

Institution: University of Bolton

Unit of Assessment (UoA):17 Business and Management Studies

Section 1: Unit context and structure, research and impact strategy

The IoM Context

Business and Management studies are situated in The Institute of Management (IoM) at the University of Bolton (UoB). The IoM has a regional focus, located centrally within Bolton, North West and an international focus provided by the UoB 'off campus' division.

Established within the submitting REF period, the IoM consists of the research and teachings from Business and Management. The IoM is also inclusive of Law and the Centre of Islamic Finance (CIF) specialisms. Due to the institute's infancy, this is the IoM's first submission to the REF; having not previously been established in order to submit to the REF 2014.

The IoM provides contemporary theory in business, management and accounting with research. The strategic aim of the unit is to build on combined critical strengths, to develop distinctive projects as individuals and work collectively to maximise their impact. In support of these aims the IoM has a dedicated Business Advisory Board, chaired by regionally based, senior industry executives. The board contributes to the structure of both the teaching and research programmes offered by the IoM. The programmes combine theory and practice with high quality teaching, informed by contemporary business and management research.

The unit research themes and activities are situated within the overarching UoB strategy characterised as Teaching Intensive Research Informed (TIRI). The TIRI strategy provides a clear focus for research on the practical application of applied research methodologies in business and management disciplines that positively impact on teaching within the IoM and the wider business community. The UoB strategic plan (2015-2020) highlights clear guidance and objectives to inform all research activity undertaken by the IoM these being:

- Improve the quality of research and enterprise activities which support teaching.
- Ensure research centres map research onto teaching.
- Make all teaching informed by high quality, current and innovative research and professional practice.
- Identify, deliver and evaluate innovative and effective ways of teaching.
- Engage with business, industry and the community in knowledge transfer through consultancies, knowledge transfer partnerships and applied research linked to teaching.

To achieve these objectives the submitting unit aims to employ staff who are equipped with both industry and academic experience combined to offer differing perspectives when engaging in teaching and research. In support of the departmental objectives, smaller teaching groups are maintained to encourage academic staff to actively engage in applied research. The submitting unit actively promote the inclusion of current industry professionals in research projects, by collaborating with professional practitioners to provide a series of expert lectures and regular practical workshops relevant to their proficiency. Collaborative partners, whether individual or businesses attend internal university conferences and events, such as the TIRI employability conference, subsequently helping to facilitate internships for students. Knowledge Transfer Partnerships (KTP), a UK wide programme which encourages the improvement of businesses via collaboration and research are engaged with within the submitting unit. The IoM have sought to facilitate the

achievement of impact arising from research by ensuring that departmental plans support a thriving and inclusive research culture that remains relevant to the modern world. This strategy is two-fold, engaging both the national and international research communities and wider society. This approach is exemplified by the two submitting impact case studies, Case Study 1: Business Modelling and Management of Asset based development for the Digital Games Industry and Case Study 2: Procuring work through partnering, collaboration and trust to better leverage successful outcomes on large construction projects; a 14-point tool kit. Both projects are critical to the “outward-facing” identity of the research unit and capitalise on the IoM’s individual and collective strengths.

An integral part of the unit’s research strategy is to maximise links with other disciplines where possible, fostering interdisciplinary research collaborations. An example of this is the work undertaken in the Realising an Applied Gaming Ecosystem (RAGE) ; (This research underpins **Case Study 1**) project working internally, with the UoB School of Arts and Creative Technologies and Education and with external partners including European Universities and commercial digital games development companies located in France, Germany, United Kingdom and Holland.

Within the context of the University’s TIRI strategy, to engage with the community in knowledge transfer, the unit is progressing towards an open and inclusive research environment in which research is more transparent and collaborative. In this context, the effective sharing of research data takes a number of forms, and a range of mechanisms are utilised to share research. Dissemination of the IoM research takes place through academic conferences, scholarly publications and via the annual University TIRI conference. IoM academics provide Keynote presentations at a range of related national and international events. Research outputs are open and where possible made freely available through the University institutional repository. The unit supports a culture of research integrity, and ensures that research is conducted according to appropriate ethical, legal and professional frameworks, obligations and standards.

The submitting unit has been successful in securing International Research Grants from the European Horizon 2020 programme in addition to its active participation regionally in Knowledge Transfer Partnerships (KTP)

The Unit Organisational Structure

Institute of Management

The IoM is led by Dean Dr Gill Waugh supported by operational leads Dr Carl Bridge and Lisa Rees. Research undertaken by the IoM is managed by research coordinator Dr Denis Hyams-Ssekasi and is supported by two IoM Professors, Professor Bob Wood and Professor Paul Hollins, who both lead research themes. Business and management studies covered in this UoA submission are also within the Centre for Islamic Finance and the UoB Off campus division. There are staff located at the IoM, covering business and management, in the school of Law, located in the Centre for Islamic Finance and located in the off-Campus division, though not all staff are research active.

Each staff member has a Personal Development Plan reviewed annually by Dr Carl Bridge and Lisa Rees, in which research requirements and contributions are discussed. In line with the Concordat to Support the Career Development of Researchers, researchers are provided with the opportunities and structured support to engage in professional development pro rata per year. As research coordinator for the School, Dr. Denis Hyams-Ssekasi oversees staff development sessions for both the IoM in general and for those who

are new to research. It is his role to ensure appropriate mentoring is in place for all researchers. He monitors the provision of support for research students in liaison with the University's central support facilities and sits on the Board of Studies for Research Degrees and oversees Research Ethics for the School.

Centre for Islamic Finance

Led by the Centre's Director Professor Abdel-Haq

The Centre supports the universities specialist programmes in Islamic finance. Programmes include an executive MBA, MBA and the centre has an extremely successful programme of doctoral research and PhD studies.

<https://www.bolton.ac.uk/IslamicFinance/Home.aspx#gsc.tab=0>

Off Campus Division Led by Dr. Julian Coleman (Hoff Campus) Dr Zahra Salimi, Associate Professor and Researcher

The off-Campus division provides support for research activities undertaken by our collaborative partners both in the UK and international campuses.

Current Research Themes and Activities

Unit staff are involved in applied research across general business and management domains. Research activities are grouped into general interdisciplinary themes in which all staff are actively encouraged to participate in. These themes are coordinated by IoM research coordinator Dr Denis Hyams-Ssekasi and supported administratively by the IoM research group. The IoM research group meets regularly and reports directly to the IoM management Board under the direction of Dr Gill Waugh. Research, from a practical perspective, is managed within these themes, each led by senior academics with specific attention provided to support the development of research and researchers, many of whom are early career.

There are currently four active research themes within the IoM (1) Business Transformation and Organisational change, (2) Accounting and Finance, (3) The Digital Creative Industries and (4) Supply Chain, Logistics and Procurement.

1. Business Transformation and Organisational change:

The Business Transformation and Organisational change themes is led by Professor Bob Wood and Dr Fred Agboma.

Context

Organisations of all kinds, both in the private and the public sector, large and small, profit making and social enterprises, are facing a series of unprecedented challenges to their continued success, viability and even their very existence. Even before the rise of the Covid-19 pandemic these challenges were threatening established business models, changing the nature of the marketplace, overturning established managerial and operational structures, as well as altering the very nature of the workplace and ideas of work itself. Experiences of the pandemic have brought into sharp focus issues of material and social inequality, the intrinsic inter-connectedness of business processes, both at a national and an international level, the role of education and training of the future workforce and the nature of leadership and decision making under complex conditions. One of the

most significant factors underpinning the changes that have taken place in the business environment has been the new information and communication technologies that have been developed over the last twenty-five years. Most notably, the rise of the Internet and the World Wide Web together with their associated applications and tools such as Social Media, the Internet of Things (IOT), Cloud Computing, Data Analytics and Knowledge Management, for example.

Activities

The IoM have brought together a group of academics to study the effects that such new technologies are having, and will have, on various organisations at both a micro and a macro level. Accordingly, the IoM has carried out a number of research studies, alongside PhD students, in areas including:

- Transformational leadership styles in high-tech companies
- The role of knowledge sharing in international partnerships
- National transformational strategies in the Middle East
- The introduction of e-Government practices in the UAE
- M&A (Mergers & Acquisitions) strategies in South America
- The role of innovative technologies in Higher Education institutions

The overall aim is to use the research findings to offer guidance and support to local and regional organisations as they attempt to deal with the future uncertainty that will inevitably arise over the next few years as society seeks to recover from the effects of economic, environmental, social and cultural change.

2.Accounting and Finance:

The accounting and Finance theme are led by Dr. Carl Bridge and Dr Sabri Mohammed.

Context

The context for IoM research is provided within the newly established collaborative group Accounting and Finance Research for Sustainability www.afrs.org.uk. This collaborative research group was established with colleagues from the University of Central Lancashire (UCLAN) and the University of Chester to facilitate research in accounting and sustainability. The group aims to provide a platform for collaborative discussion and research relating to accounting and sustainability for both academia and the accounting professions.

Activities

This current research themes are:

- Environmental issues: climate change and global warming, renewable energy
- Performance Management and sustainability of UK Universities.
- Digitisation, Digitalisation and Big data with machine learning technology.
- Changes and challenges within various organisational contexts and environments.
- Social capital and equality.
- Extraordinary issues: global pandemic - COVID 19, UK specific austerity measures, Brexit, etc.

The aims are to undertake research, publish joint members' journal paper submissions and promote conferences, events, workshops, etc., while opening the debate for emerging themes particularly in accounting, finance and sustainability.

The unit has developed an interdisciplinary and collaborative approach to its research in the Accounting and Finance theme, internally with the school of Engineering and the Centre for Islamic Finance (CIF). Research active staff in the theme includes Dr Carl Bridge, Dr Stuart Marsh, Dr Sabri Mohammed and Dr Mo Sadiq, who has recently (2020) completed a PhD. Examples of the scholarly activity in the domain include the Bridge, Higham and Farrell publication; Project Finance for construction. The book feeds into the curriculum across undergraduate, post graduate and professional studies in both the Construction and Accounting departments at the UOB thus supporting the University's TIRI agenda and provides a contribution to Case Study 2. Other activities include the Edghiem, Bridge, McAreavy and Guo (2020) paper addressing the North West Universities responses to the Covid pandemic and the Bridge, Kelsall, Marsh, Hossain and Nagirikandalage (2020) paper Evaluating the Immediate and Prolonged Impact of the COVID-19 Pandemic on Accounting Education in UK Higher Education Institutions.

3.The Digital Creative Industries:

The Digital Creative Industries research theme is led by Professor Paul Hollins.

Context

Within the submitting unit, digital creative industries are an emergent domain of study. The primary focus of research undertaken in this is three-fold; firstly, research into the business processes (including business models, enterprise architectures and frameworks), secondly innovation management and thirdly, creative digital creative industries and technology deployment.

Activity

The principal research activity of the group has been participation in the EU funded international research project Realising an Applied Gaming Ecosystem (RAGE). The underpinning collaborative research is situated within this research theme. Contributions have been provided by IoM Professor Paul Hollins, Dr Denis Hyams-Ssekasi, Paul Cowley, Martin Mcereavy and the research has been undertaken in collaboration with Professor Dai Griffiths, UoB located in the Education department and Dr Li Yuan in the UoB Office for Students. This research has formed the basis for the associated **Case Study 1: Business Modelling and Management of Asset based development for the Digital Games Industry.**

4.Supply Chain, Logistics and Procurement:

The Supply Chain and Logistics and Procurement research theme is led by Dr Peter Farrell.

Context

The IoM has adopted an interdisciplinary approach to its research around the Supply Chain, Logistics and Procurement theme.

The unit team have collaborated with researchers in the School of Engineering to develop its application to construction and civil engineering. Research has examined best practice initiatives, such that objectives of all members in supply chains are met. These objectives include not only cost, time and quality, but also meeting goals around environmental

sustainability, health and safety, social value, and repeat work. Projects should also be delivered in a 'hassle free' manner, such that work is enjoyable, with many potential benefits that arise from that.

The research team has investigated the benefits of collaborative working and negotiation with supply chains, as opposed to placing orders or agreeing contracts after competitive bidding processes. Examples are cited where collaboration leads to better measures of project success; it also leads to fewer disagreements in an industry which otherwise finds itself in adversarial situations, and involved in costly and lengthy disputes resolution processes, including cases in the courts. The two leaders in this work have been Dr Peter Farrell from Engineering and Dr Carl Bridge in the IoM. They have brought together colleagues from their Schools such as; also, colleagues from other Universities such as Higham, McDermott, and Sherratt; and practitioners Challender, Kahlifa and Emam. They have jointly published two books; 'Project Finance for Construction' has one bespoke chapter on procurement and several chapters on meeting cost targets. '*How to Improve Construction Procurement through Collaborative Trust Strategies*' is a summary of eight other publications in this field since 2014. We are particularly pleased that these books feed directly back into under and post-graduate curriculum, thus supporting the University TIRI strategy.

Practitioners involved in the research are able to apply findings in operational and strategic aspects of their work. Research is on-going to roll the work out into other areas of the economy such as manufacturing, and a range of professions in the service sector. There are over twenty PhD students currently enrolled at the University to support this work.

The underpinning collaborative research is situated and was undertaken in support of the associated **Case Study 2: Procuring work through partnering, collaboration and trust to better leverage successful outcomes on large construction projects**; a 14-point tool kit led by Dr Peter Farrell and Dr Carl Bridge

4. Islamic Finance (Located in the Centre for Islamic Finance)

The Centre for Islamic Finance (CIF) is led by Director of the Centre Professor Abdel-Haq and research is managed by coordinator Dr Sabri Mohammad.

Research Impact

The two associated case studies with this submission provide evidence of the research activities undertaken and international impact achieved:

The research undertaken by IoM staff include conference proceedings, submission to peer-reviewed journals and book chapters. Appropriate measures have been adopted, to ensure the recording, promotion and monitoring of individuals research activity this is managed through the professional development planning process.

Applied Research in the IoM is undertaken within the context of TIRI and situated within established research themes mapped to teaching curricula.

Strategic Aims and Future Research Strategy

As previously highlighted the strategic direction of the research within the IoM is guided by two major influences; the overall TIRI agenda and the role that can be played by the IoM, both within the business community of the North West of England and within a wider international perspective. The IoM is situated in the heart of the town of Bolton and aspires to contribute to both the economic and the social growth and well-being of the region and

therefore has identified research areas that reflect the important concerns of the local and regional community.

These areas include, at the present time, the economic regeneration of the town centre, the development of entrepreneurship and innovation within SMEs, financial advice and support for small and micro-businesses, regional growth and regeneration through emerging creative and knowledge-based organisations, etc all sit well within the current active research themes as detailed in this submission being (1) Business transfer and organisational change, (2) Accounting and Finance, (3) The Digital Creative Industries and (4) Supply Chain, Logistics and Procurement.

Given these influences and consistent with the UoB strategy, research undertaken within the unit strives to underpin teaching within the IoM at both undergraduate and postgraduate levels and to contribute to the regional and wider economy.

In this way it is sought to enhance the future employability of students by exposing them to leading research in areas such as digital marketing, entrepreneurship, supply chain and logistics, financial management, etc.

Section 2: People

The research team for the IoM comprises Dr Denis Hyams-Ssekasi, Professor Bob Wood, Professor Paul Hollins. Collectively, the research team oversee the development of the research culture in the IoM. Each staff member has a Personal Development Plan reviewed annually by Dr Gill Waugh, in which research requirements and contributions are discussed. In line with the Concordat to Support the Career Development of Researchers, researchers are provided with the opportunities and structured support to engage in professional development activities pro rata per year.

As research coordinator for the IoM Dr Denis Hyams-Ssekasi oversees staff development sessions for both the department in general and for those new to research. It is his role to ensure appropriate mentoring is in place for all researchers. In addition, he monitors the provision of support for research students in liaison with the university's central support facilities. Dennis also sits on the Board of Studies for Research Degrees and oversees Research Ethics for the IoM. The unit's staffing and recruitment policy is geared towards supporting and sustaining a vibrant and thriving research culture, building on existing strengths in both theoretical and critical perspectives.

Individuals at the beginning of their research careers are well supported and integrated into the research culture of the IoM. Staff members are required to make a compelling case for research leave on the basis of a clearly defined project and research. For example, Professor Paul Hollins was able to engage fully over a four-year period in the Realising an Applied Gaming Ecosystem (RAGE) project which is highlighted in Case Study I of this submission. The more typical route to securing research leave is through the University Jenkinson Award scheme. Staff must be able to demonstrate that their research work is in line with TIRI, that it has demonstrable high-level outputs and that it is achievable within the stated time frame. The scheme is open to all members of staff at all stages of their careers. The IoM team has an employability agenda underwritten by TIRI and seek to facilitate appropriate research exchanges between academia and industry.

Staff members who carry out research and who achieve impact are recognised and rewarded at the Jenkinson Awards annual ceremony. Jenkinson Award winners are members of staff who have successfully bid for funding and who are able to demonstrate

how their research supports the TIRI agenda, contributes to knowledge of the discipline and has impact beyond the wider academic community. Some examples of the most current awards are; Nurun Nuhan winning an Early career researcher of the year award and Professor Paul Hollins winning a Jenkonson award for the Realising an Applied Gaming Ecosystem (RAGE) project.

Staff Training and Development

A number of staff in the School are currently enrolled on a PhD programme. As such they are eligible to engage fully in the University's Post-Graduate Research Student Training Scheme. We also strive to apply the terms of the Concordat (commonly known as the [Researcher Development Concordat](#)) to support the career development of researchers, especially Early Career Researchers (ECRs). The University follows the Concordat principles of environment and culture, employment and professional development, and career development. As an example of this, the Research and Graduate School work closely with Staff and ECRs in Academic Schools across the University to deliver a Master's level module that prepares ECRs for taking on the role of a PhD Supervisor. Entitled, 'Research Degree Supervision' this twenty-credit module provides the opportunity for ECRs to gain invaluable experience in providing feedback to PhD students at all levels, including the initial Postgraduate Skills Record, the R1 and R2 assessments and preparing for the Viva. Feedback from those ECRs that have taken this module states that they are better prepared to take on the role of a Supervisor having completed this module, that is of great benefit to their career progression and research goals.

Staff are actively encouraged to engage in external scholarly activities examples of this are provided below :

Professor Bob Wood holds external PhD examinerships at the University of Manchester and Brunel University, plus DBA supervision at the Alliance Manchester Business School. Professor Paul Hollins has held external examinerships Sheffield Hallam University, Coventry University and is currently an academic advisor to the Glasgow School of Art (GSA) and Director of the Leeds Conservatoire. Dr Carl Bridge holds external examinerships at Plymouth University and University of Central Lancashire (UCLAN). Dr Denis Hyams-Ssekasi: holds external examinerships at Liverpool John Moore University (LJMU), Leeds Beckett University and is currently a member of the Editorial Board Cogent Social Science and the Editorial Board, Reviewer for Routledge Studies on Global Student Mobility He has been a Guest speaker at IUNC Eurasia Conference and is Guest Editor for special Issues for International Journal of Business and Globalisation. Paul Cowley holds external Examinerships at Cardiff Metropolitan University on their MSc International Business. He is an Advisory Board Member of the International Academy of Technology, Education and Development and a reviewer of the Journal of International Students.

Supervision of Post Graduate students

All new and existing academic IoM staff attend the Research Degree Supervision Module (EDM7065) before becoming the Director of Studies. This is a standalone module that runs as part of the Masters in Education program and is taken as Continued Professional Development (CPD). The purpose of this accredited module is to prepare candidates to undertake the role of a supervisor for a research degree student. The aim of this module is to enhance, 1) the growth and provision of postgraduate doctoral students at the University of Bolton across all disciplines and, 2) staff skills and expertise in research degree student supervision.

Recruitment and Retention of Staff

Consistent with UoB policy the Institute is strongly committed to equality and diversity across its staff and student community. The University is one of the most ethnically diverse in the UK and this diversity is reflected in both the student and staff population.

Staff Research Support

Each staff member located in the IoM has a Personal Development Plan (PDP) and this is reviewed annually as part of the UOB staff appraisal process. At the annual review individual research objectives and contributions are agreed and aligned with IoM the strategic objectives for research and incorporated into work planning.

Dedicated time for individual scholarly and research activities is embedded within the Universities Research Workload Allocation Model (WAM) to ensure alignment with the UOB overarching Strategic Plan goals. The TIRI context is explicit within the application of the model.

The IoM promotes a research mentoring scheme, drawing on best practice and partnering less experienced early career researchers with more experienced academics.

Post Graduate Research Activities and Support

Research students are supervised by a research team comprising 2-3 staff: A Director of Studies, the regular point of contact, and up to 2 others with appropriate expertise. Research students are allowed to attend any other classes/modules that they feel would benefit their studies. Students are encouraged to present at the annual University TIRI Conference and at the annual Postgraduate Research Day Conference, organised by the students themselves. Both of these provide the chance for students to learn how to present their research in a supportive environment. These engagements are also excellent for promoting interaction and networking not only amongst the students, but with the staff, too. Finally, research students are encouraged to attend and present at external venues (e.g. research conferences, readings) wherever possible.

The University of Bolton is committed to the highest level of researcher development at a personal and professional level to allow home and international researchers to reach their full potential. Working closely with the Academic School, the Research & Graduate School offers a comprehensive Research Degree Student Development Programme that includes: An induction programme to life at the university and as a research degree student; Weekly webinars and workshops to enhance a student's research skills delivered by research staff from in the Academic School and from across the university; Research methods webinars and workshops; Online resources available through the virtual learning environment for all webinars, workshops and training programmes; Progress monitoring and development review; An annual research degree student conference hosted by the Postgraduate Students Society; and, an Annual Research Summer School. All IoM research degree students are encouraged to engage with the Researcher webinars and workshops. Also, to participate in the research degree student conference for an opportunity to present their research project and to receive feedback from their peers and staff across the University. The IoM works closely with external speakers such as the publishers, Elsevier and IEEE Xplore to ensure Researchers at all levels have the opportunity to fully understand the publication process and to seek support to publish their work. As a member of VITAE, the submitting unit encourage all researchers to make use of the [VITAE Researcher Development Planner](#) and the [VITAE Researcher Development Framework](#) so that research degree students benefit from the VITAE researcher development insight and expertise.

The submitting unit strives to apply the terms of the Concordat (commonly known as the [Researcher Development Concordat](#)) to support the career development of researchers, especially Early Career Researchers (ECRs). The university follows the Concordat principles of environment and culture, employment and professional development, and career development. As an example of this, the Research and Graduate School work closely with Staff and ECRs in Academic Schools across the University to deliver a Master's level module that prepares ECRs for taking on the role of a PhD Supervisor. Entitled, 'Research Degree Supervision' this twenty-credit module provides the opportunity for ECRs to gain invaluable experience in providing feedback to PhD students at all levels, including the initial Postgraduate Skills Record, the R1 and R2 assessments and preparing for the Viva. Feedback from those ECRs that have taken this module states that they are better prepared to take on the role of a supervisor having completed this module, that is of great benefit to their career progression and research goals.

Research degree students are encouraged to get involved with teaching and mentoring activities in our Academic School by providing the 'Planning for Teaching' module. Run by the School of Education, this module provides the initial training and skills required to take on the role of a lecturer for those research degree students with designated teaching hours. This also serves as a worthwhile qualification to help those researchers who wish to pursue an academic career in a HE institution.

The IoM provides supplemental Business and Management domain specific support to post graduate research students and has instigated a series of summer schools where both staff and students are encouraged to attend. Since 2018 the schools have been delivered by the IoM supported by invited specialist academics and have covered a variety of topics including:

- The Effective Researcher and Successful Research Projects.
- What Makes an Effective and Successful Researcher?
- Defining Original Contribution to Knowledge.
- From Interesting Ideas to Research Questions: Generating Researchable Questions.
- Pitching, Innovation, Research, and Collaboration.

IoM Doctoral Workshops have included:

The IoM provides additional support and workshops for its large cohort of research students. Focus group Revisited:

- Putting Theory into Practice.
- Research Methods: data Collection Methods and data Analysis method and its Application. Limitations of research Methods.
- Preparing for Viva.
- Mock Viva Workshops: Typical Questions Posed at Viva Voce Examination.

Equality and diversity

All members of staff are required to undertake mandatory online training in Equality and Diversity Awareness; The Bribery Act; PREVENT duty; GDPR. In addition, research coordinators and those in management roles must complete the module "Challenging Unconscious Bias". The University is committed to the advancement of equality of opportunity and the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it. With respect to the research

students with disabilities, reasonable adjustments were made at each stage of their doctoral studies

Doctoral Programmes

The IoM has an extremely dynamic, diverse and expanding doctoral programme. Currently UoB has 231 students registered on its doctoral programmes studying a variety of Business and Management related topics. The IoM provides support through its supervisory capacity. Training and support of doctoral supervisors is provided through the Office for Students, this includes an obligatory training programme for new supervisors without experience.

At the time of writing there are 47 PhD students enrolled at the IoM studying a range of business and management related subjects. There are 123 students enrolled in business and finance related subjects at the Centre for Islamic Finance (CIF) and 61 students enrolled in the UoB 'Off Campus' division again on Business related subjects.

These consist of various subjects including Enterprise/Entrepreneurship, Marketing, Human Resource Management, Supply Chain, Information Systems and Management within the programme reflecting the International nature and international impact of IOM research current indicative exemplars are:

- Impact of Supply Chain Innovation, Risk Management, Strategy, Agility and Robustness on Performance. (Research Theme - Supply Chain, Logistics and Procurement)
- The role financial reporting plays in the corporate governance of small and medium sized enterprises (SME's). (Research Theme - Accounting and Finance)
- Business Ethics Behaviour of Small and Medium Enterprises (SMEs) The Case Study of IT Companies in UK. (Research Theme -The Digital Creative Industries)
- To critically review the audit impact that the adoption of International Financial Reporting Standards (IFRS) has had on listed companies and their auditors in India since inception in 2015) (Research Theme - Accounting and Finance)
- Examining the role of customer intelligence in developing new markets: a case study of the IT services of the business to business in the emerging markets of the Middle East and Africa (Research Theme- The Digital Creative Industries)
- Supply Chain Collaboration: The Impact on Ghana's Mining Industry (Research Theme - Supply Chain, Logistics and Procurement)
- E-Government in the MENA and its impact on Citizens (Research Theme - Business Transformation and Organisational change)
- A Study Exploring the Impact of Globalisation on GCC Countries: Qatar as a Case Study (Research Theme - Business Transformation and Organisational change)

PhD Completions 2015-2020

Evidence of the dynamic research culture in the UoA is evidenced by the doctoral programme and number of successfully completed PhD's chronologically listed below during the period of assessment. The location of the PhD supervision is as indicated; Institute of Management (IoM), Off Campus Division (OCD) and Centre for Islamic Finance (CIF).

2014 Completions

Aldridge, Alison (2014) A critical review of compliance and call quality monitoring in Phonetic's insurance tele-marketing campaigns. (IoM)

Kaonde, Phillip Dalitso Frank (2014) Improving strategy formulation and implementation in Higher Education institutions in Malawi: an empirical study. (IoM)

2015 Completions

Ang, Pei Yin (2015) An exploratory study on the management of services procurement process for different services. (IoM)

Howard, Joanne (2015) How can the company improve its marketing to attract potential customers and retain current clients? (IoM)

Maykels, Paul (2015) Does further education mean business?: An investigation into the impact leaders of colleges of further education in England believe their organisations contribute towards business competitiveness. (IoM)

Ungwe, Asumani N.A. (2015) Sustainability management of the recommended quality and quantity of drinking water in Malawi: developing a framework. (IoM)

Ward, Manus (2015) An internet hotel accomodation business strategy based on online consumers' behaviour, thoughts and emotions. (IoM)

Wood, Lee Alexander (2015) Tools or traits: the path to successful continuous improvement implementation in a logistics environment. (IoM)

2016 Completions

Alkhan, Ahmed M. (2016) A critical analysis of special purpose vehicles in the Islamic banking industry : The Kingdom of Bahrain as a case study.(CIF)

Karadima, Athanasia-Ioanna (2016) The use and effect of comic book reading on the reading attitudes and reading habits of Greek (typically developed and dyslexic) EFL learners in a mixed ability EFL classroom.(OC)

Kubwalo-Chaika, Margaret (2016) Realising increased value from using knowledge management to improve customer relationship management in a retail banking environment : the case of Standard Bank in Malawi.(OC)

Kumar, Ronald Ravinesh (2016) Economic growth in development : examining the effects of contemporary sources of economic growth in selected countries across continents.(OC)

Vasireddy, Pavan (2016) Customer Knowledge Management in organisations: developing a practice framework to achieve 360 degree view of customer. (IoM)

2017 Completions

Al-edenat, Malek (2017) The role of transformational leadership in reinforcing product and service innovation: the direct and indirect impact. A case of Jordanian telecommunication sector. (IoM)

Kacelenga, Evans (2017) Towards an optimal product portfolio of liquid fuels for the Malawi energy market: development of a strategic framework for enhancing pathways of ethanol production and use. (OC)

Kaphweleza Banda (2017) Developing Human Resource Strategies to effectively management and increase the retention of expatriate staff in international schools: A Malawian case study. (OC)

Maganga, Dick Lucius (2017) Performance improvement in complex organizations: the case of smallholder agricultural cooperatives in Malawi.(OC)

Matipwiri, Peter Andy (2017) Development of a Consumer Satisfaction Based Model for the Provision of Sustainable Rural Water Supply in Malawi.(OC)

Tsiftzis, Zafeiris (2017) Private military and security companies: options for regulation under human rights law. (IoM)

2018 Completions

Abdul Hadi, Noradilah (2018) Examining customer selection criteria, satisfaction and loyalty in the Islamic banking industry : a comparative study between Malaysian ethnic groups.(CIF)

Ahammed, Istiak (2018) Building an emotional capital to enhance engagement in low paid jobs: A case study of the UK's food and beverage retail sector. (IoM)

Alkhateeb, Abdullah (2018) Ethical performance of Islamic banks in the GCC countries.(CIF)

Al-Suwaidi, Jassim Sultan (2018) Towards a strategy to build administrative capacity in light of human development for Qatar National Vision 2030. (IoM)

Bougia, Anna (2018) Cultivating autonomy in writing through 21st Century literacy: "The digital noises model" in Higher Education. (OC)

Camdzic, Emir (2018) An exploratory study on corporate reputation practices and challenges in the UK banks : a comparative study between Islamic and conventional banks.(CIF)

Hanan, Al Madani (2018) The compliance of Sukuk with Maqasid Al Sharia'a :A case study of the Medium Term Note Sukuk programme of the Islamic Development Bank.(CIF)

Ikiriko, Elizabeth Oruene (2018) A study investigating the advancement of female solicitors in England: exploring the promotion to partner level process, challenges and opportunities. (IoM)

Khan, Mohammad Rashed (2018) The effects of culture and leadership behaviour on ethical practices in managing labour within the UK and Bangladesh- readymade garment industry. (IoM)

Mohammed, Abdul-hussein Jasim (2018) Measuring the determinants of capital adequacy and its impact on efficiency in the banking industry : a comparative analysis of Islamic and conventional banks.(CIF)

Mureithi Ngatia, Peter (2018) Unveiling the challenges of curbing wildlife crime in Kenya: evaluating the 3Cs solution. (IoM)

Nyasulu, Dokiso Changayizga (2018) An evaluation of alignment of strategic procurement function in city councils and its impact on compliance levels with public procurement procedures in Malawi : cases of Blantyre, Lilongwe and Mzuzu city councils.(OC)

Kleponis, W. Gregory (2018) Bridging the strategic gap: new strategies in post conflict management. A within-case and across-case study of security sector reform and rule of law institution building in post conflict states. (IoM)

Schroff, Alexander (2018) Investigation of crowdfunding in terms of innovative SME financing in a German context.(OC)

Tama, Cornelius Gyungon (2018) Gender and job (in)security in commercial banks: challenges and opportunities in Nigeria. (IoM)

Uhumuavbi, Ikpenmosa (2018) The legal conceptualisation of investment securities in the Nigerian Capital Market: challenges and opportunities. (IoM)

2019 Completions

Al Awadhi, Meleiah Abdulla (2019) The effect of TQM practices on organisational performance in the UAE public service organisations: the moderating role of organisational culture. (IoM)

Albarghouthi, Mohammed (2019) Development of an enterprise resource planning systems (ERP) adoption model in Higher Education Institutions. (IoM)

Barrak, Jasim Idan (2019) Intangible assets disclosure and its impact on fair value in the banking sector : a comparative analysis between conventional and Islamic banks.(CIF)

Ghani, Nur Amalina Abdul (2019) A mixed method approach on policy, legal and regulations of non-Shariah compliant income in the Islamic banking Industry: the case study of Malaysia.(CIF)

Hossain, MD Kabir (2019) Assessing the performance of Islamic banks compared to conventional banks in Bangladesh.(CIF)

Ineizeh, Nehad Ibrahim (2019) Corporate social responsibility disclosure and Shari'ah supervisory board : a case study of Islamic banks in GCC region.(CIF)

Ishraat Saira Wahid (2019) " High Performance System (HPWS) and employee performance: Evidence from the Multinational subsidiaries in Bangladeshm.(IoM)

Jet Mboga (2019) "Millennials' Perspectives of Ethics and Morality in Business: Critical Analysis of Ethics Using Comparative Case Examination and Eliciting Millennials Perspectives." (IoM)

Mathkur, Naif Masour M (2019) Assessing the business ethics of Saudi Arabian Islamic banking sector: an analysis of banks' employees and customers perspectives.(CIF)

Moskovicz, Abraham (2019) The Bidfood M&A method in emerging markets. (IoM)

Toritseju Rita Pessu (2019) Impact of Trade Policies on SMEs' Business Relationships in the Nigerian Textile Industry: A Shared Value Approach" (IoM)

Kamalavelu Velayutham (2019) Development of a conceptual Framework for the UK Higher Education to Implement Enterprise Resource Planning Systems. (IoM)

Parginos, Ilias P. (2019) Factors affecting the utilization of specific Turnaround Strategies by SMEs, during an Economic Depression.

Sayecki Vanguard, Arthur (2019) Theory of free trading markets for non-scarce goods and services and its application in electronic commerce of digital products. (IoM)

Shamroukh, Sameh Subhi (2019) The impact of IT project management tools and leadership self-efficacy on project success. (OC)

Simon, Shahril (2019) Developing a new stock scoring model for Shariah-compliant investment.

Teemil, Zahir (2019) An investigation of how healthcare organisations use Social Media as marketing tools in the UK-the case of private and social care Organisations. (CIF)

Williamson, Lisa Ann (2019) Aligning factors that impact direct and online corporate communication to external premium stakeholders, to influence brands' value and reputation during change. (IoM)

2020 Completions

Buerger, Stefan Karl (2020) Risk and opportunity reports of German banks in accordance with German accounting standards: an empirical analysis of adoption, development, and determinants of extent. (OC)

Roshan N. Panditharathna (2020) "Innovation in Relationship Marketing in Sri Lankan Banks" (Sri Lanka). (IoM)

Section 3: Income, infrastructure and facilities

Internal IoM Funding to Support Research Activities

A pump-priming scheme, the Jenkinson award, is in place in UOB to support initial research work which promotes the TIRI Model and enables support for embryonic research in some Schools and areas of the University.

The unit has received the support of Jenkinson funding for the Creative Industry Research theme and IoM staff member Dr Nurun Nuhan was the successful recipient of a Jenkinson Early Career Researcher award in 2019 and 2020 a Ryley Research award in 2019 . Professor Paul Hollins was the recipient of a 2020 Jenkinson award further develop and disseminate the outcomes of Case Study 1. The award provided additional funding for IoM academics Dr Denis-Hyams Ssekasi, Paul Cowley and Professor Hollins to develop and contribute papers to international academic conferences in Morocco, Ireland and Spain

The IoM has also received the Reach Outdoor Awards for Increasing the student retention in IoM- Denis Hyams-Ssekasi and Supporting the integration of IoM Post Graduates - Fred Agboma.

External IOM Research Income

External Research income for IoM (Business, Logistics and Information) £65,155

- 2014-2015 = £12151
- 2015-2016 = £18744
- 2016-2017 = £16800
- 2017-2018 = £17460

EU funded Rage Research project income a total of £476,729.00

Total Research Income in UoA 17 £541,844

Infrastructure and Facilities

The IoM is physically located in a new purpose-built facility adjacent to excellent communication links via the Bolton Transport hub, Bolton itself is very conveniently located in the North West, north of Manchester, boasting excellent commercial and cultural links. The IoM maintains a virtual presence through the UOB web site.

The IoM has excellent facilities dedicated to supporting scholarly activities including research, learning and teaching. These include dedicated office space for post graduate students and staff research activities and the newly opened (2019) Sony suite.

All research active staff are provided with dedicated workstation space, library facilities and a virtual research space within the Universities Virtual Learning Environment (VLE) Moodle. A variety of software is available to support research activities and access to relevant e-journals and e-books via the Athens system. The University provides a dedicated bespoke research output repository and provides support to staff using the Open Researcher Contributor Identity (ORCID) system of identification.

With respect to research governance, all research projects are scrutinised for ethical issues at the proposal stage, and, if necessary, considered at local level by the IoM Research Committee and university wide level through the Post Graduate School. Any member of research staff suspected of any research misconduct (e.g. plagiarism, abuse of confidentiality, misappropriation of resources, falsification/fabrication of data) is dealt with by a disciplinary process that judges people according to the University's Code of Policy and Procedures for Investigating and Resolving Allegations of Misconduct in Research (based on the 7 principles identified by The Nolan Committee on Standards in Public Life as having relevance to best practice in the conduct of research: selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

Section 4: Collaboration and contribution to the research base, economy and society

Collaboration

The Institute has collaborated with the economy and society at international, national and regional levels. Case Study 1 provides corroborated evidence and detail of collaboration with individual international creative businesses in Germany, France and Holland together with industry clusters, with trade bodies in Holland, Portugal and Scandinavia and with national industry groups including TIGA <https://tiga.org/> and the UKIE <https://ukie.org.uk/> and individual creative businesses.

Case Study 2 provides evidence of collaboration of both PhD student and staff. It also shows how the student research findings have been implemented in large organization in the Northwest.

In the context of TIRI, several local and regional businesses have worked closely with the IoM contributing to Research and Teaching activities. Collaborative research partnerships with regional organisations included The National Health Service (NHS) Bolton Trust, Lancaster Teaching Hospital Trust, Market Place Outreach, Local Market Retail, Tyrenet, Eddie Stobbart and Debenhams Retail group.

Relationships and collaborations with professional bodies include Association of Chartered Certified Accountants (ACCA), Chartered Institute of Management Accountants (CIMA), Institute of Chartered Accountants in England and Wales (ICAEW), Institute of Chartered Accountants of Scotland (ICAS), Chartered Management Institute (CMI), Royal Institute of

Chartered Surveyors, The Chartered Institute of Building, The Chartered Association of Building Engineers and Chartered Institute of Public Finance and Accountancy (CIPFA).

In recent years, research evidence has highlighted a growing need for access to affordable legal advice. To address this need, in 2019, the IoM launched a free Legal Advice Centre, operated by current law students and overseen by Ian Bowden, Lecturer in Law and qualified Solicitor Advocate and fellow Lecturer in Law, Zaman Kala.

The centre provides free legal advice to members of the public, allows law students to gain hands on, crucial experience and works in partnership with legal professionals via the Bolton Law Society, charities and specialist advice services.