

<b>Institution: University of Winchester</b>
<b>Unit of Assessment: 17 Business and Management Studies</b>
<p><b>1. Unit context and structure, research and impact strategy</b></p> <p>The University of Winchester Business School (UoWBS) was established in 2008 under the leadership of Professor Neil <b>Marriott</b>. It was one of the first UK Business Schools to adopt the United Nations Principles for Responsible Management (PRME) and subsequently first achieved the award of PRME Champion School status in 2016 (and again in 2018 and 2020). This has provided a context for developing research for a UoA 17 submission that has a responsible management theme across a range of business disciplines in addition to more established business management subjects. The University has taken strategic action to develop its research in this area, culminating in this first submission to REF for UoA 17, aligned to the institutional University Strategic Plan 2015-20 (see REF5a 1.1. and 2.1).</p> <p>UoWBS is located in the <b>Faculty of Business, Law and Digital Technologies</b> and is one of five faculties of the University. Staff contributing to UoA 17 work primarily within four departments: Responsible Management and Leadership; Marketing, Event and Project Management; Accounting, Finance, Mathematics and Economics; and, Digital Futures. These departments were set up following a restructure of the School and, between them, are active in internal and external networks, professional bodies, conferences, publishing, liaising with employers and other esteem type activities where individual staff make contributions according to their expertise.</p> <p>In addition to the academic departments, staff are brought together in collaborative research activities through two research centres: the <b>Hoare Centre for Responsible Management</b> and <b>Centre of Enterprise, Design &amp; Innovation</b>. Since 2014, there has been considerable investment in the work of individuals and the research centres from external and internal sources to produce the 35 research outputs and 2 impact cases in our submission. There has also been university support for staff undertaking doctorates. Heads of Department are able to take a 6-month sabbatical, normally after a four-year term, to re-focus on their research.</p> <p><b>1.1. Research and Impact Strategy</b></p> <p>Across this REF period, the UoA implemented a successful strategy to create a cohesive unit focused on developing the quality of research with more experienced and successful individuals sharing their expertise with those wishing to develop their research careers. Whilst individuals are free to pursue their own interests, there are now focus points for sharing and development around the production of higher quality outputs and impacts. These are the <b>Hoare Centre for Responsible Management</b>, the <b>Centre of Enterprise, Design &amp; Innovation</b> and the <b>Marketing, Event and Project Management Research Group</b>. Some staff are active in more than one centre and the academic departments also provide a natural home for collaboration. At a Faculty level, a research seminar programme is provided throughout the academic year with opportunities to discuss staff research, collaborate with and learn from external speakers and engage with doctoral students' research.</p> <p>Staff development reviews (IRDS) are the responsibility of the departments and hence the research plans and aspirations of staff are a key feature of staff development plans (see REF5a, 3.4). The number of staff entered in REF 2021 is 16 (14.06FTE). Support for staff to develop their research is inclusive; there is funding and workload allocation time for all types of research, knowledge exchange and scholarly activity related to teaching depending on individual career paths and career stage. The departments linked to the research centres/group and associated staff are shown below. Capturing the range of expertise, experience and potential in UoWBS, the Faculty developed its RKE 2016-2020 Strategy focused on three key areas: <b>[1] Excellence</b> (i.e. quality research), <b>[2] Engagement and Exchange</b> (i.e. nurturing processes and systems, sustainable external relationships, and non-academic community engagement),</p>

and **[3] Impact** (i.e. research impact) and these are highlighted throughout sections of this statement. These link to the three key elements of the University RKE Strategy 2015-2020 on research (see REF5a, 1.1 and 2.1).

The unit takes an inclusive approach to supporting staff who wish to follow the research career path (see REF5a, 1.2). In so doing, we reference colleagues who are on Teaching and Scholarship role profiles who engage with the UoA but are not REF-eligible; their names are not emboldened, to distinguish them from colleagues being entered.

**1.2. Department of Responsible Management and Leadership (Blakeley, Cripps, Gladkikh (left 2019), Hewlett, Murray (retired 2019), Palmer, Parkes, Pilato, Richardson, Smith, Sunley)**

The research focus in this department links to the **Hoare Centre for Responsible Management** (headed by **Smith**), though not exclusively. There is a well-established connection with the UN Principles of Responsible Management initiative with Professor **Murray** and Professor **Parkes** having both chaired the UK Chapter. Hence, much research has been geared towards the themes of responsible management education, responsible leadership and business ethics and subsequent impacts on business schools and business organisations. One of the impact case studies (ICS) submitted relates directly to responsible management education (**Parkes**), namely **Promoting Responsible Management and Sustainability Through Higher Education**. Closely linked to the responsible management theme, is research involving the planning and management of the environment for wellbeing and health (**Hewlett**) – this is our other ICS, **Safeguarding and Enhancing Tranquillity in Areas of Outstanding Natural Beauty**.

In 2012, the **Hoare Centre for Responsible Management** was developed and established by **Blakeley** and is now led by **Smith** (since 2018). The Centre, which is housed in this department, aims to bring together the private, public and civil society sectors in order to develop a community of practice dedicated to the creation of a more equitable and sustainable economy and society. Diverse research and impact within this Centre includes: (and also see Section 4):

- **Blakeley** who has organized and led a number of talks (2015-2018) whereby high-profile industry specialists have been invited in to discuss their experiences **[2]**. She has also published papers on spiritual leadership (*Journal of Business Ethics*) and responsible leadership (*Human Resource Development International*) **[1]**.
- Cripps who has co-organised with an undergraduate student a sustainability workshop (2019) around the topic of zero-waste. This student has now launched a zero-waste shop in Portsmouth with a view to making even greater impacts on the zero-waste/ recycling/ circular economy agenda. **[2][3]**
- **Gladkikh's** book (2017) on *The International Business Environment and National Identity*. **[1]**
- **Hewlett** has written several British Academy reports (x2 in 2015, x2 in 2017) and publications on the topic of space and tranquillity. (Direct ICS link) **[1][2][3]**
- **Murray's** research on the circular economy (2015) published within the *Journal of Business Ethics* as well as publishing on the topic of PRME (2014) in *Management Learning*. **[1]**
- **Parkes'** extensive work and related publications relating to the PRME, e.g. several within the *International Journal of Management Education* (including one with **Murray**). Also co-authored a book (2020) titled *The Sage Handbook of Responsible Management Learning and Education*. **Parkes** is also a Special Advisor for PRME. (Direct ICS link) **[1][2][3]**
- **Parkes** and **Murray** organised two events at the University of Winchester in 2018, an ESRC seminar in conjunction with PRME and BAM titled 'Sustainable and Responsible Business: early career PhD researcher development workshop', and 'Educating for Responsible Business and Management in the context of the Sustainable Development Goals'. **[2][3]**
- **Pilato's** research and publications relating to AgriFood as well as environmental and sustainability issues (e.g. *Sustainability*). **[1]**

- **S raphin's** research, books and publications on Responsible Tourism (e.g. a chapter on PRME and overtourism in *Overtourism: Causes, implications and solutions*, articles in the *Journal of Tourism Recreation, Worldwide Hospitality and Tourism Themes*, and the *International Journal of Management Education*). Also co-edited a book titled *Green events and green tourism: an international guide to good practice*. [1]
- **Smith's** research and publications within organizational ambidexterity (a theory pertaining to paradox), responsible management and leadership, and resilience in organisations and business activities (e.g. *Human Resource Management, International Journal of Human Resource Management, Thunderbird International Business Review*) [1]. He also gained external funding to travel to India with students as a cultural exchange trip whereby there was a great emphasis on Sustainable Development Goals (SDGs) and comparing them in action between the UK and India [2][3].
- **Smith and S raphin's** externally funded project (2019/20) focusing on overtourism in Hampshire addressing paradoxical tensions in creating and maintaining Sustainable Cities and Communities (SDG 11). [1][3]
- **Smith and S raphin's** British Academy of Management (BAM) Sustainable and Responsible Business SIG event (2019) titled 'Overtourism: Finding Sustainable Development Solutions and Tackling Paradox' which blended both academic and industry speakers to bring theory and practice together. [2][3]

The Centre has published regular newsletters reporting on the research and impact activities of its members. There are also a number of keynotes, invited speaker opportunities and other aspects related to this Centre, highlighted in Section 4 as a part of the collaboration and contributions dialogue.

1.3. The **Centre of Enterprise, Design & Innovation** has a knowledge exchange focus with Richardson and Wilson, D. from Digital Futures. The emphasis within this Centre resides in impacts around income and collaborations [2][3]. Thus, this Centre is highlighted in more detail within Section 3 and 4.

Furthermore, Cripps, who joined in September 2019, has published around the topic of Generation Z and Hospitality Careers [1]. Expanding on his Centre interests, **Smith** is co-Track chair for the BAM Special Interest Group for Sustainable and Responsible Business (since 2018) [2]. He also has a deeper set of research interests that expand to leadership, HRM and international business more generally. Sunley (and Harding) has published on creativity in education within the *International Journal of Management Education* [1].

**1.4 Department of Marketing, Event and Project Management (Beneke, Green, Harding, Hutton, Lee, Lynch, Lystor, Marriott, H., Mhana (UoA 24), S raphin, Sinha).**

The research interests and agenda in this department naturally have some links to the **Hoare Centre of Responsible Management**. However, the research active staff in this area have their own developing research group that shares the work and expertise of more experienced members and external contributors in developing the department's research culture. **Beneke** is researching and publishing on the effects of branding and labelling on consumer behavior in many different industry and international contexts [1]. **Hutton's** marketing research includes a focus on the experiences of a range of vulnerable consumers including those in poverty, children and ex-offenders [1]. **Marriott, H. (ECR)** is already establishing herself as a published author for her work on mobile applications and mobile commerce in retail and their implications for consumers. She is now developing her research interests into Artificial Intelligence [1]. **S raphin** (see above also with his contributions to the **Hoare Centre of Responsible Management**) is a prolific researcher (and prolifically cited also) in the field of tourism management, tourism marketing and sustainable tourism including a focus on overtourism, destination management, organizational ambidexterity (theory pertaining to paradox), children in tourism, and post-colonial, post-conflict and post-disaster destinations (emerging destinations) [1]. Sinha's research work and practical impacts are around her Lean Management Community of Practice and the leading of the **Centre for Climate Change Education and Communication** [1][3]. She

is a leader for driving forward a Carbon Literacy Training Programme, whereby more than 20 staff from the University and external guests have already completed this course [3].

#### **1.5 Department of Accounting, Finance, Mathematics and Economics** (Bonathan, **Bruno**, Chu, Grover, **Gunton**, Jennings, Osgerby, **Marriott, N.**, Ivanov, Sheeran, Tan, Teoh)

This department, as its name suggests, has the widest range of research interests and some staff are cross referenced to other units of assessment. The department was established originally as Accounting and Finance and there is a group of staff who cluster around the area of Accounting Education; most notably **Marriott, N.**, whose outputs are presented in our submission [1]. The majority of Accounting staff are in teaching roles, but they also have interests in accounting education (e.g. Bonathan, Jennings, Osgerby) [1]. In addition, Teoh and Tan focus on technologically enhanced teaching and learning practice, including conference presentations and guest lectures [1].

As the department has diversified its portfolio of work, other research areas are being established. Amongst the economists, Sheeran secured external funding for a project report (SSRHC and ESRC) "Understanding the future of Canada-UK trade relationships" (Sheeran with Philip Walsh, Visiting Fellow from Ryerson University, Canada) [2]. There are also staff publishing research in Pure Mathematics (**Bruno**) and Environmental Policy Making and Sustainability (**Gunton**) [1]. Chris Grover, who passed away in 2016, was an inspirational colleague for many and published numerous articles, in the *Journal of European Real Estate* and numerous in the *Journal of Property Investment and Finance* [1]. Ivanov is currently conducting research around the topics of institutional economics, post-Keynesian economics and economic/business history [1].

#### **1.6 Department of Digital Futures** (Ancient, **Burke** (cross-referred to UoA 34), **De, Lu**, Sanders, Wilson, D.)

This is the most recently established department in the Faculty to support delivery of UG and PG teaching programmes blending Computer Science, Cyber Security, Data Analytics, and Artificial Intelligence with Digital Media Design, Computer Aided Design, Augmented Reality and Virtual Reality. Some staff feature in UoA 17's outputs with cross reference to, or entered in, UoAs 11 and 34. As can be seen in later sections on funding and networks, the RKE activities of this group have an impact on the research environment in relation to interdisciplinary collaboration within the Faculty and University. **Burke** undertakes interdisciplinary research within the application of new digital technology to economic, environmental and social systems. She is pursuing work within emerging digital trends and knowledge [1]. **De** has published leading edge research using original applications to improve the accuracy of quantitative data sets e.g. machine learning to monitor air quality and mobile sensing to estimate missing data [1]. **Lu's** research is focused on business analytics and management science, whereby structured approaches, analytical frameworks and process models are proposed for business intelligence and data-driven decision making [1]. This includes publishing 4 peer-reviewed articles in collaboration with 8 postgraduate students (not doctoral students). Applicability of her research has been demonstrated through modelling real-world problems using visual techniques for insight generation in, for example, customer analytics and health informatics [3].

#### **1.7 Overall improvements in quality, quantity of outputs and staff research capability**

In the period 2014-2020, a wide range of outputs have been produced. For the 16 staff being submitted to UoA 17, over 250 research outputs have been published (refereed books, chapters and articles in journals) and over 120 conference papers have been presented, representing a strong first REF entry.

In 2015, the first cohort of professional doctorate students enrolled on the Doctorate of Business Administration (DBA) with subsequent cohorts in the following years (programme led by **Blakeley** 2015-2018 and then **Smith** 2018-2020). This has given more staff the opportunity to engage with doctoral level teaching and supervision in addition to PhD supervision. It has also

provided an alternative route for academic staff wishing to study for a doctorate themselves. During the census period, staff have supervised 6 doctoral students to completion, in some cases working across UoAs, supporting interdisciplinary work. In addition, there are 24 PhD/DBA students currently being supervised. There are also 13 additional DBA students currently working towards their Progression Vivas, having completed the taught elements and are on track to complete in the next REF period). Further information on research students is provided in section 2.2. [2]

As detailed in the next section, staff have been promoted and appointed to Professor and Reader since 2014 (e.g. **Hewlett**). In addition, staff in roles designated to include research have been recognized with generous research time allocation (400-500 hours per year depending on the role) and opportunities to bid for internal funding support. Staff without specified research responsibility are encouraged through staff development support to develop the quality of their research through, for example, journal article publication, conference paper presentation or undertaking a doctorate. [2]

There has also been success in obtaining external research income and other sources of income as detailed in section 3.1.

Overall, the research strategy for UoA 17 has delivered in establishing a well-balanced profile of experienced, mid-career and early career researchers who are contributing according to their career stage in publishing outputs, external impacts, winning external funding and contributing towards doctoral supervision. The infrastructure within the University and the Faculty will ensure that this momentum is maintained.

### 1.8 Future plans for UoA 17

As the narrative has highlighted, the UoWBS is a growing area and is building momentum over time and practice. Our aim is to further expand on pockets of specialism and become world leaders in a number of subject areas. Our work around PRME and its related Centre has already established a firm base within REF2021.

The Unit has a strategic approach to increasing funding through the next cycle, which has already generated successes. For example, **De** successfully gained funding of £5,403 (as part of a larger grant of £62,388) from ESRC in early August 2020 for a project on capturing structured content from questionnaires. This project will start in February 2021 and finish in July 2021. **Smith** has been awarded £6,000 from UKIERI in November 2020 to run a virtual cultural event between UoWBS and Amity University (India) students in January and February 2021.

In addition, Sinha has submitted a bid to Joseph Rowntree Charitable Trust for £68,000 which is focused on developing circular economy labs, and **Smith** has submitted a bid of £993 for PRME Seed Funding for a project exploring the impact of PRME beyond education (outcomes pending).

One of our major growth areas for next REF is specifically around the newer **Department of Digital Futures**. The digital focus will cross-fertilise with existing UoWBS practice and its related Centre, and enable our reputation to grow in this area as well. Thus, as an extended example, the **Centre of Enterprise, Design & Innovation** is aiming to create a greater academic focus in the future, i.e. become more impactful in terms of research as well as its current track record of high quality knowledge exchange. Following investment in equipment, they will now grow the centre and particularly focus on interacting with businesses. Thus, they will continue engagement work with local businesses and third sector organisations, as well as expand the **Centre of Enterprise, Design & Innovation** Lab facilities (especially 3D printing/digital design) and local networks to increase levels of business engagement and information sharing. They will move further into the EdTech sector of VR/AR, both piloting this for teaching (students) and training (external engagement). They aspire to build their doctoral community (and have 3 PhD students registered for September 2021 already). They will expand the portfolio of business diagnostic tools and increase the usage with local businesses via student KE projects, as well as develop the Creative Digital incubation support services available, via the Centre, to help

students and staff develop their entrepreneurial ventures. This will make for exciting opportunities across the UoWBS to develop research related to these existing KE strengths.

## 2. People

### 2.1 Staffing strategy and staff development [2]

To develop, support and sustain the development of the research environment a number of appointments and promotions to Professor and Reader have been made over time: Professor of Management (**Parkes** and **Burke**), Professor of Responsible Management (**Murray** retired 2019), Professor of Accounting Education (**Marriott**), Professor of Knowledge Exchange (**Hewlett**), Reader in Cyber Security (Sanders). There is an annual round of invitations to staff to apply for promotion from Senior Lecturer (Teaching with Enhanced Responsibility for Research or Teaching and Research) to Reader, Senior Fellow or Professor. The University is committed to the principles of equality and equal opportunity. Of the 5 professors in the Faculty, 3 are female and 2 are male. Amongst the 16 staff in UoA 17 with outputs returned to REF2021, 62.5% are female. There are various supporting activities as well through training (e.g. courses geared towards women in senior roles) and flexible working opportunities.

The unit's recruitment strategy is to appoint, where possible, staff who have a doctorate. This has been successful and the majority of staff appointed through external recruitment have doctorates. Within the UoWBS, 33 staff possess doctorates (60%) with 6 staff currently studying for one. All staff who have potential to undertake research and wish to develop their career prospects through this route are encouraged to undertake doctorates and are given workload time to support this. During this REF period, 4 staff have successfully completed doctorates; Lynch, Summers (left), Easterling and Bohnacker-Bruce. There are also studentship bursaries available across the university and currently there are 3 students (starting in 2017, 2018) within UoWBS undertaking a PhD on this basis. Staff undertaking a doctorate are allocated time in the staff workload model to support their studies (8\* staff were actively supervised within UoWBS in July 2020 – x4 PhD and x4 DBA. \*Includes staff from outside of UoWBS). For example, Tan started her PhD in April 2020 focusing on stock market investment risk and return using a big data approach. This is a critical area of development, to enhance the **Department of Accounting, Finance, Mathematics and Economics** and to increase their research capacity. This strategy on supporting doctorates has and will continue to strengthen the research culture in the UoA.

In addition to doctoral support, Bonathan (MSc A&F), **Burke** (MA), Jennings (MSc A&F) and **Smith** (MEd) have gained staff waivers on fees support through master's studies. For Bonathan and Jennings in particular, who have alternative qualifications (i.e. not a doctorate) for teaching in accounting and finance, such support enables a journey into areas such as research methods leading to a project that will hopefully develop into further aspects of research (and potentially a doctorate). In general, the support helps to enrich and diversify teaching and research practice.

The strategy for recruiting new staff is to ensure that research active staff who leave are replaced by staff with TERR or T&R profiles and that staff recruited to T&S roles possess a doctorate with potential to become research active as they gain experience. For example, staff who met the criteria for TERR or T&R profiles recruited in 2019/20 are **Gunton** and **De** whilst Cripps, Chu and Ivanov are active scholars who already possess doctorates who joined on T&S roles but have good potential to develop as researchers.

To aid career development, all academic staff have an annual staff development review meeting (now as part of the Individual Development Review Scheme) with their Head of Department where they can discuss how they can undertake activities that will support the development of their research according to their career stage and current role e.g. conference attendance and paper presentation. Staff can also apply for RKE funds allocated to each faculty to support the completion of projects through employment of research assistance, additional buy out of time on their workload, conference fees and expenses (see REF51, 4.1). Over £160,000 has been

provided over this REF period to this UoA. For example: **Hutton** received funding to present at the Transformative Consumer Research Conference, Florida State University, USA and was given match funding to develop an empirical study on ex-offenders; **Smith** and **Blakeley** received funding to host external speakers The Hoare Centre for Responsible Management's seminar series; **Pilato** received teaching buyout to support a project on overtourism; and UoA funds supported **Hewlett's** work towards her Impact Case Study.

## 2.2. Postgraduate research students [1]

There has been increased investment in doctoral programmes within the Faculty since 2014. Within UoWBS, there are currently 24 students (and 14 additional DBA students currently within the pre-thesis stage/taught phase as of July 2020) undertaking PhDs and Professional Doctorates. In 2015, we welcomed our first cohort of DBA students (and we have now had 4 intakes with 4 students successfully progressing to the thesis stage. Six students have successfully completed their PhDs as of July 2020, some of which have been supervised across UoAs (total of 3.99 for Business). An international student also completed her PhD in 2019/20. In addition, Palmer had supervised to completion 2 PhDs by publication (2018, 2019) and 1 Prof Doc by Contribution to Practice (2018). There are university bursaries awarded on a competitive basis and 3 were awarded to UoWBS students (2017, 2018).

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Academic year	No. of PhDs awarded	No. of Professional doctorates awarded
2013-14	0.33	0.00
2014-15	0.33	0.00
2015-16	0.00	0.00
2016-17	1.00	0.00
2017-18	1.33	0.00
2018-19	1.00	0.00
2019-20	0.00	0.00

Doctoral students are invited to attend the Faculty staff seminar programme and also contribute as speakers by presenting their research as it develops. All research students attend a full induction programme that runs twice a year for April and October enrolments. Throughout the year there are seminars on all aspects of doctoral study for students to attend if they wish. All PhD students are required to undertake the University's Post Graduate Certificate in Research Skills (PGCRS). The PGCRS programme is a compulsory part of MPhil/PhD study at level 7. It prepares students for work as researchers and for an academic career through engagement with a range of research paradigms, theoretical standpoints and techniques that will often reflect their personal research projects. There are three modules, Introduction to Research Skills, Research Knowledge Exchange and Research for Professional, and/or Personal Development (see REF 5a, 3.3).

At a Faculty level many students choose to attend the highly successful Doctoral Roundtable events led and initiated by **Hutton**. The Doctoral Roundtable is an innovation established in September 2015 to build students' resilience, create a distinct intellectual community and enhance research imagination. The Roundtable acts as an enabler of progress for doctoral students. Impact evidence obtained from:

- i) Student evaluations (72% response rate)
- ii) Faculty/institutional stakeholders, illustrate how this innovation has fostered excellence in research learning, achieving cross-institutional impact.

To build and maintain students' resilience over time, the formation of a peer-network/community is essential to minimise procrastination and experiences of isolation. The Roundtable acts as a multi-disciplinary, inter-faculty scholastic research community of doctoral students who meet

each month to learn from each other's work and experiences of doing research. By critically engaging with others (written) work and ideas, students also turn the critical gaze on their own progress, conceptions and research approaches to (re)assess their development throughout their doctoral journey. Now in its fifth year, the doctoral roundtable has a consistently growing membership that currently stands at 18 of the doctoral Faculty cohort of UoWBS students. Since their establishment, they have had cross-institutional influence and impact. The doctoral Roundtable innovation has influenced colleagues in the Humanities and Social Science and Health and Wellbeing faculties to adopt this approach. Both faculties have now established their own Roundtables.

### 3. Income, infrastructure and facilities

#### 3.1 Infrastructure

Although this is the first REF submission for UoA 17, the infrastructure for research in the university is well established and has supported this inaugural submission. The Senate Research and Knowledge Exchange Committee has overall responsibility for overseeing the University's research strategy and is chaired by the Director of Research and Knowledge Exchange. The Departments are represented at the Faculty Research and Knowledge Exchange (FRKE) Committee chaired by Professor **Burke**, Faculty Head of RKE. The Post-Graduate Research Student Lead, UoA Leads and two Knowledge Exchange Leads are members of the committee. The Research Centres and the UoA group report to the committee. The committee receives guidance on the university's strategies for managing research and within these guidelines approves the allocation of internal research funds based on the recommendation of the UoA group. **[2]8**

The UoA is able, through the devolution of internal funding, to work towards achieving increases in quality **[1]**, environment **[2]** and impact **[3]** (see REF5a, 2.1 and 2.1). (as outlined in section 1.1). There are two routes through which staff on eligible role profiles (see section 2.1) can apply for funding support. Each year the UoA is allocated a sum of money to award strategically to support these aims. There is a fast track route to obtain funding for research activities to a maximum of £750 which can be signed off by the Faculty's Head of RKE. For larger sums staff can apply to the Internal Grants Committee to cover a wide range of research activities including, but not limited to: research leave, research assistance, generating or supporting impact, workshops, overseas conference attendance, use of consultants and Research Centre activities, such as the seminar series (speakers highlighted in Section 4). The UoA Working Group is able to propose how best to allocate funds in consultation with the Faculty Head of RKE before submission to the Internal Grants Committee. **[2]**

All staff are encouraged to record their research outputs for Open Access using the University's Research Information System, Pure. This is irrespective of whether they are REF-eligible and makes their work available to the international research community and other stakeholders. Staff in the UoA attend training sessions provided by the Open Access Officer to help them use the system and be kept up to date on open access developments in relation to REF. All new staff receive similar briefings in their induction programme and the Open Access Officer has presented to the Faculty on OA matters. **[2]**

The UoWBS' total external income from research grants and a research donation for the REF period was £235,438 – a sound amount for a first-time UoA entry from a small HEI. Of this, **Hewlett** brought in significant amounts of £97,517 (ESRC) and a further research donation of £62,500 for tranquility and significant spaces projects. In this cycle, **Ancient** has brought a first installment of £13,000 from a £50,000 grant from her former HEI, the University of Portsmouth, exploring satellite remote sensing capabilities to develop resilience against climate change.

Smaller amounts have been secured by a range of colleagues, of which £47,419 has come from the UK Government / Local Authorities. **Smith, Séraphin, Stokes** and **Palmer** secured income from the British Academy of Management for work on overtourism. There have also been



successes in international research funding, for example **Hutton**, who won funding from the US-based Association for Consumer Research to explore community responses to hunger. [2][3]

In addition to research grants, colleagues have also secured £13,050 in consultancy over the REF cycle in areas of leadership, business consultancy for Winchester City Council and for digital work with a TV production company. [2][3]

In addition to the internal RKE funding mentioned above, there are numerous other opportunities for staff to attain internal funding to enhance and develop research projects. Such incentives include: Senate Awards, Strategic Priorities Funding, KE funding and HEIF funding for KE work related to research, Student Fellows Scheme, Teaching Fellows, Winchester Research Apprenticeship Programme (WRAP), and Learning and Teaching Awards. These are university-wide opportunities to bid for in a constructive and developmental process with a view to expanding success with external funding applications. Staff from UoWBS are widely engaged in these initiatives and benefiting from the support leading onto bigger and more expansive projects. [2]

### 3.2. Future plans

We have invested £50 million in a state-of-the-art new building, the largest in the university, next to the main Business School building. The aim is to advance multiple aspects of the Faculty, but also to introduce new research possibilities going forward. For example, the Department of Digital Technologies is an evolving department blending areas like Computer Science, Cyber Security, Data Analytics, Artificial Intelligence, Digital Media Design and Development, Computer Aided Design, 3D Printing, Augmented Reality and Virtual Reality. The facilities will include specialist labs for Cyber Security and Digital Forensics, Software Engineering and Enterprise Networking, as well as Digital Innovation, VR/AR and 3D Motion Capture.

In addition, we have a number of new staff contributing going forward who have been recruited to add further depth to the research base.

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

This section provides detailed and specific evidence from the strategic focus outlined in section 1, namely [1] **Excellence**, [2] **Engagement and Exchange**, and [3] **Impact**. Building on earlier sections, this demonstrates how the UoA in UoWBS is extensively collaborating and contributing.

### 4.1 Collaborations and contributions to organisations/economy/society [1][2][3]

**Hoare Centre for Responsible Management** (headed by **Smith**): Guest speakers invited from industry (organised by **Blakeley**) include John Timpson CBE (Timpson's), Jonathon Porritt CBE (veteran environmental campaigner), Paul Drechsler CBE (President of the CBI), Carolyn Fairbairn (Director General of the CBI) and Amanda Mackenzie (Chief Executive of Business in the Community); BAM event combining industry and academic speakers (**Smith** and **Séraphin**); **Blakeley** was an invited speaker to IBM for a talk titled 'Leading with Love'; **Smith** and Palmer co-organised a symposium event with the University of the West of England's *Bristol Leadership and Change Centre* (BLCC) titled 'Responsible and Inclusive Leadership: Paradoxes and Possibilities' combining academics and industry professionals.

The ICS led by **Parkes** focuses on close alignment of the PRME Principles within the University of Winchester's mission and values to impact upon informing its teaching, research and partnerships policies and strategies. The pioneering change and impact are far reaching beyond the University as well. In addition, an ESRC funded research project hosted by Winchester and led by **Hewlett**, and directly linked to another ICS, focuses on tranquility and open spaces. These spaces are important to health and management practices of public sector agencies wellbeing and **Hewlett's** project has generated interest from a number of national bodies. **Hewlett** is developing a methodological framework that identifies the benefits of green spaces to

human health and wellbeing and enhances the management of green spaces in relation to climate change.

**Centre of Enterprise, Design & Innovation** (headed by Richardson and Wilson)

The Centre has a strong KE focus and delivered 17 Virtual Reality workshops in 19/20 to staff and students assessing usability, practicality and levels of engagement. Engagement with 15+ local SME's to ascertain their Intellectual property position via a diagnostic assessment. Engagement with 20+ Low carbon innovators (SME's) via an ERDF grant application process. Engagement with 25+ SME's in student projects (Innovation Labs – iLabs) to develop new products and services and well as assessing business strategies. Informing local council of strategy growth options via research and consultancy project. IPO – grant investment and shared PR / assets. incuHive – collaboration with a local start-up incubator. Emphasis and Low Carbon Solent – ERDF collaboration with University of Portsmouth and wider stakeholder group. This also includes relationship with local innovative SME's for assessment and grant funding. Other collaborations specifically include: Minivation; Binky Goes to London; Brides of Winchester; BPS; Backstage Tales; History Heroes; Wildflower Turf; Recycled Assets Store; Splendid Fred Records; Seward; The Bug Shack; BluPoint; The Hampshire Picture Co.; Careerville; The incuHive Space; and The Earth Museum.

In addition to Centre activities, there is other involvement around the UoWBS. **De** collaborates and publishes with organisations in London, Liverpool and SMEs in Serbia and Finland, namely VTT, who is one of Europe's leading research institutions. **Hewlett** has published with the Dorset Area of Outstanding Natural Beauty Partnership and works extensively with various stakeholders in and around Dorset, Devon and also in Spain, e.g. Dorset Council, Stepping Into Nature (Dorset), National Association of AONBs, Public Health Dorset and the National Grid. **Hutton** works extensively in the community/society, including Access to Good Food Network, Winchester Food Partnership, The Footprints Project, Offploy, Revolving Doors, The Trussell Trust, Independent Food Aid Network, FirstBite Community Food Project CIC, Richmond Food Bank and Action Hampshire. Ivanov collaborates with GLS Bank. Lystor ran a marketing research challenge with Nielson for students in 2014/15 and 2015/16 (and 5 students went to Athens for the European Finals in 2016). Sanders collaborates with National Cross-Sector Safety and Security Communications, Centre for the Protection of National Infrastructure (CPNI), and Decenture Ltd. **S raphin** collaborates with a large number of tourism and event business including Rees Leisure, Winchester Bid, Winchester Cathedral, Buying Time, JDRF, Winchester Royal, Holiday Inn Winchester, Hampshire Business Show, The Guildhall Winchester, Venue Finding, Naomie House and a lot of other businesses – too many to fully list. **S raphin** has also been cited in WTO, the European Parliament Policy Report on Research for TRAN Committee and interviewed by Airbnb Magazine regarding his expertise around overtourism – he is a leading and prolific researcher in this topic area. Sinha has delivered Carbon Literacy Training to academics and others in the community (20+ have completed the extensive course so far). Sinha also collaborates with DSTL, Carnival, HCC, Winchester City Council, Wessex Green Hub, Sustainability Community of Practice and Improvement Community of Practice, as well as being a member of the Hampshire County Council Expert Panel on Climate Change, a member of the Harmony in Education committee and being involved with the Sustainable Business Club in Winchester.

**4.2 Contributing to the wider academic community/research base [1][2]:** Within UoWBS, there is an extensive range of peer-reviewing that is conducted within an extensive number of international/leading journals. We also have two well-involved Visiting Fellows in Rayman-Bacchus and Walsh. Rayman-Bacchus researches and contributes around the subject of corporate responsibility and sustainable development, as well as being a doctoral supervisor for UoWBS. Walsh researches and contributes around the subject of the circular economy and has been involved in an externally funded project with Sheeran (see sections 1.5 and 3.1 for more detail).

The following refers to more advanced contributions/positions within the academic community/research base. Sometimes years of service are highlighted to show either a depth of experience or the continuing growth within UoWBS, i.e. they are more recent. Ancient: Program Board member for DUXU Conference at HCI International every year since 2013. **Burke:** Research Associate at University of Cambridge; Editorial Board for *International Journal of the Digital Human*; Editorial Board for *Journal of Documentation* (since 2002). **De:** Associate Editor of *International Journal of Distributed Sensor Networks* (since April 2019). **Gunton:** Honorary Senior Research Associate, UCL; Member of Research Collective for Kirby-Laing Centre for Public Theology in Cambridge. **Hutton:** Editorial Board Member of the *Journal of Marketing Management* (since 2020); Editor of Special Issue in *Journal of Consumer Affairs* titled Gender and Consumer Wellbeing; Editorial Review Board Member for *Consumption, Markets and Culture* (elected 2018). **Marriott, N.:** Editor-in-Chief for the *International Journal of Management Education*. **Parkes:** Associate Editor for the *International Journal of Management Education*; Editor for 2 PRME Special Issues within the *International Journal of Management Education*; Editorial Board Member for PRME Book Series for Routledge (Greenleaf); Editorial Board Member of *Society and Business Review*. **S raphin:** Editorial Board Member of *International Journal of Tourism Cities*; Advisory Board Member of Cambridge Scholar Publishing; Editorial Board Member of *The Journal of Tourism Futures*; Member of the UK Research and Innovation Future Leaders Fellowships programme; Book Series Co-Editor for *Tourism Security-Safety and Post Conflict Destinations*, Emerald. **Smith:** Associate Editor for the *International Journal of Organisational Analysis* from 2013-2018; Editorial Board for the *International Journal of Organisational Analysis* (since 2018).

#### 4.3 Collaborations with other universities [1][2]

There is an extensive range of networks and relationships within the published work of the UoWBS. **Bruno:** Co-authors with academics from the University of Portsmouth, Ireland, Canada and the USA. Cripps: Co-authors with academics from Coventry University and Plymouth University. **De:** Co-authors with academics from the University of Cardiff and the University of Leicester, as well as academics from Australia, China, Germany and New Zealand. **Gunton:** Co-authors with academics from University of Leeds, University of York, University of Aberdeen, University of Newcastle, University of Nottingham, University of Exeter, University of Surrey, Salford University, Open University, Liverpool John Moores University and University of Reading, as well as with international academics from Germany, France, Italy, Finland, Hungary, Australia, South Africa, Sweden, Greece and Bulgaria. **Hewlett:** Formally works in projects with the Universidad de Sevilla and Keene University, Maine New Hampshire. **Hutton:** Works in numerous research project teams and co-authors with academics from American University (USA), Colorado State University (USA), Concordia University (Canada), Pace University (USA), University of Helsinki (Finland), University of Manchester, Montclair State University (USA), Indiana University (USA), University of Wisconsin (USA), Vanderbilt University (USA), University of Southern Alabama (USA), Durham University, Lancaster University, University of Minho (Portugal), and Bentley University (USA). Ivanov: Collaborating with the Higher School of Economics, Moscow, Russia and is also working on developing papers with academics from Huazhong University of Science and Technology, Wuhan, and Fudan University, Shanghai, both in China. **Marriott, H.:** Co-authors with academics from University of Strathclyde and Swansea university. **S raphin:** Extensive multiple collaborations – these include co-authorship with academics based all around the world in unique destinations, namely (and not limited to) New Zealand, Argentina, the Middle East, Mauritius, Malaysia, Russia, Greece, Haiti, the Comoro Islands, and Bulgaria. Sinha: Co-authors with academics from Jagellonian University (Poland), Bournemouth University, Napier University, University of Portsmouth, and Solent University. **Smith:** Co-authorship with academics includes De Montfort University, University of Central Lancashire, University of Chester, Westminster University, University of Birmingham, Liverpool John Moores University, University of Southampton, University of Reading, Nottingham Trent University and Newcastle University, as well as authors from Cyprus, France and the Netherlands.

#### 4.4 Professional bodies/learned societies [2]

Bonathan: Fellow Chartered Accountant. **Burke**: Member of *All Party Parliamentary Group on Data Analytics*. **De**: Member of IEEE Internet of Things Technical Sub-Committee. **Gunton**: Member of British Ecological Society. **Hewlett** (significant ICS links): Invited Member to the Global Taskforce on Protected Areas and COVID-19 - nature based solutions, Trustee of the National Association of AONBs - Landscapes for Life, and Fellow of the Royal Geographical Society. **Hutton**: Member of: PRME Working Group on Poverty as a Challenge to Management Education, Association of Consumer Research, Academy of Marketing and European Academy of Marketing. Jennings: Fellow Chartered Accountant. **Lu**: Member of INFORMS (Institute for Operations Research and the Management Sciences). Osgerby: Chartered Institute of Management Accounting. **Parkes** (significant ICS links): Special Advisor for PRME - UN backed Principles for Responsible Management Education, Former Chair of the PRME Chapter UK & Ireland, former Researcher in Residence at the PRME Secretariat, Board Member of the Prince's Trust Business in the Community (BITC), Fellow of CIPD, Fellow of Royal Society of Arts, Visiting Chair at Dominican University, Chicago, USA, Chair for UK Steering Committee, Sulitest – Sustainable Literacy Test. Sanders: Member of Council of Professors and Heads of Computing, International Federation for Information Processing Working Group Technical Committee 11.12 (IFIP Sec TC-11), and Academic Resilience and Security Community. **Smith**: co-Track Chair (since 2018) for the BAM SIG for Sustainable and Responsible Business.

#### 4.5 Keynotes/plenaries/other external contributions [2][3]

**Bruno**: Yearly co-organiser for the Galway Topology Colloquium, UK/Ireland. **Bruno**: Invited Speaker (2015): *Quantales and Free Locales*, The Fields Institute, Canada. **Bruno**: Invited Speaker (2016): *Well-quasi-ordering of trees and dendrites*, University of Bath, UK. **Bruno**: Invited Speaker (2018, 2019): *Well-quasi-ordering and the topological minor relation*, Oxford University and University of Birmingham, UK. **Bruno**: Invited Speaker (2019): *The Topological Minor Relation*, University of Portsmouth, UK. **Burke**: Keynote (2018): *Impact of Business Data Science for the Public Good*. Technological Developments for the 21<sup>st</sup> Century. University of Buckingham (in association with Woman in Data Science WiDS, University of Stanford, USA), UK. **Burke**: Keynote (2018): *The Ever-Expanding Boundaries of Knowledge*. International conference on sustainable energy and environment sensing. University of Cambridge, UK. **Burke**: Plenary (2018): *An Introduction to the (Religious) Ethics of Artificial Intelligence*. Science or Religion? A Symposium, Portsmouth RC Diocese, Discovery Centre, Winchester, UK. **Burke**: Inaugural Professorial Lecture (2017): *The ever-expanding boundaries of knowledge: defining the research business for the 21<sup>st</sup> century*. University of Winchester, UK. **Burke**: Workshop in conference at Upsala University (Sweden) at conference of *Sustainable Digital Communities* titled 'Digital Transformation: A multi-aspectual perspective'; workshop in European Women in Technology Conference (Netherlands) titled 'Reflections on the ethics of artificial intelligence'. **De**: External PhD supervisor for a student in Xi'an Jiaotong-Liverpool University, China focusing on big data analytics in smart cities. **Hewlett**: Keynote (2016): *Investigating tranquillity and making use of results in planning*, Devon County Council and Network Forum, Totnes, UK. **Hewlett**: Keynote (2016): *The value of tranquillity to health and wellbeing*, Landscapes for Life National Annual Conference, Newport, UK. **Hutton**: Keynote Panellist: at Academy of Marketing (2020) titled 'Engaging Communities and Practitioners for Societal Impact'. **Hutton**: Invited Speaker: Winchester Food Partnership Launch (2019) in Hattingley Valley, Alresford, UK titled 'Hunger, Food Wellbeing and Innovating for Local Food Access'. **Hutton**: Invited Speaker: University of Manchester (2017) for a Consumer Research with Societal Impact Workshop. Lee: Invited Speaker (2018, 2019): Talks at Sookmyung Women's University, South Korea. Lee: Invited Speaker (2018): *The Role of South Korea in the High-Tech Industry* at Tech London Advocates Korea Launching Event in London, UK. **Parkes**: Keynote (2020): *PRME UK & Ireland Annual Conference*. **Parkes**: Keynote (2020): *Sustainable Development Goals 1 - No Poverty, PRME UK & Ireland*, Salford University, UK. **Parkes**: Opening Plenary (2019): *Responsible Management Education Research Conference (RMER) Conference* Jonkoping, Sweden. **Parkes**: Poverty Track Chair (2018): *5th Responsible Management Education Research (RMER) Conference*. **Parkes**: Plenary Session (2017): *10<sup>th</sup> Anniversary PRME Global Forum*,

New York, USA. **Parkes:** Conference Organiser (2019): Responsible Management Education Research Conference. Jönköping University, Sweden. **Parkes:** Conference Organiser: PRME UK & Ireland Annual Conference, Leeds University, UK. **Parkes:** In 2017, presented with a PRME Pioneer Award. Sanders: Invited Speaker: Biometric Authentication: No Silver Bullet, Stevens Institute of Technology, New Jersey, USA. **Séraphin** and Cripps: Prepared and delivered workshops for the Université Savoie Mont Blanc (2020) around children and sustainable tourism and discourse analysis within longitudinal studies. **Smith** and **Séraphin:** Organised British Academy of Management (BAM) Sustainable and Responsible Business SIG event (2019) titled 'Overtourism: Finding Sustainable Development Solutions and Tackling Paradox'. **Smith:** co-organised a BAM Sustainable and Responsible Business SIG workshop titled 'Wellbeing in Business Research and Methodologies in Practice PhD Workshop', virtual event (2020) and delivered plenary titled 'Doctoral methodologies: Strategies for adapting to COVID-19'. **Smith:** Invited Speaker (2019): The responsible management and leadership paradox: An interactive workshop. BLCC Research Symposium: 'Responsible and Inclusive Leadership: Paradoxes and Possibilities', University of West of England, UK. **Smith:** Invited Speaker (2020): Grounded Theory and Action Research. De Montfort University, UK. Teoh: Invited Workshop (2018): *Engaging students with innovative learning technologies*. Tunku Abdul Rahman University College (TARUC), Malaysia. Teoh and Tan (2019): Invited Workshop: *Data-Driven Teaching: Using Learning Analytics to Inform Teaching Practice*. Tunku Abdul Rahman University College (TARUC), Malaysia.