

<b>Institution:</b> Edinburgh Napier University
<b>Unit of Assessment:</b> Unit of Assessment 17 – Business and Management Studies
<b>1. Unit context and structure, research and impact strategy</b>  <b>Unit Strategy 2014-2021</b> Staff submitted by Edinburgh Napier University (ENU) to UoA 17 form part of, and benefit from, the Business School's (BS) research environment. Since 2014, the BS has undergone substantial reorganisation of its research and research support mechanisms, focussing on strengthening existing areas of employment, management and leadership research while developing new researchers and a balanced portfolio of research degrees. As part of the School's continuous improvement strategy, many of the support processes identified in 2014 underpin the School's Research and Innovation Strategy 2018-2021, including focussed mentorship, investment in research time, allocation of research funding, increase in research degree numbers and international research collaborations.  Since REF2014, the School has grown to support the highest number of doctoral students across the University, while maintaining high quality support and outputs. The post of research degrees lead was created in 2014 to help ensure a supportive structure for DBAs and PhDs. This post ( <b>McMillan</b> ) supported delivery on the 2012 initiative to internationalise and develop the School's doctoral provision with overseas institutions. Partnerships have been built with the Strascheg Centre for Entrepreneurship (Munich), Hamburg School of Business Administration, Hochschule Furtwangen University, Hochschule fur Technik Stuttgart (Germany), Lucerne University of Applied Sciences and Arts (Switzerland) and UTECH (Jamaica), and have seen DBA students jointly supervised by BS academics and attending units in Edinburgh. Simultaneously, overseas delivery of DBAs to students from North America, the Caribbean and Singapore occurred through partnerships between the Business School and Southport Education International in Miami (USA) and PSB Academy (Singapore). PhD partnerships were developed with King Abdullah University of Science and Technology (Saudi Arabia).  From 2016, the focus became the wider research environment and culture within the School following new appointments to the post of director of research. This three-year post was held jointly by a level 10 professor ( <b>McCleery</b> ) and by an associate professor ( <b>Matthews-Smith</b> ), with the aim of combining long-standing experience with drive and enthusiasm, and providing development opportunities for the less senior academic. The success of this initial partnership has seen the model continued, with the subsequent appointment of <b>Backhaus and Grant</b> . The 2016 Research and Innovation Strategy was developed in consultation with all staff and particularly early career researchers (ECRs). However, immediate steps were also taken to encourage and support research and impact, building on the mechanisms identified in 2014. These initiatives were later formalised and incorporated within the strategy mission statement:  <i>To be recognised as a Business School that is professional, ambitious, innovative and inclusive, known for the quality of our programmes and applied research, the employability of our graduates and for adding value to the social, cultural and economic capital of the communities we serve. Moreover, to recruit, develop and retain staff who can undertake applied research, consultancy and scholarly activity that demonstrates a proficiency with current management practice, which in turn supports a growing academic reputation for excellence in learning, research, teaching and scholarship. Achieved through establishment of a robust internal research culture based upon a sustainable, nurturing and supportive environment in which all ECRs can thrive and develop, and which supports all academic staff to be research active.</i>  The strategy was underpinned and supported by 4 key objectives: <ol style="list-style-type: none"> <li><b>1. Increasing external research income</b></li> </ol>

- One afternoon a week is set aside for proposal writing clinics for staff to attend, with support staff on hand from the University's central Research, Innovation and Enterprise Office (RIE).
- A mentoring scheme was established for senior professors to support ECRs on grant proposals, with opportunities for joint proposals encouraged.
- Internal resources were made available to support new research areas, as detailed below.
- Support was offered from RIE through school contacts for the development of external research proposals.
- Protected research time (minimum 0.2FTE) is provided to all research staff to develop proposals and for the completion of research outputs.
- Cross-school sandpit events have been conducted to support cross-disciplinary research activity.
- New research clusters including military and employment research groups have been developed.

## 2. Allocation of internal resources to support research.

- Five grants of up to £5,000 each year were created to pump-prime new research, with the aim of broadening the School's research portfolio and creating new opportunities for further funding bids. The panel assessing applications was made up of ECRs, professors and both directors of research.
- Funding was made available to allow all research staff to attend a minimum of one conference each year, related to or supportive of their research. Where funds remained, further applications for a second conference were encouraged.
- Two fully funded PhDs and two fee-only PhDs were created, to increase the number of PhDs in proportion to DBAs within the School.
- A clear process to apply for research sabbaticals was put in place, working with RIE.
- A post-graduate research conference for PhDs and DBAs is run each year (see Section 2).

## 3. Improving outcomes and the quality of outputs

- All staff members on the University's '*Research Pathway*' are allocated 260 hours research time a year to publish from their research. Key performance indicators are linked to University, School and individual research aims and measured through the '*My Contribution*' staff appraisal system.
- Annually from 2016-2020, regular four-day writing workshops are conducted for the ECR group and all active research staff. Highly published externals including Professor Jonathan Liu from Regents University facilitated these.
- Five-day writing retreats have fun for PhDs and DBAs. The first ran in 2019 with 20 students, and another scheduled in 2020 was postponed due to COVID-19.
- '*Meet the editor*' sessions are led by two ECRs (**Patrick** and **Osowska**). Invited editors from highly ranked journals are invited to provide guidance on how to prepare manuscripts for submission.
- **Professor Helen Francis** and **Norma D'Annunzio-Green** launched a series of reflective learning papers on leadership and people practice. Published by the Business School and designed as a collaborative process between academics and practitioners, these cover contemporary human resource management (HRM) issues and what this means in practice. They include a case study and set of reflective questions to encourage and enable the successful application of practice-based learning to business contexts. There are currently four papers in the series, co-written by ENU academics and HRM practitioners. For each paper a blog is created to stimulate wider discussion and debate in the HRM academic, practitioner and student community (<https://www.napier.ac.uk/about-us/our-schools/the-business-school/our-industry-links/reflective-learning-paper>).
- International Centre for Management and Governance Research co-directors (**Sheehan** and **Minhat**) organised seminars on qualitative and quantitative research methods for

staff and students. **Minhat** and **Ibanez** provide guidance on formal and informal basis to ECRs wanting to apply econometrics to produce research outputs.

#### 4. Increasing research impact

- The post of public engagement lead for the School was created, to which **Todd** (UOA24) was appointed in 2017.
- A £20,000 annual budget is allocated to this role to run a competitive process for five grants of up to £4,000 to support public engagement activity linked to research, open to staff and doctoral students. Staff are now encouraged to apply for central grants to support public engagement.
- Lunchtime meetings have been set up by ECRs (**Patrick** and **Osowska**) with the public engagement lead, for staff and students to explore the support on offer. These are also attended by the directors of research and representatives of RIE.
- REF champions have been appointed and given dedicated time to support academics in achieving impact from their research, as well as accumulating the data required for the REF.
- The increase in DBA students has enhanced practice focussed research impact where candidates are working on real world company issues. The outcomes of this strategy are evident in the wide range of awards granted to our students by their employers for research findings implemented following their DBA (see section 2).

Some other positive results from these initiatives are indicated below and in the impact case studies submitted for this Unit.

- **Tjandra** benefited from a 2017 public engagement grant from the Business School to disseminate research on the ethics of tobacco marketing in Indonesia conducted during 2014-17. Stakeholders in policy implementation subsequently used her research which also became the focus of one of the impact case studies.
- **Patrick and Ellis**, along with colleagues at Dundee and York St John Universities, benefitted from pump-prime funding and public engagement funding in running a two-day international symposium bringing together practitioners and academic working in the craft beer sector. The conference subsequently led to further research relationships, an edited academic book, and two book chapters.
- The lunchtime meetings organised by **Patrick and Osowska** assisted members of the School (most of whom were ECRs) in publishing 11 articles, 1 edited book, and 1 book chapter, achieving a best paper award, applying for external funding and authoring 2 new research-based modules to be taught in the BS.

#### Unit Structure

In 2014, the research within the School was organised within one Research College, with significant clusters of activity in Tourism (UoA24), Management and Leadership. In 2015, this structure was changed to create five departments, staff from three of which are submitted within this Unit; Accounting & Finance, Entrepreneurship, and Management. Several research groups replaced the Research College and institutes. Those relevant to this Unit are Human Resource Management (HRM), Finance and Accounting, Entrepreneurship, and Marketing. Each group has a representative on the Research and Innovation Committee, to feedback on activity.

**HRM** is the largest research group. Led by **McMillan**, it covers research into HR and industrial relations (**McMillan**, **D'Annunzio-Green**, **Francis**, **Heidl**, **Sheehan**, **Ellis**), employability, employee engagement and skills (**Bushfield**, **Dutton**, **Francis**, **McFadden-Young**, **Patrick**), performance and leadership (**D'Annunzio-Green**, **Francis**, **Grant**, **Heidl**, **Howieson**, **McFadden-Young**, **MacKerron**, **Patrick**, **Sheehan**, **Pierron**), health and social care (**Bushfield**, **Howieson**, **Matthews-Smith**), workplace diversity (**Grant**, **McFadden-Young**, **Heidl**), and strategy and operations (**Bushfield**, **Pierron**, **Sheehan**, **Weaver**, **Plant-O'Toole**).

Since September 2020 the **Marketing** group, now led by **Backhaus** (head of group) and **Tjandra** (co-head), has focused on three research themes: (1) Society and Well-Being (**Osei**,

**Tjandra**), comprising social and ethical approaches to marketing, (2) Innovation, Digital and Technology (**Kincaid, and Backhaus**), and (3) Sustainability (**Tjandra, Backhaus**), comprising corporate social responsibility, sustainable marketing and branding. The department runs bi-weekly research seminars where staff and external speakers present their work. Research is undertaken in collaboration with national and international practitioner organisations and researchers in a variety of countries.

**Dzolkarnaini** leads the **Finance** group, which includes **Gao, Khaleel** and **Minhat**. Research covers cooperate finance, government and ethics. International work in these groups comes together within the International Centre for Management and Governance Research (ICMGR),

The Entrepreneurship and Innovation group includes **Osowska** and **Mora**. Research covers entrepreneurial behaviour, small businesses and innovation.

### Interdisciplinarity

Much of the research within the Unit is cross-discipline and international in nature.

**Matthews-Smith** was the research lead in two EU-funded studies. The first, CAREMAN 2013-16 (£196,000), brought ENU together with Lahti University of Applied Sciences (UAS) in Finland, HAMK UAS (FI), Charles University (Czechia), and University of Évora (Portugal). Publications included a monograph and two journal articles. DOCMAN 2017-20 (£109,000) brought together ENU with other universities in Finland, Czechia and Germany to look at the management and competency skills needs of health and social care managers in the light of new challenges within those systems. This has led to two publications in review.

**Matthews-Smith** is leading a new Military Transitions Centre for Education, Research and Public Engagement, which brings together research undertaken in this area across all ENU schools. Coordinated by the Business School it covers post-traumatic stress disorder (Health & Social Care), cybersecurity (Computing), military history (Arts & Creative Industries), military families, military populations in prisons and veterans (Applied Sciences). The Centre has successfully won a £300K grant from Forces in Mind Trust (FiMT) in partnership with Edinburgh University.

**Grant** (Business School) and **Robertson** (School of Applied Sciences) co-convene a cross-university Work and Equalities in Society (WEiS) Research Group, with the aim of facilitating collaborative and interdisciplinary work regarding carers and employment-related research.

**Khaleel, Osowska** and **Sheehan** are members of the Migration Mobilities Research Network that brings together researchers from different disciplines both from ENU and other institutions in Scotland.

**Sheehan** led an EU work package on youth self-employment as part of an €5 million EU-funded project '*Strategic Transitions for Youth Labour in Europe*' (STYLE) (2014-2017). The findings were presented at ILO Work4Youth programme, funded by The MasterCard Foundation, EurActive and the Chamber of Commerce, Krakow, Poland.

### Research Governance and Integrity

The School's Research and Innovation Strategy is co-ordinated by the School Research and Innovation Committee, convened by the director of research. The Committee comprises leads and representatives of staff at all levels (senior researchers, ECRs, research administrators) and research students. Mandatory GDPR training events (annual) for all researchers ensure understanding and compliance with legislation. All research projects undergo ethical review by academics from a range of disciplines (School Research Integrity Committee) in addition to professional body review. All research studies present a formal data management plan prior to approval/submission.



The School Research Integrity Committee reviews research applications from staff and students ensuring compliance with the University Code of Practice on Research Integrity. The Committee draws its membership from all subject areas in the School. Committee members are pro-active in teaching research ethics to strengthen ethical, legal and professional standards. The chair of the Committee also sits on the University Research Integrity Committee. In 2019, the University became a signatory of the Concordat to Support the Career Development of Researchers.

### Open Access

All published School research is deposited in the University's repository before the mandatory deadline of 3 months after acceptance. The School promotes adherence to the University's 'Act on Acceptance' and Open Access policy by ensuring that annual promotion rounds only consider outputs recorded in the University Research Management System, linked to its repository. In addition, the School supports the central mandatory view to incorporate data management plans into the internal funding peer review process. Training events facilitate compliance with the University's open access policy. Staff are encouraged by the School, and through regular updates to communicate links to ENU's repository when presenting to the wider community at public lectures or at stakeholder meetings.

### Research Strategy 2021-2027

The School and Unit are committed to the University's overarching research strategy as outlined in the REF5a. Future school strategies are informed by the institutions five-year focus on staff development, increasing innovation, and developing international research partnerships, and aim to feed into the broad strategic aims of the University. Future interdisciplinary opportunities will be guided by the new University themes.

The new research strategy to take the BS from 2021-2027 envisions it as a known leader in the field for rigorous research that addresses important societal, economic and business-related challenges. This is operationalised by research-led recruiting, a consistent and inclusive framework for development and support for research, building connections with other researchers, including across Schools at ENU to build inter-disciplinary research, by engagement with practitioners and research users and by focusing activities and support around the core research themes.

## 2. People

The Unit has grown over the REF period, with 27 Category A staff at 26.2 FTE (5 professors; 9 associate professors; 13 senior lecturers/ lecturers) submitted in REF 2021, compared to 12 at 10.4 FTE in REF2014 (three of whom are now in UoA24). Of staff submitted to REF2021, 12 are women and 15 are men. This equates to 44% women and 55% men, as compares to 39% women and 61% men for the University as a whole.

### Staffing Strategy

Our approach to recruitment and staff development has grown the quality, impact and volume of our research and deepened the research culture within the School. In 2014, we focussed on increasing capacity in existing strengths through the recruitment of both experienced researchers and junior staff with research potential, as well as developing our own staff. This approach was refined early in the REF period to create the following objectives; to increase satisfaction, aspiration and achievement of existing staff, to increase the number of early career researchers and staff on a REF2021 trajectory, to grow the number of PhD students and the quality of their education, and finally, to grow the number of postdoctoral fellows and research associates.

New appointments on permanent contracts since 2014 consolidated areas of research within the School and brought additional leadership. Most notable are the appointment of professors, **Howieson** (2018) as Head of Management, **Backhaus** (2020) School Research Director and Head of the Marketing Research Group; and **Sheehan** (2017), lead for the International Centre for Management and Governance Research. Associate professors (AP) and lecturers (L) were in

the fields of human resource management and leadership (**McFadden** (L), **Heidl** (L)), international marketing (**Osei** (L)), logistics and supply chain research (**Plant-O'Toole**, (AP)), corporate finance and Islamic finance (**Dzolkarnaini** (AP)), organisational studies, health and social care integration (**Bushfield** (AP)) and strategy and circular economy (**Pierron** (L)). Two of these (**Osei** and **Heidl**) were recruited following completion of their PhD with the School.

Support provided to increase aspiration and achievement and to set staff on a strong research trajectory has seen several lecturers, senior lecturers and readers promoted to, or awarded the title of, associate professor during the period (**Matthews-Smith, McMillian, Grant, Mora, Weaver and Tjandra**). Of these, **Grant, Mora, Weaver** and **Tjandra** were ECRs in 2014 (**Tjandra** gained her PhD at ENU in 2013/14), and **Weaver** and **Tjandra** are PIs for two submitted impact case studies. **Dutton** moved from research fellow to lecturer during this period and is the PI for our third impact case study.

### Staff Development and Support for Impact

Most newly appointed academic staff hold a doctoral qualification. However, since 2014, we have supported both academic (A) and professional services (PS) staff from across the University to complete either a DBA or PhD. Since 2018, all staff studying for a DBA or PhD at the University were fully funded. Staff who have gained their doctorate since 2014 include: **2014** Armati (A); **2015**, Steen and Logie (PS); **2016** McIntosh and Smith (A) **2017**, Cook (PS); **2018** Telford, (PS); **2019**, McCrossan, (A); **2020** Waterstone and Miller Judd, (A).

New academic appointees are awarded protected time to establish a research programme in their first year (0.2FTE). Staff research time allocation is managed via agreed objectives and KPI's (e.g., funding applications and outputs), ensuring fit to workload (minimum 0.2 FTE). We pursue person development through formalised progress reviews ('*My Contribution*') to inform strategic planning, running parallel to promotions framework, ensuring consistency between individual development plans and unit level objectives.

New staff appointments are informed by strategic requirement in research capacity. In line with our objective to increase satisfaction, achievement and aspiration of existing staff, we have provided dedicated funding for personal development courses. We have allocated on a competitive basis, five internal grants of up to £5,000 each year to pump-prime new research. Additionally, we have awarded two competitive internally funded postgraduate studentships to promote the growth of doctoral students in specific research areas.

In 2017, five grants of up to £4,000 were awarded on a competitive basis to support public engagement activity linked to research. These grants were open to both staff and doctoral students. Since 2017, staff are supported to apply for central funding.

**Weaver et al** were granted £5,000 from School funds (and £3,000 from the Scottish Government) to support the launch of the '*Responsible Business Forum*' opened by the Deputy First Minister of Scotland. This led to a publication in the European Journal of Research in 2018 (Section 4) and an Impact Case Study.

Under the leadership of ICMGR's Co-Director (**Minhat**), two forums and three international conferences were hosted and organised during 2016-2019 period to position ICMGR as a leading centre for Ethical Finance research. Participation was from external stakeholders locally and abroad including the ICAEW in Scotland, Research Centre for Sustainable Hong Kong (CSHK), Shandong University of Finance and Economics, Universität Hohenheim, University of Bolton and Al-Maktoum College, China-Britain Business Council (CBBC). The Ethical Finance and Community Development Forum was organised by ICMGR's key members (**Minhat** and **Dzolkarnaini**) and was officiated by Co-Chair of All-Party Parliamentary Group of the House of Lords (UK Parliament). Faith leaders Iqra' Academy, South Leith Parish Church, and The Church of Scotland attended. He also introduced ENU as a supporting partner of the Global Ethical Finance Forum in 2017. This led to a published chapter in '*Islamic Finance*' in 2019, which has sold over 5,100 copies.

In collaboration with Bright Red Triangle (BRT) (**Wu**), ICMGR's forums on Social Enterprise Financing featured panels from social enterprises (e.g., Ansar Finance Group, Social Investment Scotland, Big Issue Invest, Grassmarket Community Project, Assist Social Capital, Social Enterprise Scotland, Invisible Cities, The Growth Partnership, Castle Community Bank Edinburgh, Positive Money Edinburgh, Strategy and Fundraising consultant).

### Early Career Researchers (ECR)

We invest considerable time and resources in developing our early career researchers (ECRs). All ECRs are paired with a mentor at associate professor or professor level, to help strengthen their methodological expertise and develop longer-term research plans that focus on sustainable research topics within the School's overall research strategy. ECRs are supported to prepare papers from their PhDs or DBAs, targeting submission to the highest quality journal possible. This process aims to build the confidence of ECRs in preparing manuscripts and responding effectively to editor and reviewer feedback.

We provide opportunities for ECRs to take responsibility within the School both for their own personal development and to ensure their representation in the School's decision-making structure. ECRs are appointed as director of studies for PhDs and DBAs alongside experienced co-supervisors (minimum 2 supervisions and subject experts), to allow them to add completions to their CV. They also have access to central supervisory training to build their skills in supervision. **McFadden-Young** was appointed as equality and diversity lead for the School following support that enabled him to gain two Carnegie grants for research linked to equality and diversity. An ECR group also exists, which sends a representative to sit on the Research and Innovation Committee

We also actively support initiatives by ECRs, which include:

- Meet the editor sessions. This initiative, led by two ECRs (**Patrick** and **Osowska**) involved inviting editors from highly ranked journals to provide guidance on how to prepare manuscripts that would be targeted at their respective journals.
- Lunchtime meetings set up by ECRs (**Patrick** and **Osowska**) with the public engagement lead, for staff and students to find out more about the support on offer.

Our financial and mentoring support for ECRs has made substantial progress over the REF period. **Weaver** was awarded £5,000 by the School to link young professionals as trustees with third sector organisations. The partnerships created through this led to further research funded by Innovate UK and through the QAA Enhancement Themes, creating impacts on organisation strategy. **McFadden** was mentored in his application to Carnegie for two grants which were successful. **Patrick**, in collaboration with **Ellis**, was awarded a School public engagement grant to run a sandpit event with academics from other disciplines and representatives from the brewing industry, which led to two further grants for research into the craft beer movement. She was awarded a grant from central funds in 2018 for public engagement around this work. **Tjandra** was funded by the School to run a public engagement event in Indonesia to disseminate her work on tobacco marketing, which led to policy impacts and a REF impact case study. **Tjandra** has progressed from a PhD student to associate professor during the period.

### Postgraduate Research Students

The Unit continues to significantly expand its number of doctoral students and increase completion rates, particularly our DBA numbers. There are currently 96 doctoral students in the Unit, 34 PhD students and 62 DBA students. Overall, there have been 72 completions for home students in the REF period, which contrasts with 38 for the previous REF (31 PhD and 7 DBA). The annual breakdown is shown in the table below.

Year	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total
<b>DBA</b>	5	4	7	6	7	3	6	<b>38</b>
<b>PhD</b>	4	7	4	7	3	4	5	<b>34</b>
<b>Total</b>	9	11	11	13	10	7	11	<b>72</b>

The increase in DBA students has helped the BS to grow as an institution, and has internationalised our work, strengthening our links to external organisations around the world. Our doctoral students come from a wide range of organisations and different countries, providing a rich, vibrant and engaging environment, which is of benefit to the whole School as well as to the students themselves. We collaborate with overseas institutions in Germany, Switzerland and Saudi Arabia to provide joint supervision of ENU DBA students from those countries.

In addition, we have had 18 DBA completions for overseas students during the period, who follow units for their doctorate in either Miami or Singapore. Although these students do not attend the Business School for these units, some of our other DBA students (particularly those based overseas) have chosen to complete certain units in Miami or Singapore. As such, all cohorts do mix, increasing the diversity and international nature of the programme.

The DBA students carry out research in their own organisations and countries, which strengthens our relationship with external organisations and ensures impact on practice. Our students have come from private sector companies such as IBM and VW, public sector organisations such as the Ministry of Defence and Police Scotland, and third sector organisations such as the Association of Chief Officers of Scottish Voluntary Organisation (ACOSVO).

PGR student recruitment for DBA tends to come from online platforms (e.g., FindAPhD.com), with a bi-annual intake to expedite our induction process and create cohort-identity to foster collaborative researcher culture. Panels consisting of proposed director of studies and relevant academic staff interview all PhD/DBA candidates, (interview panels have undergone equality, diversity, inclusivity and unconscious bias training).

Our doctoral students regularly attend research seminars and workshops. We host an annual postgraduate research conference, which is organised by students and provides them with the opportunity to present their work. University staff and external delegates attend, and a high-profile external keynote speaker is invited. Prizes are awarded for the best presentations, funded through our oldest doctoral student who completed his PhD aged 80. The winning students go forward to represent the School at the university-wide student research conference. Monthly postgraduate research seminars are conducted where students present their research to peers. All doctoral students, PhD and DBA, receive internal funding to present at one international conference during their project lifetime, supported either directly through the School or through grant income generated by themselves or their supervisory team.

Our PhD students can take a Postgraduate Certificate in Research Methods, launched in 2017, and are actively encouraged to do so. Students are also supported to take a PG certificate in teaching and can teach for up to 6 hours a week on undergraduate courses to build experience. Other training and support include writing retreats and peer mentorship schemes by other PhD students outside their own research field. Students are provided with strong support in preparing for their viva, including having the opportunity to complete at least one mock viva.

We operate a compulsory course to train supervisors and ensure compliance with our Research Degrees Framework. A supervisor–student agreement exists to ensure expectations are upheld. This is noticeably effective with our PRES outcome of 95% and 88% student satisfaction regarding understanding personal and supervisory responsibilities respectively, and 97% PRES satisfaction rate for supervisor skills. Independent panel chairs (staff members outside of



supervisory teams) support students throughout their studies (PRES satisfaction 94%) and often act as the independent panel chair in the viva.

The DBA structure ensures that students form part of an annual cohort, which spends regular time together at the School during the 3-4 years of their study, facilitating networking and collaborative support as they move through the programme together. Students testify to the “*inspiring*”, “*rich*” and “*engaging*” learning environment that this creates for their research. The supportive environment provided for our doctoral students is evidenced in our completion rate of 98%.

Many DBA students find it very difficult to carry out a full-time job alongside the demands of delivering their research, and appreciate the support provided by the School. As examples, students credit their supervisors’ “*excellent skills and experience*” (Macleod, Scottish Government, 2015), “*intelligent scrutiny*”, “*advice and unparalleled encouragement*” (Ojesina, Unity Bank Nigeria, 2020) as critical to their successful completions. The nature of the DBA, in enabling a student to carry out relevant research to their current employment, also supports their career progression.

Examples in the REF period include: **Klotz** (completion 2018) a consultant at IBM now a Professor at HDM University Stuttgart; **Macleod**, Deputy Director, Finance and Location Director for the Outer Hebrides, Scottish Government (completion 2014) who was awarded the Scottish Public Service Award for Project and Programme Management in 2015 and UK Government Finance Innovation Award in 2016, for work which used the practice knowledge gained from his research; **Cook** (completion 2017), an internal candidate who was Director of HR for the University, now Principal of Perth College; **Jekosh** (completion 2020) who was named as one of the worldwide manager champions 2018 within her organisation for ideas and leadership behaviour, based on the practice knowledge gained from her research; **Knuth** (completion 2020) was awarded the Dr Heinz Sebiger prize from the DATEV foundation in Germany for the quality of his research and thesis; **Lum** (completion 2021) has used the knowledge from his DBA to ‘successfully acquire and deliver significant multi-million IT programmes’ as Director of Business Technology for REVEZ Motion, Singapore; **Zeigler** (Program Director - Worldwide Training & Skills at IBM) who is due to complete next year has already presented his research at the 27<sup>th</sup> European Conference for Software Process Improvement (Euro SPI 2020), the proceedings of which were published by Springer

### Equality and Diversity

In terms of gender balance, 45% of submitted staff identify as female and 55% as male, which is a more balanced ratio than ENU's institutional average. In terms of career stage, 41% of staff submitted are at lecturer level, 60% are associate professors and 15% are professors. Among the senior researchers, there are two female and two male professors in the **HRM** group, there is one male professor in the **Finance** group, and there is one male professor in the **Marketing** group.

Concerning ethnicity, 47% of submitted staff identify as white. BAME representation among staff in the Unit is 63% Asian, 17% black, and 10% mixed. At present there is a small under representation of BAME staff on the team in both groups

Staff are supported via the University's occupational health policy. 85% of submitted staff within the Unit identified as having no known disability, 8% declared disability and 7% were unknown. Where disability has been declared, detailed assessment of occupational health has taken place and necessary adjustments to the workspace have been made.

In terms of age profile, 57% are in the 25-34 age bracket, 62% in the 35-44 age bracket, 50% in the 45-54 age bracket, 30% in the 55-64 and 41% are in the 65-74 group. The Unit's age profile is younger when compared against the ENU institutional average. This is in part an outcome of the recruitment drive to attract experienced researchers to deliver on strategy aims to increase capacity. Recent recruitment has sought to rebalance this profile and increase the Unit's long-

term sustainability through the appointment of several early career researchers who are projected to form the main body of SRRs in the next assessment period.

In addition, the Unit adopts the University's maternity and paternity leave policies. Staff returning from periods of maternity leave are supported through keep in touch days, staged return, and flexible working patterns, where appropriate. During the REF period, both of the two members of staff that took maternity leave returned as significantly responsible for research in the Unit.

98% of eligible and submitted staff are on permanent contracts, while 2% are on fixed term contracts. This offers greater security to staff and can ensure continuous access to institutional support mechanisms. A proportion of the submitted staff are working on part-time basis, which evidences that there is flexibility in working patterns which does not preclude from being successful, impactful researchers. One members of the Unit now leads on equality and diversity across the school.

We recognise that PGR students hail from a diverse community. To this end, we considered the impact of illness, and maternity/paternity of PGR student's ability to complete their studies in terms of financial viability where a stipend from the University would normally suspend with suspension of study period. We have therefore instituted the full maternity/paternity and sickness payments as described by RUK PhD studentships, now applied to in-house studentships to ensure that we do not disadvantage anyone who requires a period of suspended study.

### 3. Income, infrastructure and facilities

#### Income

The total grant funding for research during the current REF period was £1.3million from a range of sources: 33% from EU government bodies; 10% from non-EU sources; 26% from government, government bodies health trusts and local authorities; 2% from Research Councils and Innovate UK; 3% in tax credits; 22% came from business and industry and the remainder (4%) from UK charities and other sources.

Key funders include the Scottish Government, Skills Development Scotland, City of Edinburgh Council, the European Commission, Equality and Human Rights Commission, Forces in Mind Trust (FiMT) and EPSRC.

Although this is a slight fall on our overall income during the last REF, the measures set in place over the last few years to increase grant income are now having an effect, with £600,000 already secured for the next period.

The variety of funding sources indicates the Unit can engage with a range of stakeholders, including the private sector and policymakers, to secure grant funding. We have secured 4 KTPs with industrial and third sector partners since 2014, generating £265,111. We have also been active in ERASMUS and ERASMUS plus activities.

Since 2014 we have also seen a substantial increase in income related to our DBAs, thanks to an overall increase in both and international student numbers.

#### Infrastructure and Facilities

There has been significant investment in infrastructure in this period. Overall it has covered; technical and support staff, estate and facilities, advanced equipment, and IT resources and significant archives and collections.

Doctoral students have a large office fully refurbished and equipped during this REF period, with individual desk spaces and computers. This is situated alongside staff office accommodation. A subject specialist librarian supports them in conducting literature reviews, searches, and accessing relevant papers. These specialists also teach on our DBA. Students have access to specialist IT support. PhD students are provided with guidance on their CVs and preparation for

an academic job interview, including the opportunity for mock interviews. Participation in central training, education and writing workshops are encouraged.

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

The Unit is part of a national and international network of research through both the collaborations of our staff and our DBA cohorts. Our contribution to research and impact on practice is felt in Scotland, the UK and around the world. Examples of international research partnerships are outlined below.

**Francis'** collaboration with Amsterdam Business School on workforce engagement has led to a joint paper in the *Journal of Business Ethics* and a joint conference paper at the European Group for Organisational Studies.

**Gao's** collaborates with scholars from National Dong Hwa University (Taiwan), RMIT University (Australia), Hubei University of Finance and Economics (China), Jilin University (China), Shandong University of Finance and Economics (China), and Shanghai University of International Business and Economics (China). This has led to six publications including in *Business Strategy and the Environment*, *International Journal of Accounting and Information Management*, and *Journal of Accounting, Auditing & Finance*.

**Khaleel's** collaborations with researchers at the University of Sarajevo (Bosnia and Herzegovina) and Qassim University (Saudi Arabia) have led to several book chapters on the history of economic thoughts hidden within the archives of Abrahamic religions.

**Matthews-Smith** CAREMAN and DOCMAN Erasmus studies have led to research collaboration with Lahti University of Applied Sciences (UAS) in Finland; HAMK UAS (Finland), Charles University (Czechia), and University of Évora (Portugal). Publications included a monograph and two journal articles. DOCMAN 2017-20 produced two evidence-based articles.

**McFadden-Young's** collaboration with Maynooth University Ireland, led to a three-star publication in the *International Journal of Human Resource Management*.

**Mendonca** is a member of Changing Employment, an international comparative European FP7 Marie Curie Initial Training Network (ITN) of *Early-Stage Researchers (ESRs)* and *Experienced Researchers (ERs)*, led by Strathclyde University, and involving London Met University, Goteborg University (Sweden), Evry-Paris University (France), Wroclaw University (Poland), Central European University (Hungary), European Trade Union Institute, and International Labour Organisation. This has led to co-authoring two chapters in *Job Quality in the Era of Flexibility*, Routledge, and a paper in *Work, Employment and Society*. He has also worked with the EU Agency for the improvement of living and working conditions, EUROFOUND, which led to paper in *Transfer: European Review of Labour and Research*.

**Minhat** and **Dzolkarnaini** have worked on studies in Malaysia. They have collaborated on a research project with Consumer Association of Penang (CAP) since 2018. They published a book on governance issues relating to government-linked entities in Malaysia, which was promoted by the Institute for Democracy and Economic Affairs (IDEAS) in Malaysia in 2020. Subsequently, both were invited by BERSIH 2.0 (fights for fair and clean elections) to provide a consultation on research relating to political appointments at government-linked entities. Collaboration with the University of Malaya (Malaysia) resulted in three publications in *Journal of Financial Stability*, *Journal of Human Rights and Applied Economics*, three other co-authored journal papers and a book chapter. Further collaboration with Al al-Bayt University (Jordan) led to a publication in *Journal of International Financial Markets, Institutions and Money*. Moreover, collaboration with Twente University (Netherlands) led to a publication in *Research in International Business and Finance*.

**Osowska's** collaboration with Krakow University of the economics of returnee entrepreneurs led

to a joint paper in the *International Journal of Entrepreneurial Behaviour & Research* and a joint conference paper at RENT 2018 conference.

**Tjandra** has joint research projects with researchers at the University of Gadjah Mada, University of Bakrie and BINUS University (Indonesia), University of Ruhuna (Sri Lanka), University of Minnesota Duluth (USA) and Kristiania College University Oslo (Norway). Our own School grants supported these collaborations, which in turn led to funding from the Carnegie Trust, the Indonesian Ministry of Education and Culture and British Council. The outputs are four co-authored journal papers. **Tjandra** and **Backhaus** are part of a collaborative project led by Aston Business School (ABS) in partnership with Centre for Responsible Business (CRB) in India.

**Sheehan** has worked with University of Cambridge to construct a database to assist UK nationals living in the EU post-Brexit, funded by the ESRC (£10,000) and headed by Dr Brendan Burchill), and with University of Oxford co-editing two special issues of the *International Journal of Applied Economics* on impacts of COVID-19.

Our researchers also work with other institutions around the UK. For example: (**Francis**) examining human resources transformation at a large hospitality venue; Aston University (**Francis**, with MRA Associates) exploring e-human resources with a leading oilfield services provider; University of Southampton (**Patrick**) reviewing creative freelancers; Dundee and York St John (**Patrick and Ellis**) exploring the craft beer sector; University of East Anglia (**Tjandra**); Exeter (**Tjandra**) exploring communication strategies during Covid-19; Glasgow Caledonian University (**Grant**), study of responsible and precarious work of commercial airline pilots, leading to a three-star publication in *International Journal of Human Resource Management*; University of the West of Scotland (**Grant**), study of talent management in the public sector, leading to a three star publication in *European Management Review*.

### Practice Relationships

Our research always involves practice and during this REF period our academics have built strong relationships with policymakers and practitioners. Examples are outlined below.

**Dutton** partnered with Skills Development Scotland and the Scottish Government to conduct research into skills policies, the PACE employment scheme, gender equality in the construction workforce and workforce resilience.

**Francis** delivered seminars in 2014 for Law at Work, a consultancy focused on employment law and HR. She also delivered a seminar in 2015 for training consultancy, Edinburgh Coaching Academy.

**Grant** and **Sheehan** worked with the Workforce Development Trust on the design, analysis and reporting of the National (UK) Workforce Development Survey in 2017-18, with the report launched at the UK Parliament. **Grant** was also a speaker at and co-chair of executive-level knowledge exchange event on talent management aimed at senior public service managers (funded by the Improvement Service) (2017). This project led to a three-star publication in *European Management Review* (2020).

**Khaleel** was chairperson from 2017-20 for the social enterprise, MhScot Workplace Wellbeing, which focuses on stress prevention and early mental health intervention in the workplace. This led to consultancy work with the Public and Commercial Services Union.

**Matthews-Smith** sits on the Military Education Committee (MEC), Scottish Parliament Cross Party Group on the Armed Forces and Veterans Community and Edinburgh Armed Forces Covenant Group. This has supported successful working relationships and funding applications including £300,000 FiMT grant with the University of Edinburgh.

**Patrick** convened craft beer practitioners in an international symposium and outreach event in



2019, as part of dissemination of her research into the sector. In collaboration with colleagues at the Universities of Sheffield and Edinburgh. She has provided analysis and advice to Excluded UK, a campaign group supporting those not protected by the UK Governments COVID-19 financial relief measures.

**Plant-O'Toole** has strong working links in Ireland. He chairs the Policy Committee of the Chartered Institute for Logistics and Transport (Ireland), and has led the development of institute policy on transport sustainability via several submissions to government public consultations on transportation and logistics. He is also a member of CILT (Ireland) governing council. He was on the board of the Logistics and Supply Chain Skills Engagement Group, Department of Business, Enterprise and Innovation (Ireland), and has been a member of key steering committees with the Departments of Business Enterprise and Innovation and the Environment Protection Agency in Ireland.

### Governance Roles

**Osowska** is the UK Vice President of ECSB (European Council for Small Business and Entrepreneurship). **Khaleel** is an Advisory Board Member for Ibn Rushd Centre of Excellence for Islamic Research, UK. **Weaver** was a General Council member for the Operational Research Society 2012-2019 and is a member of the Board of the Association of Corporate Governance Practitioners since 2015. **Dzolkarnaini** and **Minhat** are the Governance and Technical Advisers for Ansar Finance Group, Manchester, UK, since August 2019.

### Journal Editorship

**Garavan** is Joint Editor in Chief of the *European Journal of Training and Development* and Associate Editor of *Personnel Review*. He is a member of the Editorial Board for: *Journal of Organizational Effectiveness: People and Performance*; *International Journal of Training and Development*; *Human Resource Management Journal*; *Advances of Developing Human Resources*; *Human Resource Development International*; *Human Resource Development Review*; *Human Resource Development Quarterly*; *European Journal of Training and Development*; *New Journal Talents*.

**Sheehan** is Senior Associate Editor of *Journal of Organisational Effectiveness: People and Performance*, she is an associate editor for *The Journal of Management Development and International Review of Applied Economics* and served as an associate editor for *Human Resource Development Quarterly* (2012-2018). She is a member of the editorial board for *European Journal of Training and Development*, *Journal of Human Resource Management (Warsaw)* *Human Resource Development Quarterly*, *Human Resource Development International* and *International Journal of Small Business Research*.

**Heidl** joined the editorial board of *Industrial and Commercial Training* in Jan 2020.

**Gao** was Associate Editor for *Studies in Economics and Finance* between 2012-2015 and, *Emerging Markets, Finance and Trade* between 2019-2020. He is the Accounting Editor for *Afro-Asian Journal of Finance and Accounting* since 2011, the Associate Editor for *Global Review of Accounting and Finance* since 2014, and is Consulting Editor for *International Journal of Auditing and Accounting Studies* since 2019.

**Tjandra** is on the editorial review board for the *Transnational Marketing Journal*.

**Ellis** is a longstanding member of the editorial board of *New Technology, Work and Employment*.

**Dzolkarnaini** is an editorial board member for *International Journal of Emerging Markets*, *Sustainability*, *European Journal of Islamic Finance*, *Asian Journal of Accounting Perspectives*, and *International Journal of Excellence in Islamic Banking and Finance*.

**Minhat** is an international advisory board member for *Asian Journal of Accounting Perspectives*.

**Fellowships**

All our staff are either fellows, senior fellows or principal fellows of the Higher Education Academy. In addition:

**Khaleel, Osowska** and **Patrick** are Fellows of the Royal Society of Arts and Manufacture (RSA). **Ellis** was awarded Fellowship of the Educational Institute of Scotland in 2018 for services to education and the Institute.

**Sheehan** is Visiting Professor, University of Graz, Austria, University of Krakow, Poland (2020-2025). **Backhaus** is Research Fellow at Vlerick Business School, Ghent University (2019-2021).

**Prizes**

**Osowska** won best paper awards at Research in Entrepreneurship and Small Business (RENT) 2016, 2017, and best reviewer award at RENT 2018. **Garavan** has won research excellence awards from the Academy of Human Resource Development, awarded for the outstanding article in annual volumes of the journals; *The Human Resource Development Quarterly* (2014 and 2019), *Human Resource Development Review* (2020) and *Human Resource Development International* (2018).

**Matthews-Smith** (2018) won outstanding article in *Human Resource Development International*. **Sheehan** won the *Advances in Human Resource Development* (AHRD) journal's 'Best Issue' research excellence award for an issue that she co-edited of the journal in 2015, and the University Forum for Human Resource Development's Annual 'Best Paper' award, sponsored by Emerald in 2014 and 2016. **Tjandra** was awarded the Academy of Marketing Best Papers in Brand, Identity and Corporate Reputation track (2014), Ethics and Marketing track (2015), Events, and Sports Marketing track (2015).

**McFadden-Young** won best paper at the Equality, Diversity & Inclusion Conference, Rotterdam in 2019. **Gao** won best paper at the International Business Research Conference in 2016, co-authored with Jinling Li from Hubei University of Economics, China. **Heidl** won the 2020 Emerald Literati Award as Outstanding Reviewer for the European Journal of Training and Development.

**Keynotes and Conference Chair Roles.**

**Gao** regularly contributes keynotes at conferences across Asia, including at the International Symposium on Big Data Management, Decision and Information Resource Management, Kunming 2017, at the International Symposium on Risk Governance and Risk Management, Wuhan 2017, and at the International Conference in Accounting, Finance and Business, Industrial University of Ho Chi Minh City, Vietnam 2019.

**Osowska** was Sessions chair at Research in Entrepreneurship and Small Business (RENT) in 2018 and 2020 and at Entrepreneurship, Culture, Finance and Economic Development (ECFED) 2018. **Khaleel** was Session chair at Sarajevo Islamic Finance and Economics Conference SIFEC 2019. **Sheehan** was keynote speaker at the 'Employee Benefits Live' Conference in London, Autumn 2017, keynote at a British Academy of Management (BAM) funded event, Autumn 2017, delivered expert testimony on measures to prevent and resolve workplace bullying in Irish hospitals, January 2016, (the Irish Nurses and Midwifery trade union), and was keynote to the Chartered Institute of Personnel and Development (CIPD).

**Minhat** was an invited panel speaker at international conferences held by Confucius Institute of Scotland during 2017-2019. **Minhat** and **Dzolkarnaini** were invited to speak on Ethical Finance at events hosted by Treasury Markets Association, Hong Kong Monetary Authority (HKMA), Research Centre for Sustainable Hong Kong (CSHK), City University of Hong Kong, BERSIH 2.0 (fights for fair and clean elections) and Bank Rakyat Malaysia.

All staff act as referees for academic journals. Some examples include: Academy of Management: Learning and Education Accounting and Business Research British Journal of

Industrial Relations; British Journal of Management; Business Strategy and the Environment; Cambridge Journal of Economics; European Management Review; European Management Journal; European Journal of Marketing; Human Resource Management; Human Resource Management Review; International Journal of Human Resource Management International Journal of Management Reviews; International Migration; International Journal of Small Business Research; International Small Business Journal; Journal of Business Ethics; Journal of Business ; Research; Journal of International Financial Markets Institutions and Money; Journal of Managerial Psychology; Journal of Vocational Behaviour; Journal of World Business; New Technology Work and Employment; Organization Studies; Personnel Review; Psychology & Marketing; Public Administration; Public Management Review; Small Business Economics Journal; Work Employment and Society.

Our researchers also review for the following conferences: Academy of Human Research Development conference; British Academy of Management conference; Research in Entrepreneurship and Small Business (RENT); Academy of Management (US); University Forum for Human Resource Development (UFHRD); International Human Resource Management Conference (2015; 2017; 2019). Accounting and Business Research: Journal of Accounting in Emerging Economies; Applied Economics; European Marketing Academy.