&M); Organisation Studies and Human Resource Management (OSHRM); and Strategy, Operations and Entrepreneurship (SOE).

Our **established research strengths** include: accounting in emerging economies; work, organisation and society in the global economy; banking and financial modelling; and entrepreneurship and innovation. We have an international reputation in research on workplace inequalities and injustices, including in developing economies, and on global sustainable supply chains.

The School has been focussing on the key **strategic objectives** set out in its REF 2014 document: 1) delivering cutting-edge, critical research; 2) ensuring research income streams and multidisciplinary; and 3) establishing new research centres. EBS academics have also developed and grown their research strengths in the **strategic priority areas** stated in the REF 2014 document: corporate governance, econometrics and sustainability.

Interdisciplinary and cross-cutting research areas in the School include firm/entrepreneurial financing, emerging markets and gender and work. **Social justice research has emerged as a distinctive feature** of EBS multidisciplinary research, with examples including public and third sector engagement; working with disadvantaged groups and contributing to a social justice campaigning agenda.

In line with the above strategy, a substantial number of **strategic investments** in new senior appointments have enhanced our research strengths. Examples include gender and leadership (Kelan), public sector accounting (Steccolini), services and digital marketing (Malhotra), international business (Allen) and supply chains (Kumar). This has resulted in a sustainable expansion of the scale and scope of subject groups, and the consolidation and development of new research centres. Expanding the School's leadership capacity, this strategy has enabled all staff, including early career researchers (ECRs), to enhance their potential through greater opportunities for research collaboration, network and engagement.

We take pride in our track record in **Economic and Social Research Council (ESRC)** grant success. Notably, this includes a £5.1m grant on Smart Data Analytics for Business and Local Government, a project spearheaded by the University of Essex (2014-2019) and co-ordinated by EBS.

A **new zero-carbon building**, completed in 2015, has provided vital space and facilities for the continued growth of the School at our Colchester campus, as anticipated in the REF 2014 document. It has created many opportunities for research synergies and a spatial expression of EBS community ethos and values. The building – which offers both private and open spaces, meeting rooms and research collaboration areas – has provided precious momentum to shape our research identity and environment for academics and research students. It has given opportunities to forge linkages and collaborations with entrepreneurs, employers and policy-makers. This has led to a vibrant research culture and expanded our international reputation for generating and disseminating excellent research.

The School's objective that '**all research staff** will produce a substantial body of work of at least 3\*

quality' has underpinned our current achievement of submitting 96% of FTE staff, of which 32% are early career, to REF 2021. Following the REF 2014 submission, EBS formulated and implemented a strategy to ensure that activities remain research led. The most recent EBS Research Mission and Strategy document (2017-2022) clearly states our commitment to **increasing the visibility and reputation of the School's research**.

EBS strategically encourages an interdisciplinary, collaborative approach, promoting interactions among academic staff across the School. Building on the REF 2014's assessment that 'much of our work is interdisciplinary', the School fostered further interdisciplinary collaborations and activities through the **Impact Academy** set up in 2017. It has also supported the creation of new interdisciplinary centres, including the Centre for Accountability and Global Development and the Essex Centre for Macro and Financial Econometrics, to better facilitate interdisciplinary collaborations across the full range of subjects. This strategy resulted in both centres achieving sustained successes in generating external funding, for example, from the Economic and Social Research Council (ESRC), The Leverhulme Trust and the UK-India Education and Research Initiative (UKIERI).

Consistent with our interdisciplinary ethos, **membership of EBS research centres** is open to all School and University academics. This flexibility also reflects the School's and centres' aim to support a sustainable approach to interdisciplinary research activities, focusing on the interconnectedness and complexities of contemporary global challenges. Our centres support research activities through seminars – by external invited speakers, internal staff and research students, and workshop programmes, among other scholarly events including international conferences. Many EBS staff contribute to multiple centres. The centres are described in Table 1, below, and they all operate in Colchester, except Research on Entrepreneurship, Innovation, Management and Internationalisation (REIMI), based in our Southend campus.

*Table 1 University of Essex research centres hosted at EBS*

Centre for Accountability and Global Development (CAGD)	CAGD was created in 2017. Consistent with the strategy outlined in REF 2014, the School has made strategic investments in the growing interdisciplinary areas of sustainability, governance and global development. The CAGD works towards global development through rigorous research and engagement with the policy community that complements the existing accounting, reporting, regulation and governance research strengths and expertise embedded within the Essex Accounting Centre.
Centre for Environment and Society (CES)	Established in 2017, CES is an interdisciplinary, cross-faculty hub for research in all aspects of sustainability science at the University of Essex. This is part of the School's wider commitment, articulated in the REF 2014 document, to focus strategically on sustainability as a priority area of research.
Centre for Work, Organisation and Society (CWOS)	Founded in 2012, CWOS brings together interdisciplinary research on work, society and organisational life. Since REF 2014, the Centre has enhanced its strengths in qualitative research with a largely critical orientation, increasing its capacity in research on ethics, social justice and corporate social responsibility, and on lived experiences of work in the global economy.
Essex Accounting Centre (EAC)	Established in 2011, EAC conducts distinctive world-class research, with particular excellence in accounting research applied in developing countries, in various areas of accounting, including social responsibility and corporate governance; management accounting change; development, corruption and accountability; and reporting, regulation and capital markets. Since REF 2014 the Centre has strengthened all sub-disciplines and expanded decisively in the area of public sector accounting.
Essex Centre for Macro and	In line with the strategy outlined in REF 2014, the School has invested in a well-defined research strand of econometrics with a focus on quantitative

Financial Econometrics (ECFME)	methods in finance and economics. ECMFE was founded in 2013 under the name 'Essex Centre for Financial Econometrics' and has established strong links between researchers in EBS and the world-class Economics Department at Essex. The Centre aims to conduct and publish world-leading research in macro and financial econometrics.
Essex Finance Centre (EFiC)	EFiC was created in 2003 to promote internationally renowned, high-quality academic research in areas such as asset pricing, banking, behavioural finance and financial modelling. Members of the Centre have established numerous links with industry and worked closely with national and international regulators and policymakers. Since 2014 EFiC has continued to consolidate its established international reputation for research in banking-related areas.
ESRC Business and Local Government Data Research Centre (BLGDRC)	BLGDRC was created in 2014 through ESRC funding, as a national centre of expertise for data users across academia and industry. Led by Sena (Principal Investigator and Director of the Centre) and Coakley (Co-Investigator), this interdisciplinary, cross-faculty research Centre is part of the ESRC Smart Data Analytics for Business and Local Government project to spearhead research into financing local economic growth and to foster knowledge exchange and user engagement activities with small businesses and local government through data analytics innovation vouchers. The Centre has strong links with other University departments, particularly the School of Computer Science and Electronic Engineering, that became the host in June 2019.
Research on Entrepreneurship, Innovation, Management and Internationalisation (REIMI)	Established in 2017, REIMI's research – with contribution from members of the Strategy, Operations and Entrepreneurship Group and beyond, builds upon links established through earlier work in the ESRC Business and Local Government Data Research Centre. The Centre is well known for international business research on emerging-market multinational enterprises (MNEs) and their entrepreneurial strategies in internationalisation; non-market strategies; technology management; talent management; and MNEs' corporate social responsibility activities.

## 1.2 Research governance

As noted earlier, EBS is divided into five subject groups. The average group size in 2020 was 21 members of staff. The School's **research leadership structure** was reviewed in 2015 to ensure greater group-level support for research activity in a dynamically developing and growing School. Each group has an Associate Research Director (ARD) who, where appropriate, also acts as the Director of the subject-specific research centre. The ARDs collaborate with the respective Heads of Group (HoGs) in planning, organising and monitoring research activities. The UoA lead is the Director of Research (DoR). A School-level Director of Impact (DoI), who is also Deputy Director of Research (DDoR), works closely with the DoR and leads the School's Impact Academy.

The DoR, DoI, and ARDs are members of the **School Research Committee** that meets at least once each term to discuss, plan and evaluate research and impact-related strategy and activities. Other key members are the School's Ethics Officer, group-level ECR representatives and the EBS Equality and Diversity Co-ordinator. A dedicated research administrator supports the Research Committee's activities. At the School level, the DoR and DoI, in collaboration with members of the Research Committee and University research managers (funding, impact and knowledge exchange), organise an annual Research and Impact away day.

Figure 1 illustrates the **EBS Research Governance and Activities Structure**. Research centres support research activities for each of the subject groups and are central to ensuring the vitality and sustainability of our research and impact environment, and generating excellent research outputs, impact and funding applications. They are also a platform for establishing ties with other groups and departments, providing an infrastructure for the interdisciplinarity of research. Academics are supported in developing emergent strands of research excellence (e.g. gender at

work) through seminar series and other centre activities and events.

### **1.3 Research and Impact Strategy**

**EBS' main research strategic objective** is to be recognised as one of the leading, sustainable, research intensive university business schools in the UK and globally. Overall, since REF 2014, it **has grown from 53 to 121 academic staff** across our Colchester and Southend campuses.

In REF 2014 the UoA's stated five-year objectives were: i) to continue to be internationally recognised for cutting edge and critical research that both advances theory in academic disciplines and has relevance for practice, ii) to improve performance in securing external research funding, particularly through larger, multi-disciplinary applications, and iii) to continue strategic growth of the School's research portfolio by consolidating and developing new Research Centres into Centres of Excellence around areas of research prioritised for expansion.

At the heart of this strategy was the **aim to develop and expand, in a sustainable way**, with the expectation that all research active staff will produce a sizable body of internally assessed work at least at 3\* level. At the end of the REF 2021 cycle, this was substantially achieved as 96% of such staff had at least one research output internally rated at 3\* or above. These successes were supported by an emphasis on research-led education and professional practice. Strategically the School has also delivered high-quality postgraduate research (PGR) students training and supervision (section 2.2).

The achievement of the strategic objectives outlined in REF 2014 is evidenced by the creation of the new interdisciplinary research centres referred to above (e.g. CAGD, CES, ECFME); by the considerable growth in grant applications, and grant capture, by individual staff members or jointly with colleagues, and by the organisation of large cross-disciplinary events, such as the International Corporate Governance Society Conference in October 2019.

Figure 1 EBS Research Governance and Activities Structure



(\*) Formerly MSE (Management Science and Entrepreneurship)

In line with our main strategic objective described above, the following points summarise our priorities, articulated in the EBS Research Mission and Strategy (2017-2022) document:

- maximise the quality of research output and increase the number of eligible REF staff
- improve the impact of our research beyond academia
- strengthen the research environment and the quality of support
- increase external research income
- enhance reputation and number of citations
- foster infrastructure and resources assigned to research

Each of these priorities reflects our objectives to continually improve on what we are already doing and to produce a vibrant and sustainable research environment. This has also been possible thanks to the consistent appointment, throughout the entire REF period, of highly talented ECRs.

EBS has maintained a commitment to advancing knowledge by producing theoretical and empirical research that has **social and/or economic relevance** and that is published in **excellent quality, international**, peer-reviewed outlets. Our goal, expressed in the Research Mission and Strategy, is to enable all academic staff to be research active at an international standard. By comparison, the percentage of FTE category A staff submitted to REF 2014 was 50.46% with 98.8% of our submissions assessed as being of international quality and 68.5% rated world leading or internationally excellent. To fulfil its mission of empowering all academics to produce excellent research, the School has promoted an **exciting, collaborative and nurturing research culture**. Examples of how this works in practice include: involving ECRs in research projects, PhD supervision and grant applications, and co-organising events such as the Research and Impact away day, research centre seminar series and workshops.



Compared to REF 2014, the proportion of staff from ethnic minority backgrounds has increased significantly (by 33%, see Section 2.3). Guided by an **ethos of mutual support and collegiality**, the School values a culture of collaboration, one that reflects trust and respect among colleagues at different career stages. For example, we integrate PhD presentations into centres' seminar series; and there are many examples in the School of research outputs that involve EBS collaborations, including joint work between senior staff and ECRs. EBS is also committed to transparency, as manifested through ensuring that research active staff are collectively included in decision-making structures and processes associated with research management often drawing on research expertise (e.g. in equality and inclusion).

To ensure appropriate standards of research conduct and integrity, all proposed projects involving human participants are reviewed by the **EBS Ethics Officer**, a role held by an experienced researcher. The Ethics Officer provides advice and authorisation for projects fostering research ethics amongst staff and students, following the processes set out by the University Research and Enterprise Office (REO). S/he also delivers presentations on research ethics to undergraduate (UG) and postgraduate taught (PGT) students, thus helping them build research skills. Before completing their application for ethical approval, our PhD students learn about ethics and reflexivity in a dedicated module on research philosophy, methodology and methods. Supervisors review these applications before submission. The Ethics Officer sends out communication on research ethics to all staff at the start of the academic year and then, throughout the year, organises sessions on the topic, for example, as part of the Research and Impact away days.

Our commitment to a 'new impact strategy' stated in the REF 2014 document is a key element of the School's current research mission and strategy. We have used many initiatives to improve the impact of research beyond academia. The main vehicle was the **Impact Academy (IA)** launched in 2017. The Academy reflects EBS' mission to enhance the broader strategic thinking about impact embedded into the School's research activities. It is based on **three principles**: i) helping to develop impact case studies (including, and also beyond, those intended for REF submission), ii) targeting support for impact project applications, and iii) impact mentoring. The IA conducts regular impact workshops and clinics. These clinics, which have generated a keen interest in impact among our colleagues, encourage the development of an impact case study. The IA has regularly supported colleagues' impact activities through competitive funding from the School's research budget, workload allowances, and through media training by external consultants.

EBS staff working on impact case studies are given the opportunity to apply for funding from ESRC Impact Acceleration Accounts (IAA) and Global Challenges Research Funds (GCRF), as well as from the Pro-Vice Chancellor (Research) and the Executive Dean funds. Over the REF 2021 assessment period, a total of £188,050 was awarded to EBS staff in funding for different activities: active engagement, such as for the organisation of a workshop; impact fund; secondment fund; or 'Challenge Labs'. The latter are facilitated events where businesses and other organisations are invited to identify business problems and work with our researchers to develop solutions. Typically, the largest amounts have been awarded for impact activities (up to £15k in one award). All this support generated an **enormous momentum on impact**, which resulted in 14 cases, providing not only the potential for wider case selection for REF 2021 than the previous cycle, but giving rise to further outreach and publicity activities.

The School has continued regional and international business and policy engagement through the activities of its research centres. The IA has succeeded in developing sustained relationships with local, national and international stakeholders. It initiates further impact activity through invited presentations that encourage a strategic shift in impact management with a long-term perspective. In particular, the School has further developed a substantial impact through the links with **national and international organisations**. Nationally, through EBS research, local health and social care providers (e.g., the Essex County Council) have benefitted from adopting of more distributed ways of managing the integration of previously separate care services. Internationally, EBS research has informed the policy process, for example, at the International Labour Organization and Food and Agricultural Organization of the United Nations; UN strategy in relation to youth-led enterprises and disaster management; Australian Government and New Zealand Treasury, scaling up of

financial inclusion through the International Cooperatives and Mutual Insurance Federation and developing public accountability reforms in the Indian state of Kerala and Nepal.

One salient objective in the REF 2014 Environment Statement was to enhance support for **knowledge exchange collaborations and user engagement with industry partners**. EBS is strategically supported by an Advisory Group that includes senior industry members, many of whom joined as a result of engagement with the ESRC BLGDRC Centre. Members of the Centre developed links with equity crowdfunding platforms (e.g. Seedrs and SyndicateRoom) and submitted to the Treasury Select Committee on Small Business Finance in March 2019. As a result, Coakley also produced an Innovation Voucher funded report on 'Equity funding of small business in Essex' in November 2019. This informed the establishment of the Angels@Essex platform in the Innovation Centre in May 2020 – a key initiative developed to drive forward business in the region by giving start-ups access to Angel investment opportunities. In 2020, the University was awarded University Enterprise Zone (UEZ) status by Research England.

Between 2014 and 2020, **nine international conferences and 22 workshops** were organised in the School (see Table 2, below). These allowed the School to achieve its objective of increasing its visibility and reputation while strengthening its position and profile as a leading UK business school. EBS colleagues have also been involved in organising events overseas, such as the Centre for Economic Policy Research (CEPR) Endless Summer Conference on Financial Intermediation (co-organiser Kokas annually since 2018 in Cyprus and Greece) and the International Symposium in Finance Conference (co-organiser Vlastakis annually since 2018 in Crete).

Table 2 Selected events organised in EBS

Events	Date	Organising centres (journals linked to the event)
<b>Conferences</b>		
Annual Conference in Banking and Finance with PhD poster sessions	2019, 2018, 2017, 2016	EFiC ( <i>European Journal of Finance</i> ; <i>Journal of Corporate Finance</i> )
International Corporate Governance Conference with PhD development workshops and roundtables	2019	EFiC, EAC, CAGD, CWOS, REIMI ( <i>British Journal of Management</i> )
Recent Developments in Equity Crowdfunding	2018	ESRC BLGDRC
Accounting and Accountability in Emerging Economies (biannual) with one-day doctoral colloquium	2018	EAC, CAGD ( <i>Journal of Accounting in Emerging Economies</i> ; <i>Sustainability Accounting, Management and Policy Journal</i> )
Critical Realism and Accounting	2016	EAC ( <i>Critical Perspectives on Accounting</i> )
<b>Workshops/ Symposia</b>		
Essex-Birkbeck PhD student workshop	2019, 2018	REIMI
Predictive Regression Models (ESRC funded)	2019	ECFME
Financial Fragmentation and Small Business Financing Workshop (British Academy)	2019	EFiC
Interdisciplinary Perspectives on Populism Witches, WAGS and Wideboys: Gender, Class and Place	2019 2018	CWOS CWOS
Finance for All (ESRC Social Science Festival)	2017	CAGD

The Future of Feminism in Business and Management Education (BAM funded)	2017	CWOS
Management Control Association on Strong Structuration Theory	2017	EAC
Modelling with Mixed Frequency and Aggregated Data (ESRC funded)	2017	ECFME
Financial Intermediation Network for European Studies (FINEST)	2017	EFiC
Cointegration and Multivariate Time Series Modelling (ESRC funded)	2016	ECFME
Gendered Inclusion: Interdisciplinary Methodologies	2016	CWOS
International Corporate Identity Group (ICIG) Symposium	2016	CWOS
Work, Organisation and Precarity	2015	CWOS
<b>Paper Development Workshops</b>		
Journal of World Business	2018	REIMI
Journal of International Business Policy	2018	REIMI
British Accounting Review	2016	EAC

An important part of ensuring and showcasing the vibrancy of our research and impact environment is the use of **networked communication platforms**. As well as ResearchGate and Google Scholar, we use other forms of mediated communication to enhance research interactions via social networking sites and video sharing platforms, including Facebook, Twitter, Instagram and YouTube. For example, Bloom's podcast 'Another World is Podable' has had 2000+ individual listens in the six months since it began, along with being featured on leading public listening platforms like Spotify. Other colleagues have dedicated websites to showcase the progress of their impact work such as Holt's ESRC-funded 'Trickle Out Africa' project (<http://www.trickleout.net>).

As noted above, the School is divided into five subject groups: Accounting; Finance; Management and Marketing (M&M); Organisation Studies and Human Resource Management (OSHRM); and Strategy, Operations and Entrepreneurship (SOE) - see Figure 1. However, throughout the majority of the current REF period (i.e. up until 2018-19), EBS was organised into four subject groups: Accounting; Finance; Management, Marketing and Organisation (MMO); and Management Science and Entrepreneurship (MSE). In September 2017, as a result of the substantial growth in the number of staff and students across different sub-disciplines of management, the MMO group was divided into two new subject groups: M&M and OSHRM. Further, in June 2020, the Southend-based MSE group was renamed as Strategy, Operations and Entrepreneurship (SOE), to better reflect the current composition of staff research interests and educational provision of the group. Whilst subject groups are the key organisational unit in EBS, research activity – as already explained – is supported through the research centres hosted by the School (see Table 1). While these centres are group-based, they are interdisciplinary in their ethos and activities.

For reasons of presentational clarity, below we bring together the highlights of the School's research and impact achievements and strategic focus under the five subject themes outlined above. These are: i) accounting; ii) finance; iii) management and marketing; iv) organisation studies and HRM; and v) entrepreneurship, innovation and internationalisation.

### **THEME 1: ACCOUNTING**

EBS is internationally renowned for its research on accounting in emerging economies; sustainability; governance (corporate or otherwise); gender; global development; public sector accounting; and regulation and reporting. The EAC and the CAGD support the research activities and organise events including a bi-annual conference (since 2018). **Accounting in emerging economies** has consolidated as a distinctive field of academic research, particularly conducted by drawing on critical and qualitative perspectives. The School's leadership in these areas resulted in



the founding of a specialist research journal, the *Journal of Accounting in Emerging Economies* (Uddin: Editor-in-Chief; Soobaroyen: Associate Editor). In **global development**, Arun led an international team on 'mainstreaming the financial inclusion agenda' attracting nearly £200k from UKIERI. Public sector accounting is emerging as a research strength within the School, driven by the appointment of Steccolini (Joint Editor of *Financial Accountability and Management* and Guest Editor of special issues on the topic in high impact journals such as *Public Administration*). The growing reputation of the School in accounting is evidenced by publications in top tier journals, such as work on gender in public services in *Accounting, Organisations and Society* (Agrizzi), the role of networks in consumption expenditure in *Sociology* (Arun), the effect of acquisitions and mergers on employees in *British Journal of Management* (Azimjon), specialist CEOs and IPO survival in *Journal of Corporate Finance* (Pham), and private management and governance styles in a Japanese public hospital in *Social Science and Medicine* (Uddin). The success of the engagement with development practitioners and policy-makers resulted in **three impact cases** on public sector accountability in India and Nepal (Adhikari, Arun) and a fourth case study on sustainability issues in Sri Lanka (Jayasinghe).

## THEME 2: FINANCE

Finance research at EBS is world-leading in the areas of banking and corporate/behavioural finance, and financial econometrics. Research activity is supported by the EFic whose international reputation further increased in this REF cycle, also thanks to its conference held annually since 2016. An established area is **banking** with internationally excellent research on competition, performance (Girardone, Kokas) and stability (Markose, who also developed an **impact** case on network models). This area has been enhanced further with appointments at senior (Fiordelisi) and ECR level (Filomeni, Wang). Emerging research focuses on board diversity both in banking (Bermpei, Sarkisyan) and non-financial firms (e.g. ECRs Cai and Li), as well as responsible banking and financial inclusion (Liñares-Zegarra). EBS finance staff publish excellent research in corporate finance (Bose; Instefjord), behavioural finance (Coakley; Verousis) and empirical asset pricing (Kontonikas; Symeonidis). The study of **commodity markets** is another strength of EBS finance research, as demonstrated, for example, by Kellard's publications and **impact** case. **Financial econometrics** has grown substantially and built research bridges with the outstanding Economics Department through the joint research centre (ECFME). Evidence of world-class research is found in work on time-series analysis and volatility (Taylor) and forecasting (Korobilis, Panopoulou; Price). ECFME is particularly successful in terms of ESRC grant income (£601k) led by Taylor. Finance group members' excellent research has been published in top tier journals, including *Annals of Statistics* (Taylor), *Econometric Theory* (Taylor), *Journal of Business and Economic Statistics* (Hallam; Taylor; Zhao), *Journal of Financial and Quantitative Analysis* (Fiordelisi), *Journal of Financial Intermediation* (Fiordelisi, Instefjord), *Journal of Econometrics* (Price, Taylor), and *Journal of Monetary Economics* (Lamla). Many finance researchers actively engage with the financial industry and regulators / policy-makers both in the UK (Royal Bank of Scotland, Bank of England) and internationally (European Central Bank, Federal Reserve and Bank for International Settlements).

## THEME 3: MANAGEMENT AND MARKETING

Management and marketing research at EBS is wide-ranging, and, together with research in organisation studies and human resource management (see below) has contributed significantly to areas of research in which EBS demonstrates its distinctive identity as a 'socially conscious' business school. The research and impact activities of both M&M and OSHRM staff are supported by the Centre for Work, Organisation and Society (CWOS). M&M staff publish in and edit world class journals such as *British Journal of Management*, *Journal of International Business Studies*, *Journal of World Business* and *Organization Studies*, and have authored international monographs in leading academic presses (Bloom, Fowler). M&M researchers also contribute to developing the management discipline, as exemplified by Śliwa who since 2016 has co-convened the Critical Management Studies stream of the British Academy of Management conference and is actively involved in journal editorship. The breadth and social focus of research conducted under the M&M theme is also demonstrated by Holt's **impact case** on social enterprises and informal economy

businesses in Africa and Brazil that helped shape United Nations' strategic priorities around global challenges. Recent appointments have added to the vibrancy and vitality of management research, as exemplified by Bloom, who is working on a 'social future building' project funded by the Northern Ireland Executive Office for creating a new augmented reality; and Rao-Nicholson with research expertise on strategy, innovation and sustainability in emerging markets. Other appointments since REF 2014 have also further strengthened **marketing** research, such as Malhotra, in the area of services marketing, applying consumer behaviour to the burgeoning problem of gambling among younger adults and university students as part of a funded project by the British Academy. A range of promising new sub-themes and projects are emerging as part of the M&M theme, including commons-based value creation and critical and post-capitalist management (Barros; Bloom; Fowler; Śliwa); processes of internationalisation, 'smart development' and decolonisation (Ahonen; Harris; Reynolds; Um).

#### **THEME 4: ORGANISATION STUDIES AND HUMAN RESOURCE MANAGEMENT**

EBS research in organisation studies and human resource management is well known for its **critical orientation**. As mentioned above, its vibrancy is supported and showcased through the Centre for Work, Organisation and Society which acts as a catalyst for innovative and critical research and has organised many events over the REF 2021 cycle, often in partnership with regional organisations such as the Essex Literary Festival and Essex County Council. Consistent with the ethos of both the School and CWOS, OS and HRM researchers **embrace interdisciplinarity**, bringing in perspectives from a variety of disciplines from philosophy to gender studies, history and sociology that promote research collaboration across the University and beyond. They publish world-class research and contribute to the editing of a range of leading journals, including a range of leading journals, including *British Journal of Management*, *Human Relations*, *Organization Studies*, and *Work, Employment and Society*. OSHRM research is also published in the form of monographs by leading publishers (Tyler) as well as those based in non-anglophone contexts (Cirella). Throughout this REF cycle, the School has invested in new OSHRM staff, through both senior and ECR appointments. An example of the former is Kelan, a leadership and gender expert who joined EBS in 2018 and currently holds a Leverhulme Trust Major Research Fellowship (approximately £189k). Examples of ECR appointments include Hales (OS), who completed an ESRC-funded PhD at EBS in 2017, and whose research interests include gender and sexuality in organisations, and lived experiences of work; and Cirella (HRM), who trained as a researcher in Italy and Sweden before joining EBS in 2015, and whose research focuses on leadership, change and transformation, as well as organisational creativity. OSHRM research currently focuses on eight related streams: Collective creativity and innovation; emotional and aesthetic aspects of work and workplaces; gender, sexuality and embodiment; integrated health care, workplace wellbeing and mental health; job insecurity and its consequences across cultures; organisational change, transition and leadership; sustainability, ethics and corporate social responsibility, and work, employment and learning in the global economy

#### **THEME 5: ENTREPRENEURSHIP, INNOVATION AND INTERNATIONALISATION**

Research activities in entrepreneurship, innovation and internationalisation, conducted by staff in the Strategy, Operations and Entrepreneurship (formerly MSE) group are supported by the REIMI centre, based in Southend. The creation of **REIMI** in 2017 heralded a new, ambitious phase of research, leveraging earlier investments in staff, databases, methodologies and local networks to deliver novel research in migrant entrepreneurship, innovation and firm internationalisation. One aim was to generate benefits in terms of knowledge exchange and collaborations from the links with local businesses and local government established in 2014 through the **ESRC-funded Business and Local Government Data Research Centre** (BLGDRC; the PI and Director of the centre, Sena, was based in Southend). The group has grown expertise in international management, entrepreneurship and innovation, enhancing its reputation in the areas of R&D management (e.g. J. Fernandez de Arroyabe), patents (Athreye), emerging-market firms' internationalisation (Demirbag), sustainable supply chains (Kumar) and comparative analyses of renewable-energy firms (Allen). New research areas have emerged, including big data, data analytics, social entrepreneurship, refugee entrepreneurship and corporate social responsibility

activities. Members of REIMI actively contribute to thought leadership, for example Kwong, whose work on refugee entrepreneurship has tapped into a vast non-governmental network with the aim of disseminating knowledge and providing training to refugees and other disadvantaged groups (e.g. autistic entrepreneurs). Areas of national knowledge exchange activities include Athreye's work with the UK Intellectual Property Office on patent policy towards small firms and universities, and Kim's secondment with County Hall (Chelmsford) where she helped to shape policy to raise the level of R&D expenditure in the Essex region (funded by the South East Local Enterprise Partnership).

#### **1.4 Future strategic objectives for research and impact**

EBS is committed to continuing to follow its ambitious strategic path set out in REF 2014, namely, to produce empirical and theoretical research of the highest quality that has a **strong social and economic relevance**. Since 2014, excellent research carried out across each of the above five themes has contributed to this aim, demonstrating the interdisciplinary and collaborative ethos of the School.

A number of significant developments and investments illustrate how this commitment supports the School's research and impact environment, leading to the emergence of new research and impact-related priorities that we plan to focus on in the next REF period. These are deliberately interdisciplinary – as it is expected that researchers will go beyond themes' boundaries – and can be summarised as follows:

- (1) The development of research centres that have gathered momentum in EBS in recent years and are expected to enhance the overall School's research profile and activities in the areas of:
  - Organisational change management
  - Commons development and values
  - Fintech and sustainable finance
  - Gender and work
  - Publicness and resilience
- (2) Building on the success of the School's IA by:
  - Investing in an 'impact nursery' with the aim of nurturing impact from all research projects, irrespective of funding source, and expanding further the equality and diversity of researchers involved in impact activities and case studies.
- (3) Building on recent significant successes in the School, consolidating external funding activity:
  - Strategically apply for large collaborative funding grants once rich research networks are established in the areas outlined in (1) above.
  - Continue to develop bridges with industry and organisations in the region, to increase contract and collaborative research opportunities.

## **2. People**

### **2.1 Staffing strategy and staff development**

EBS staffing strategy is to recruit and retain **high quality, highly skilled and ambitious research active academics** who can produce excellent, interdisciplinary research. We aim to recruit and retain a mix of early career, middle-level and senior researchers in various academic fields. This approach is conducive to building a vibrant and sustainable research and impact environment, and to fostering the development of a community of researchers whose research agenda can be leveraged (e.g. through joint publication and funding) and sustained. In this way, EBS also encourages organic progression leading to more senior roles and ensures that the research agenda is not dependent on one or very few individuals.

That **99% of full-time staff are research active** attests to this and enables the School to sustain delivery of high-quality research-led education aligned to the key objective to achieve excellence in research and a transformative educational experience. One per cent of staff are teaching-only as most academics are recruited on ASER (Academic Staff with Education and Research) contracts. ASER staff are allocated dedicated time to devote to research in their workload model (one third of the overall workload allocation) and are expected to contribute to the School's REF return.

As part of the School's structures of support for our researchers, EBS offers all research active staff the opportunity to apply every six terms in post for one **sabbatical** term, in line with University policy. A standard sabbatical is a term of uninterrupted study that enables researchers to finalise projects, set out foundations for future work and/or visit other institutions. Consistent with the School's Research and Impact Strategy, applicants need to present a plan to produce high quality publications. Staff are also encouraged to apply for research funding during their study leave, and to engage in impact activity. Distinctively, every new colleague is eligible to apply for study leave during their probation and staff continue to accrue eligibility while on parental leave (evidence of our commitment to equality in research support). A total of **176** research sabbatical terms (25 per year on average) have been granted over this REF cycle.

Research interests are central to selecting new staff, in line with the School's mission to carry out research that makes a difference to the economy and society. As noted above, the School has expanded rapidly since REF 2014, with **68 new appointments**. At professorial level we have both strengthened existing areas of excellence (e.g. Fiordelisi in banking; Rao-Nicholson in management) and offered new expertise in strategic areas that are building a reputation in the School (e.g. Kelan in leadership and gender; Steccolini in public sector accounting).

The School's culture reflects the University's focus on social action that defines the '**Essex Spirit**' and that makes researchers 'activists, advocates, change-makers, innovators and reformers' (University of Essex Research Strategy Document 2019-2025). We have seen that the focus on research excellence and transformative education that has a positive impact on business and society is also conducive to producing research of internationally recognised quality and to attracting high calibre academics.

EBS **staff development policies** complement and integrate those set at Faculty/University level. From induction to one-to-one mentoring and other activities to targeting specific skills, the School provides a wide array of opportunities for individual staff development. In addition, to retain existing staff, financial benefits such as increments and bonuses, sabbatical terms or time for knowledge exchange opportunities (via consultancies) are supported and encouraged. Examples of substantial initiatives in this context include delivery of workshops on academic writing skills, paper development workshops and developmental sessions on the politics and practicalities of academic publishing by members of CWOS (Hancock, Roper, Tucker, Tyler 2016-2020).

The School appoints a **mentor** to each ECR to provide guidance and to support the intellectual growth and professional development. The mentor supports the researcher up to completion of probation and then to first promotion stage, with further co-mentoring operating by arrangement. Notable mentoring examples include Adhikari (achieved permanency and promotion to Senior Lecturer and recently Reader; author of a REF 2021 impact case study), Hudson (mentored to permanency and promotion to Senior Lecturer, elected to Work, Employment and Society editorial board) and Tucker (mentored to early permanency and promotion to Senior Lecturer, co-author of a REF 2021 impact case study).

Termly 'InSite' **skill building workshops** for both doctoral students and ECRs focus on research skills development (e.g. Matlab) and support the development of our research capacity. The Accounting and Finance groups also organise regular 'Brown Bag' lunch time seminars – a forum where colleagues discuss their early ideas for projects, share work in progress on papers and research grant applications, and potential new collaborations with other colleagues, including research students. These workshops have led to successful research grants (e.g. Adhikari) and



publications.

There are other examples that demonstrate that **EBS' commitment to support staff goes beyond formal mentoring**. ECRs receive advice on their research strategies and support crucial decisions, such as which journals to submit to, how to position papers well, and how to write a successful response to reviewers. For example, the Accounting group's annual research away day offers the opportunity for half the group to present their papers and the other half to discussing these papers (and swapped the following year).

SOE (formerly MSE) has encouraged much **collaboration between senior and early career** faculty in both co-authoring papers and editing special issues. Former lecturer Sengupta co-edited with senior colleagues Sena and Demirbag a special issue of the *British Journal of Management* on big data in management sciences. ECR Tasavori's research collaboration with established researcher Kwong has helped her develop key research skills and expand her research network.

Equally, OSHRM holds '**new recruits' events** to develop synergies and support between mentors and ECRs. In addition, experienced colleagues review journal submissions/revisions as well as funding applications to provide developmental feedback (including of rejected papers/applications), to identify and support re-submissions to alternative journals or funders. OSHRM members also organise annual presenting and publishing workshops held by editors/board members in the group.

The relatively newly formed M&M group has created five new research working groups, bringing together colleagues with common research interests. These have been developed through consultation with colleagues across the group with the emphasis on creating spaces for shared and innovative research that combines the group's strengths in management and marketing. Each of these internal research working groups is led by two ECRs. The group has also piloted a digital 'slack' resource to encourage virtual discussions, ideas sharing, and potential cross-group collaboration.

Another channel for development is senior faculty introducing other members of staff to a wider network of scholars through distinguished **visiting scholars**. For example, following his 2017 visit at EBS, Cantwell from Rutgers University invited Marra to spend her study leave at Rutgers to collaborate with him on a research project; in 2018 Cumming (Florida Atlantic University) presented a keynote address at an event organised by the BLGDRC and also delivered a seminar open to all staff and research students that gave rise to new collaborations.

EBS has clear frameworks for helping staff **complete probation and work towards their first promotion**. The expectation in terms of research output is to have a minimum of two 3\* papers accepted for publication by the end of the three-year probationary period. To support this, regular (at least termly) meetings are held with mentors. Similarly, mentors work closely with the relevant ARDs, HoGs and professorial staff to plan an achievable path for promotion and successful progression in their field. Over the current REF cycle, 71 colleagues completed probation. Further evidence of successful support includes the promotion to Senior Lecturer of 20 colleagues. In terms of diversity, 52% of all internally promoted staff have been female; 69% international; and 26% Black, Asian and Minority Ethnic.

Each year, all EBS research active staff are allocated a fixed £1,000 to support research and impact activity (e.g. conference attendance). This is complemented by three calls for additional conference funding per year **up to a total of £3,000**, aimed at supporting attendance at well-established events that foster quality feedback and networking. The School also issues two competitive calls for Research Committee awards that are essentially **pump-priming research funds** (currently up to £800). Priority is given to promising research projects where the applicant has an intention to fund pilot studies that will likely result in external grant applications.

Naturally, the COVID-19 pandemic has affected the EBS research environment. In the short term, some of the structures of support described above have been put either under strict monitoring mode or on hold. In May 2020 we drew up a **COVID-19 Research and Impact Strategy** document



where we stated our commitment to mitigating the effects of the pandemic on different groups of staff, and on our ability to generate impactful research. For example, we have invited more experienced staff members to support and work with ECRs who wish to develop grant proposals for projects exploring COVID-19-related phenomena.

## 2.2 Postgraduate research students

PGR students have a central part of the research community and culture of the School. It is an important aspect of the School's strategy **to promote a supportive and strong research culture for PGR students** leading to a range of careers, for example in industry, and particularly encouraging and enabling applications to Lectureship positions if planning to stay in academia. This process can also result in fruitful collaborations as evidenced by co-authored research papers, often linked to PhD supervision. For example, in Finance, Taylor supervised Astill, and they co-authored two articles published in high quality journals (*Econometrics Reviews* and *The Econometrics Journal*). Astill successfully applied for a Lecturer position in EBS; he has since progressed to Senior Lecturer level. Another example is that of Hales who was an OSHRM PhD student. After completing her doctorate, Hales co-authored two high quality journal articles with her former supervisor Tyler and secured a Lectureship in the OSHRM Group.

All our research students are PGRs, including those in the first year of the integrated programme and have not yet started working on their thesis. In this REF cycle we have attracted nearly 280 PGR students in total. The vitality and sustainability of our doctoral programme is indicated by an average of 20 students per year completing successfully their PhD, compared to 15 over the previous REF cycle. The School is proud of its diverse PhD student population: for example, in the academic year 2019-20, 35% were female, of which 85% were from outside of the UK and 70% from an ethnic minority background.

EBS benefits from funding opportunities available for PhD students as the University of Essex is the co-ordinating institution of the South East Network for Social Sciences (SeNSS), an ESRC Doctoral Training Partnership consisting of 10 UK universities that promotes 'inventive and inclusive social science research training and collaboration'. Support for PGR students is provided by the EBS PGR Director, who co-ordinates the work of five Associate PGR Directors (one for each subject group), with the assistance of the PGR Officer. To enhance the sustainability of PGR recruitment, the EBS has formed new partnerships in the PhD area with Northwest University (China) and Tec de Monterrey (Mexico), and continues to expand the range of studentships available to our students, with four new Essex funded studentships planned for 2021. Essex is a lead partner in the EU's EDU-RES development programme, linking EBS with a number of YERUN (Young European Research Universities) institutions in developing joint PhD programmes, an initiative that is of particular importance in the post-Brexit environment. EBS is thus developing a growing international reputation for its PhD programmes.

The standard structure of the PhD programme at EBS is three years. Candidates can also apply for a place on an integrated four-year programme where they study towards a Master of Research (MRes) degree in the first year. Students are **typically assigned two supervisors**, one senior (who has previously supervised to completion) and one less experienced (who also gains valuable supervisory experience and benefits from mentoring throughout the co-supervision) and a chair for the Supervisory Panel. Full-time students are required to attend two formal Supervisory Panel meetings per academic year and supervisions at least once a month. All research students follow a structured approach that allows them to progress by reaching specific 'milestones'. Once a year, PhD students present their work to academic staff and fellow PhD students.

Postgraduate research students are usually affiliated to a specific subject group and can belong to more than one research centre. The integration of PGR students in the subject groups and research centres provides important mentoring opportunities for students and enriches the subject groups and centres. All EBS subject groups carry out a number of activities aimed at facilitating **PGR students' participation**. They organise research methods training workshops referred to as PhD 'InSite' Workshops, which take place twice per academic year, and include sessions by both

guest speakers and internal staff. All PGR students are expected to attend weekly research seminars organised by each group/centre, as well as regular away days and one-day internal conferences. The seminar series provides a platform for doctoral students to present and discuss their ongoing research projects, to receive timely and constructive feedback, to build intra- and inter-group research collaborations at EBS, and to learn from the experiences of external faculty invited to present their research.

EBS groups organise over **60 seminars** each year, inviting as speakers a range of researchers from different sub-disciplines as well as research leaders, journal editors, editorial board members, and potential co-authors of research projects. The groups also create opportunities for both staff and PGR students to engage with guest speakers by organising workshops tailored to the needs of ECRs and doctoral students (e.g. publication strategies by editors), one-to-one sessions and meetings during their visit.

Research students are also encouraged to be involved in subject group-specific **research away days**. For example, in the Accounting group, all final year PhD students are invited to participate in the event, and to provide input into the discussion on the research strategies of the centre. Since 2014, an annual research conference, at which all PhD students present their work, has been held for doctoral candidates in the M&M and OSHRM groups. PhD students organise the event, chair sessions and appoint academic discussants to provide developmental feedback on all presentations.

PGR students also benefit from external **conferences and other events** organised and hosted by the subject groups/centres across the School. The conferences and workshops normally reserve one or two sessions for doctoral students, increasing opportunities for international research engagement, networking and collaboration. Examples can be found in Table 2.

They can also take advantage of '*Proficio*': a professional development scheme, unique to Essex, offering an innovative and very **flexible training programme**. Students are allocated £2,500 of *Proficio* funds for the duration of their PhD for academic and professional development and are free to decide how to spend them, including paying for conference attendance (up to £700). Many *Proficio* courses are offered by University of Essex academics but if a student has a particular development need which cannot be met by the current offering, they can use these funds to pay for external courses.

PGR students are offered the opportunity to apply to work as **Graduate Teaching Assistants** (GTAs). GTAs benefit from a dedicated training programme and developmental supervision. Our PGR students come from diverse backgrounds: some have not had organisational experience beyond being a student, others register on doctorates as a path towards a new career or enhancement of an existing career. In recent years we have had several completions by women who decided to undertake a PhD to facilitate career transition or to return to the labour market after a career break when they were bringing up children. Also, especially in Accounting, we have had a number of PhD students who are established academics but who chose to do a PhD at EBS to enhance their career. Most students at EBS complete their doctorates within four years: in 2018/19 our PhD completion rate was 82% and many have found positions as lecturers in universities both in the UK and overseas. For example, former Accounting PhD student Adwan is now Lecturer at the University of Sussex; Ozili is employed by the Central Bank of Nigeria; Finance PhD Sha'ban is Lecturer in Banking and Finance at the Al-Zaytoonah University in Amman (Jordan). In management, Manalsuren is now Lecturer at London South Bank University, and Hyde pursues a successful career in higher education leadership and is currently Deputy Dean of Suffolk Business School.

### 2.3 Equality and diversity

The School's Equality and Inclusion commitment states:

EBS is a place where staff and students recognise each other as valued members of the School and wider academic community, working together with mutual respect and integrity. We value a working and learning environment in which people are free to be themselves. The School respects the multi-dimensional lives of all its members and is committed to creating and supporting a learning and working environment in which staff and students can flourish in all aspects of their work and lives.

The School promotes a culture of **integrity and respect** for each other's research styles, disciplines, intellectual perspectives and approaches. EBS academic staff are very international (74% originate from outside of the UK) and the School is relatively diverse in terms of age, race and gender. Over 36% of staff are 46 years of age and above (compared to 21% in REF 2014); black and ethnic minority staff are well represented (48%, compared to 36% in REF 2014). The male to female staff ratio is similar to that of students in all subjects and is currently at 3:2, although this varies by subject group. For all EBS PGR students the proportion of male on average is 58%, with M&M and OSHRM being the most equal (around 50%). There is a strong presence of **women in senior research and leadership positions** in the School. We count eight women professors in all subject groups (35% of professorial roles). In addition, the Director of Research, Director of Education, Director of Accreditation and the PGR Director are currently all women.

In May 2020, the School was granted an **Athena SWAN** Bronze level award in recognition of its commitment to gender equality. More than 20% of academic staff in EBS conduct research on gender, covering gender-related issues relating to topics such as leadership and governance, technology, entrepreneurship and workplace bullying. To support this research in the future, a research group on Gender and Work was established in 2020. It will provide a focal point for research on gender and work that currently takes place across all subject areas; this is a distinctive feature for a UK business school environment.

In REIMI, there is an increasing focus on female entrepreneurship, particularly in the context of entrepreneurship by disadvantaged groups (led by Kwong). In addition, several members are Academic Fellows of the Chartered Institute of Personnel and Development (CIPD), and have presented research at annual CIPD conferences (e.g. Barratt, Hancock, Hudson, Tucker, and Tyler), including research on gender, race and ethnicity, disability and LGBTQ issues. These conferences were hosted by the OSHRM group in May 2018 and 2020. Examples of research informing equality work includes: Kelan acting as an advisor for Women's Empowerment Principles (UN Women and UN Global Compact) and as a research expert for Global Diversity & Inclusion Benchmarks: Standards for Organisations Around the World, and Tyler presenting research on equality to the Department for Work and Pensions in September 2018. In May 2016 Taylor became an Athena SWAN national assessment panellist; in June 2020, Śliwa was elected the first Vice Chair of the British Academy of Management for Equality, Diversity and Inclusivity.

CWOS also organises an annual event on International Women's Day. In March 2019, Kelan, Tyler and PhD student Clarke presented research and hosted a discussion with UG, PGT and PGR students to showcase research on gender in management education.

Kelan and Śliwa have co-edited a special issue of *Organization* focusing on a critical exploration of organisational inclusion. Girardone, Kokas and Wood, in 2019 included the topic 'Diversity and Women in Finance' in the EFIC 2019 Conference with a combined submission option to the *Journal of Corporate Finance*.

The School also supports and develops a research infrastructure that puts its commitment to equality and inclusion into practice. Evidence of this can be found in: i) the recent (May 2020) establishment of the Decolonising and Diversification of Business Education Working Group and the Anti-Racism Working Group, ii) ensuring unconscious bias training of all colleagues involved in the internal REF preparation process, iii) initiating work on an EBS Guide to Inclusive Events, and iv) ensuring that remote working and conference attendance are supported appropriately for people with caring responsibilities, hence concentrating in core working days and hours, also in

line with the School's Athena SWAN objectives.

### 3. Income, infrastructure and facilities

#### 3.1 Income

The School's core strategy has been to align our average research income per FTE to similar average in benchmark Business Schools, in line with the University's Research Strategy through work allocation model (WAM) provision and research budget allowances. Since 2014 the School supported the submission of 209 applications for approximately £17.7m, of which 29% were successful and overall, generated over £4.7m in research grant and contract income.

Our strategy has been to concentrate on **quality funding sources**, such as the ESRC, where we have been very successful (73%). We have also received funding from the British Academy, British Academy of Management, British Council, Campaign to Protect Rural England (CPRE), Czech Science Foundation, European Commission, European Regional Development Fund, Japan Society for the Promotion of Science (JSPS), Leadership Foundation for Higher Education, Leverhulme Trust, Newton Advanced Fellowship (Brazil), Newton funds, Nuffield Foundation, UKIERI and the World Bank. Many of these sources are in line with our objective to produce distinctive research with a social purpose.

It is part of the School's strategy to grow our research income through securing more funding from UK research councils (UK Research and Innovation), EU agencies and international bodies. Business and Management are known to be challenging fields in which to gain grants, especially from ESRC where success rates are relatively low. Nonetheless, the School has managed to sustain a successful track record over the REF cycle. A selection of the larger grants awarded include:

- The £5.1m ESRC Business and Local Government funding that was part of the ESRC Big Data Network. A Centre was funded for five years (2014-2019) led by the University of Essex together with the Universities of Kent and East Anglia. The £2,739,621 funding on 'Smart Data Analytics for Business and Local Government' was led by PI and Centre Director: Sena (Co-I: Coakley).
- Taylor has been PI on ESRC grants for £320,458 on: 'Investigating Structural Change in Predictive Regressions with Applications to Forecasting Stock Returns' (2018-2021); and £280,582 on 'The Analysis of Non-Stationary Time Series in Economics and Finance: Co-integration, Trends Breaks' (2015-2017) (jointly with Economics).
- Arun has led a UKIERI grant for £199,878 on 'Mainstreaming of the Financial Inclusion Agenda in India' (2017-2020).
- Kelan has been awarded a Leverhulme Trust Major Research Fellowship for £189,496 on a project entitled: 'Shaping the Future of Work: Digitalisation and Gender' (2019-2023).
- Kwong is leading the 'Accelerating Women's Enterprise' project financed with £146,298 by Interreg France (Channel) England programme of the European Commission's European Regional Development Fund (2018-2021).

In terms of Management Knowledge Transfer Partnerships (mKTPs), the School has been very successful in receiving funds for important projects, including:

- Allen (Lead) and Bhankaraully, in collaboration with 'The Finishing Line', a supply chain and logistics company to support their diversification strategy into new products, services and markets (£180,351; awarded July 2020).
- Um (Lead), Homayounfard and Wijethilake, in collaboration with Laser 24, a laser cutting firm, to increase the firm's productive efficiency and performance (£216,234; awarded May 2020).

In addition, Śliwa (PI) is leading a project on 'Equality, Diversity, Inclusion, and Respect in



Business and Management Higher Education Institutions' funded by the British Academy of Management (£24,662; awarded April 2020). She was also Co-I with Kelan to a £26,413 ESRC grant for seminar series on 'Exploring Gendered Inclusion in Contemporary Organisations' (2015-2018).

EBS researchers also benefit from the support offered by Eastern Academic Research Consortium (ARC) between the universities of Essex, East Anglia and Kent for projects focusing on sustainable development. In 2019 for example, two projects were funded on: the effects of the EU Directive on sustainability reporting (Gaia, Girardone) and ethical consumerism (Tucker).

Research income generation is one of the School's strategic objectives. The School's expectation is that every staff member contributes to a funding application as either a PI or Co-I at least once every three years. As noted above, the sabbatical scheme is designed, in part, to support this. The same expectation is also embedded in probationary documents. EBS' research income strategy rests on probationary mentoring and promotion criteria being used to support the following: use of individual research allocations to undertake pilot research; use of sabbaticals to prepare applications; annual monitoring via probationary/promotion review meetings and Annual Research Plans; use of Research and Enterprise Office and internal (group and School) review process to provide developmental feedback. ECRs are mentored and guided when making applications and are encouraged to apply for School and Faculty awards.

In many cases senior staff members have involved ECRs in their bids. One example is that of Arun who, in addition to senior colleagues Girardone and Markose, involved ECR Bose as Co-I on a project about Mainstreaming of the Financial Inclusion Agenda in India (UKIERI). Another example of supporting an ECR is found in the former MSE Group: in 2017, Demirbag has successfully raised money from the British Academy in collaboration with ECR Tasavori to study emerging market mergers and acquisitions.

### **3.2 Infrastructure and facilities**

EBS is committed to providing **support, resources and infrastructure** for fostering high quality and relevant research that advances the knowledge and practice of different organisations. In addition to the £21m EBS building that opened in 2015 and offers purpose-built academic space conducive to research generation (e.g. collaborative work-spaces, conference facilities, a state-of-the-art Bloomberg trading room), a £12m Innovation Centre building next to EBS opened in 2019 in the Knowledge Gateway, offering opportunities to connect researchers with new business and space to showcase research.

Research is also sustained in the context of the wider University. As mentioned in Section 1.3, the University's **Research and Enterprise Office team** has a crucial role in offering advice and support to identify, secure and manage research funding and commercialise academics' work (consultancies and Knowledge Transfer Partnership opportunities). In addition, they co-ordinate research planning and provide frameworks for research governance and ethics. REO also has a crucial role in supporting impact generation and preparation of impact case studies.

All researchers contribute to the University's Institutional Repository, through the Research Information System (RIS), which is managed by REO and supports our strategy for open access to published research. Since January 2014, the UoA counted 986 live journal articles of which 72% green open access and 11% gold open access.

The School **collaborates closely with the Library research support team** that also advises and supports literature searching, copyright, publishing (including open access publishing) and citations. To maximise research performance and be competitive, the School regularly reviews, in collaboration with the subject librarian, the research infrastructure needs by conducting a bi-annual survey of databases, books, journal titles and software. Expanding the coverage of these resources has proved very important, especially as the School grew significantly and new expertise has been acquired in areas that were less well represented in the past. This process has implied



significant investments and has been supportive of creating a sustainable and vibrant research environment.

The Library offers access to high quality facilities and services and the total Business and Management holdings are 54,049 books and printed items. This is in addition to a total of over 48,000 e-books and 40,840 journals and **databases** including BankFocus, Bloomberg, BoardEx, Business Source Ultimate, CRSP, Eikon, EMIS, Filings Expert, Mintel Academic, Orbis, Passport and WRDS. The School's contribution to accounting and finance databases in this REF cycle amounted over £1.3m. In addition, the School spent nearly £35.4k for a high-power computing cluster to run **specialist software** (Stata, Matlab, Gauss) used for modelling high-frequency data. For some of these investments the School has taken advantage of the funding opportunities available at the University and Faculty level, such as the Pro-Vice Chancellor (Research) Strategic Fund. All researchers also have access to the University's Software Hub that allows all academics and students to obtain instant access to a variety of software such as Nvivo, which is essential for our qualitative researchers.

The UK Data Archive – the largest provider of digital data for research – is another facility hosted by the University of Essex. Our researchers benefit from the opportunity to receive training and access to a vast collection of social, economic and population data. Another important resource hosted at Essex that has benefited a number of our researchers is the ESSEXLab: a modern experimental laboratory facility for social science experiments.

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

##### 4.1 Collaborations and networks

EBS places a particular emphasis on creating an interdisciplinary collaborative research environment that promotes interactions among academic staff within the School and cross-faculty. The School aims to develop and encourage working practices, collaborations and opportunities to improve the impact of research beyond academia. One related objective is to consolidate national and international links and networks that increase the potential for the School to research and develop connections and relations to address common issues and pursue impact globally. Empirical research based in EBS often spans multiple countries and continents in its scope. For example, Kellard's research has a wide international reach as it contributes to the evidence base used by commodity dependent countries (mainly low-income countries) to formulate their strategic economic policies. Equally, Wood's research has helped improving management practices in Brazil, Ethiopia and South Africa.

Our target to be in the top 20% for impact in the relevant Unit of Assessment (UoA) has been ambitiously pursued by continually strengthening the activity of the School's IA through the three principles described above in section 1.3. As part of this aim, the School endeavours to **collaborate with partners both within and outside academia, and to focus on research that makes a difference to the economy and society** through benefits to business and public policy. Our engagement with industry and research impact work in the UK have strengthened links, for example, with Essex and Kent police forces (Hancock, Tucker and Ahonen on mobile policing technologies), the Essex County Council and the NHS (Harris and Tucker on organisational resilience in primary health and social care; and Hudson on the management of mental health at work).

**Long-established collaborations** with institutions across the globe have been instrumental in developing impactful research. For example, Adhikari's collaborations dating back to 2001 with the Financial Comptroller General Office and Ministry of Finance in Nepal were vital for his research work on the Nepalese public sector accounting and the subsequent development of the country's first accounting manual. This research also contributed to reforms in the Indian state of Kerala, through the implementation of a competency framework that ultimately improved public service delivery and accountability. Another notable example includes the links built over two decades by Markose with financial supervisors (Bank for International Settlement) and central banks both in

UK and overseas, particularly the Reserve Bank of India. Markose's research has a considerable ongoing policy impact with national and international recognition for her data-driven agent-based network models for systemic risk management.

The School's research in the area of **sustainability in emerging economies** has also provided the basis for two impact cases. Jayasinghe's case study focuses on research that will help the Ministry of Disaster Management in Sri Lanka to formulate a new policy framework and accountability strategy that meets the needs of central and local governments, NGOs, national and international Agencies, and civil society. In addition, Arun's links with the International Cooperative and Mutual Insurance Federation proved central for his research on micro-insurance that spans five countries, covering a population of over 10 million. His project on financial inclusion and development has impacted on the development of women 'start-up' entrepreneurs in Bihar (India) and underpinned the development of a gender framework for running rehabilitation camps in emergency contexts.

The external links of EBS staff also ensure the sustainability of our impact generation activity. Our researchers are involved in a range of collaborations and networks with different organisations and are conducting impactful research with a **strong potential for generating future impact case studies**. These include Kunter's work at the Woodford Creative Hub, of which she is co-founder, whereby she uses visual ethnography to address community issues and organises events that draw on her research skills (e.g. photographic competitions with local schools, and arts trails in order to showcase different experiences and life histories). Another example is a new publicly available and free app, developed by a team led by Bloom, that enables people to redesign their present and futures through innovative Augmented Reality 3D mapping technology, allowing community members to share ideas about how to improve where they live and work today as well as shape what it will be tomorrow. The 'Shared Futures' app is the first step in the broader creation of a Community Planning Toolkit designed by Belfast Interface Project, the University of Essex, Animorph, The Open University, and the Cobra Collective UK to enable communities to co-create positive change.

The School also has strong links with **scholarly societies** such as the Money Macro Finance (MMF) Society (Price is currently one of four members of the executive team and Trustee) that has, for example, sponsored the 2018 MMF-EFiC Conference in Banking and Finance. Our network base also has been strengthened thanks to the Essex International Visiting Fellowships that allowed us to invite nine eminent scholars to visit EBS to undertake a period of research between 2016 and 2019. For example, Cutcher (Sidney) has twice been a Distinguished Visitor in EBS (in 2012 and 2017). This collaboration is the basis of a network of long-standing collaborators at the universities of Essex (Hancock and Tyler) Glasgow, Lancaster, Monash and Sydney that has resulted in publication of two of the special issues referred to in Table 4 and four of Tyler's publication outputs.

#### 4.2 Editorial activities

Many EBS staff contribute to the School's research base by carrying out **significant editorial activities** as editors, associate editors and guest editors for highly ranked international journals. Table 3 gives an overview of selected editorial activities by research theme.

Table 3 Senior Editorships (selected)

<b>Journal</b>	<b>Editorial activities (current Board Members unless otherwise stated)</b>
Academy of Management Review	Hancock (2018-20)
Accounting Forum	Soobaroyen; Gaia; Baboukardos
Accounting, Auditing and Accountability Journal	Steccolini
Asia Pacific Journal of Management	Demirbag (Senior Editor 2018-)

British Journal of Management	Demirbag; Kelan; Kellard; Marra, Śliwa (Associate Editor 2018-); Wood (Co-Editor 2014-19)
Econometric Reviews	Taylor (Associate Editor 2008-)
Econometric Theory	Taylor (Co-Editor 2007-)
Econometrics and Statistics	Taylor (Associate Editor 2016-19)
Econometrics Journal	Taylor (Associate Editor 2007-16)
European Journal of Finance	Coakley; Fiordelisi; Girardone; Kellard
Financial Accountability and Management	Steccolini (Co-Editor 2019-); Uddin
Gender, Work and Organization	Kelan (Associate Editor 2015-); Tyler (Associate Editor 2007-)
Human Relations	Hancock
Industrial and Corporate Change	Athreye (Associate Editor 2013-)
International Journal of Human Resource Management	Allen
International Journal of Operations & Production Management	Kumar
International Small Business Journal	Kwong
Journal of Accounting and Management Information System	Uddin
Journal of Accounting in Emerging Economies	Uddin (Founder and Editor-in-Chief 2010-)
Journal of Banking and Finance	Fiordelisi (2012-15); Girardone (2013-17)
Journal of Business and Economic Statistics	Taylor (Associate Editor 2020-)
Journal of Financial Stability	Fiordelisi
Journal of International Business and Policy	Athreye (Area Editor 2016-23)
Journal of International Management	Demirbag (Consulting Editor 2020-)
Journal of the American Statistical Association (Theory and Methods)	Taylor (Associate Editor 2018-2020)
Journal of Time Series Analysis	Taylor (Editor-in-Chief 2013-)
Journal of World Business	Demirbag
Management International Review	Demirbag
Management Learning	Śliwa (Associate Editor 2015-); Kelan
Organization	Hancock; Tyler
Organization Studies	Hancock, Tyler
Public Administration Review	Steccolini (2016-19)
Qualitative Research in Accounting and Management	Steccolini
Research Policy	Athreye (Advisory Editor 2013-)
Work, Employment and Society	Roper (Editor-in-Chief 2017-); Hammer; Hancock; Hudson

Table 4 illustrates a selection of guest editorships by journal, staff member and topic.

*Table 4 Selected guest editorships*

<b>Journals</b>	<b>Guest Editor(s)</b>	<b>Topic</b>	<b>Date</b>
Accounting, Auditing & Accountability Journal	Steccolini	Accounting for public services: Reconsidering publicness in accounting research and practice	2019
British Journal of Management	Demirbag, Marra, Sena	Big data and firm performance	2019
European Journal of Finance	Coakley, Girardone, Kellard	Banks and markets in times of uncertainty	2020

Gender, Work and Organization	Kelan	Exploring the emergence of moderate feminism(s) in contemporary organisations	2019
Gender, Work and Organization	Tyler	Emotion, aesthetics and sexuality at work: Theoretical challenges and future directions	2020
International Journal of Human Resource Management	Demirbag, Kwong, Wood	International human resource management in contexts of high uncertainties	2018
Journal of Econometrics (Annals Issue)	Taylor	Recent advances in time series econometrics	2014
Journal of Empirical Finance	Kellard, Taylor	Recent developments in financial econometrics and empirical finance	2016
Journal of Financial Services Research	Fiordelisi	Financial intermediation and markets one decade after the crisis	2018
Organization	Hancock, Tyler	Spaces and places of remembering and commemoration	2016
Organization	Kelan, Śliwa	Critically interrogating inclusion in organisations	2020

### ***International focus and indicators of esteem***

In EBS the international focus of research (especially, but not limited to, research in emerging economies) has led to many significant international scholarly networks and collaborations. The School strategy encourages research that focuses particularly on emerging markets and developing economic and social contexts.

In **accounting**, for example, past and current research projects cover five continents. This is reflected in the publication records (co-authorship and subject matter), research grants and international visiting fellowship. The group hosted visiting fellows from various countries, such as China (Jianxi University), Mexico (University of Guadhalara), Pakistan (Lahore University) and USA (University of Arkansas). Accounting researchers have also held visiting positions including Columbia University (Gaia), University of Mauritius (Soobaroyen) and Shizouka University (Uddin). The group's active international agendas have also led to international standing. For example, since 2017 Arun has been Chair of the academic Committee on Financial inclusion, International Cooperative and Mutual Insurance federation (ICMIF). Jayasinghe is Panel Member, Accountability and Governance Issues in Post-disaster Management (United Nations Sendai Framework Words into Action implementation guides for accountability and governance, UNSIDR (2016-2021). Soobaroyen was President (September, 2019-2020) of the African Accounting and Finance Association; and was recently (April 2020) elected President of the British Accounting and Finance Association (BAFA). Uddin is Founding Member of BAFA's Special Interest group (SIG) on Accounting and Finance in Emerging Economies. He was also panel member of the Commonwealth Scholarship Commission in the UK from 2013-2016 and obtained a Fellowship from the Japanese Society for the promotion of Science, in 2014-15. Steccolini is Founder and Chair of the 'Accounting and Accountability' Special Interest Group, International Research Symposium on Public Management; Chair of the Standing Scientific Committee (European Accounting Association); Vice Chair of the EIASM conference on Public sector reforms in Accounting and Management. She is also member of: the International Advisory Board, Public Finance by Women (PFW); Research Group on Financial Resilience of Contemporary Cities, University of Sao Paulo (Brazil); and Board of the International Research Society on Public Management (Secretary). Several accounting researchers have given keynotes at international conferences, for example, Uddin was keynote four times in this REF period at events in Bangladesh (Social Science and Business Research); Poland (Corporate Governance in Transitional and Emerging Economies, 2016); Japan (Accountability in Healthcare for Japanese Health Care Professional); and Canada (Qualitative Accounting Research Symposium, 2017). The quality of Steccolini's research work on public management is increasingly being recognised in the



relevant community as evidenced by two recent awards: BAFA Prize for the most outstanding paper published in the *British Accounting Review* in 2018; and Emerald Literati Award: *Accounting Auditing and Accountability Journal* Mary Parker Follett Award for Highly Commended Paper 2019.

In **finance**, since 2012 Fiordelisi is the founding President of the Financial Intermediation Network of European Studies (FINEST). He was also an affiliated Senior Faculty member to Bocconi Business School (Milan) and a panel member of the Italian Quality Research Assessment and of the Committee for the National Scientific Qualification (ASN) for 2018-2020. He has held visiting positions at the New York Federal Reserve (2017) and European Central Bank (2017, 2018, 2019). Kellard is Chair of the Conference of Professors of Accounting and Finance (CPAF) at BAFA. He is involved as methodologist in the Scientific Committee for the 2021 edition of the Academic Journal Guide to be produced by the Chartered Association of Business Schools (CABS). Coakley and Taylor are members of the Economics, Econometrics and Statistics panel. Girardone was visiting scholar at the Bank of England in 2015-2019. She was also invited speaker at two international conferences on bank regulation and risk at Brunel University (2018, 2019) and keynote at the Corporate Governance & Risk Management conference (2019, Gallipoli, Italy). Kokas was visiting scholar between 2017 and 2019 at Banco de Portugal, Bank of Finland, Bank for International Settlements and Michigan State University. Markose's policy engagement work is beginning to influence wider debates on Artificial Intelligence. A keynote speech 'The Digital Foundations of Intelligence: How we became smart and protean' was given in 2019 at Bio-Inspired ICT Conference at Carnegie Mellon University, and at the 2019 C3 Complexity Symposium, University of Sydney. She was also an invited speaker at the Bank of England Conference on The Impact of Machine Learning and AI on the UK Economy, co-sponsored by CEPR and the Brevan Howard Centre (Imperial College) in 2020. Taylor acted twice as keynote at the Bank of Portugal and Rimini Centre for Economic Analysis (Italy) in 2016. Taylor was also invited to give keynote addresses at Lancaster Management School (workshop entitled 'Macroeconomic and Financial Time Series Analysis') and Brunel for the International Conference on Financial and Macro Economics and Econometrics, in 2018. In 2019 he was keynote at the Econometric Society Australasian meeting in Perth, German Statistical Association in Munich and Nordic Econometric meeting in Stockholm. Both ECRs and senior staff members staff have obtained best paper awards: for example, Sarkisyan received the EFMA (European Financial Management Association) Capital Markets Best Paper Award in 2019. Taylor was elected in 2018 to a Life Fellowship of the International Association for Applied Econometrics; a Fellowship and an Editorial Fellowship of the *Econometric Reviews*; and a Plurima Scripsit award by *Econometric Theory*. In 2015 he received a Doctor of Science (ScD) Degree by the University of Cambridge.

Researchers in **management and marketing** are also recipients of various awards. Examples include: Reynolds (2018) a Winner of the 'Editor's Pick' award in the Sage journal *Organization Studies*; Murphy (2015) won the Academy of Marketing Annual Conference, Best Paper Award (Consumer Culture Theory Track); Burghausen (2015) received Highly Commended Paper Award, Emerald Publications; Malhotra (2018) received 'Outstanding Reviewer' award by the Elsevier journal, *Journal of Business Research*; Barros (2020) won Best International Paper award in *Journal of Management History* and Shuman Best Student Paper Award, *Academy of Management*. Other esteem indicators include, for example, Šliwa as a member of the Council and the Research and Publications Committee of the British Academy of Management. Since 2016, she has been a stream co-convenor at the British Academy of Management Conference. International visiting positions include, for example: Burghausen at Aarhus University in Denmark in spring 2018; Šliwa (2018-19) at University of Auckland, New Zealand; and Åbo Akademi University, Turku, Finland. Keynote presentations include: Šliwa (2019) at the 13th International GEM&L Conference, Sheffield Hallam University, UK; and Šliwa (2018) at the Diversity Day at Copenhagen Business School, Denmark.

**OSHRM** researchers at all levels hold UK and international positions. Recent awards include Kelan (2019) for the Leading Article Award, *International Journal of Management Reviews*. Best paper awards include: Tucker (2015) *Academy of Management Annual Conference*, Best Paper Award (ODC division); Tyler (EGOS Best Paper award, 2016). Keynote invitations include Kelan (2015-2020) Opening keynote speaker for 'Women, Leadership and the UN' United Nations System Staff



College. Kelan (2017) was ranked 29th HR Most Influential Thinkers 2017, HR Magazine. International visiting fellowships include: Cirella (2014 - 2015) Visiting Scholar at the California Polytechnic State University, San Luis Obispo, CA, USA; Hancock (2015) Visiting Professor at the University of Lapland, Rovaniemi, Finland; Kelan (2017-2018) Dahlem International Network Professor for Gender Studies, Department of Management, Freie Universität Berlin, and Kelly, who is an Honorary Associate of the Institute for Human Security and Social Change at La Trobe University (2019-2020). This appointment was made on the basis of his work with the Institute for Human Security and Social Change at La Trobe University in Papua New Guinea and Pacific Island states. Since 2017, ECR Cirella has co-organised a track on Design, Innovation and Organizations at the EURAM annual conference. Three members of OSHRM staff are co-organising streams and the 2021 GWO (formerly 2020) conference, including Nash (ECR), who is co-organising a stream on 'Gendered spaces, places and temporalities of work'. A formal launch for the recently formed (2020) Gender and Work research group will also take place at this conference, to welcome non-EBS associate members.

**SOE (formerly MSE) research**, as already noted, focuses strongly on entrepreneurship, innovation and internationalisation in emerging markets, with several researchers playing prominent roles in journal administration in these areas (Table 3). Athreye has led work on University Industry Technology Transfer with the World Intellectual Property Organisation (WIPO), which compared the experiences of university knowledge exchange in six national contexts. She is creating a toolkit for self-assessment of knowledge exchange policies for universities, which, once completed, will be used by WIPO member states. Her paper on Open Innovation won the Best Paper award at the Uddevalla symposium in 2016. Allen is the network co-organiser of the Society of the Advancement of Socio-Economics (SASE); between 2012 and 2015, he was the Communications Officer for the Academy of International Business (UK and Ireland Chapter). Li is a member of the Board of Trustees of the Institute of Small Business and Entrepreneurship (ISBE), and a Board member of Chinese Economic Association. He briefs Chinese media regularly on matters of Technology and Entrepreneurship in China. He received the Best Paper award at the 41st Institute for Small Business and Entrepreneurship Conference, held at Birmingham in 2018. Further, Kim received the Best Paper award at the Sixth Frontiers of Business Research in China International Conference in Beijing, China (2019) and at the Society of Open Innovation conference in South Korea (2020). Demirbag has been invited speaker at several events in Turkey, such as the Gebze Chamber of Commerce (2016), Istanbul Medipol University (2017) and Istanbul University (2018). He was also keynote speaker at the 5th International Regional Development Conference in 2019 (Malatya Turgut Özal University).