

Institution: University of Manchester
Unit of assessment: 17 (Business & Management)
<p>Section 1. Unit context and structure, research and impact strategy</p> <p>1.1 Overview & Structure</p> <p>Inspired by the city of Manchester’s history as a world leader in enterprise, innovation and creativity, the Alliance Manchester Business School’s (AMBS) research ethos can be defined as ‘Original Thinking Applied’ – undertaking cutting edge and intellectually influential research, which has a transformative impact on policy and practice. In the words of our first director, Grigor McClelland, AMBS is committed to getting “as near as can be expected to the heart of the matter”, through a pioneering spirit that places the School “at the frontiers” of business and management.</p> <p>The School, which comprises this Unit of Assessment for the purposes of REF, has continued to evolve this founding ethos over the last 55 years. AMBS has grown into one of the country’s largest business schools, with a range of disciplines and theoretical perspectives unrivalled in the UK. Our c. 250 academic and teaching staff, 183 of whom are independent researchers, provide the School with the scale and diversity required to address the complexity of contemporary business and societal challenges. For example, our role as the headquarters for the ESRC’s unprecedented recent £32million investment to address the UK’s productivity puzzle brings together researchers from 9 research organisations, and over 50 disciplinary backgrounds, including AMBS scholars from three of our research institutes working on strategy, sustainability and work and inequality. The breadth of our disciplinary perspectives allows us to foster important new areas of scholarship and practical application, such as combining innovation studies, decision science and finance in our new £2.5million FinTech venture.</p> <p>AMBS’s research ethos underpins three goals, which align with those of the University of Manchester (UoM)’s research strategy:</p> <ul style="list-style-type: none"> • To produce influential innovative research of the highest international quality that places AMBS at the empirical and theoretical frontiers of business and management, offering novel perspectives and exploring often overlooked themes. • To develop world class engaged scholars, providing them with the resources to develop the most exciting and innovative research agendas which address some of the world’s most pressing and seemingly intractable challenges. • To have impact beyond academia both locally and globally by creating new knowledge which informs policy and practice and in so doing yields lasting economic, social, and cultural benefits. <p>Our research strategy has led to a number of significant achievements since REF2014. AMBS has:</p> <ul style="list-style-type: none"> • Pushed the frontiers of knowledge and practice through over 3,000 research outputs, including over 1,000 contributions to leading journals • Supervised 354 PGR students to complete their PhD • Increased engagement with business, generating over £2million of research revenue, through the highest concentration of Knowledge Transfer Partnerships (KTPs) in any UK business school

- Continued to grow the number and value of our research awards so that AMBS is now ranked as the leading business school in the north of England and second in the country for research income according to evidence gathered independently by the Chartered Association of Business Schools
- Secured over £20million in philanthropic donations, including a landmark £15million donation from Lord David Alliance
- Received the first award for a UK business school from the UK Research Partnership Investment Fund (UKRPIF) (£9.7million) which fed into new research facilities as part of the £85million redevelopment of our building

1.1.1 Organisation

To capitalise on our scale, the School has developed an ecosystem that breaks down silos, facilitating interaction and collaboration through a matrix of divisional disciplinary homes combined with interdisciplinary inquiry based research groupings. AMBS is organised around four core divisions: Accounting & Finance, People Management & Organisation, Management Science & Marketing and Innovation, Management & Policy. They provide a disciplinary base, with each division having directors of research and postgraduate studies.

Table 1 Research Ecosystem

	Strategic Aims	AMBS Research Units.
Research Institutes	Long-term, cross-faculty, flagship commitments by UoM to advance knowledge and impact in areas of crucial importance to society	<ul style="list-style-type: none"> - The Work & Equalities Institute - The Productivity Institute - Manchester Institute of Innovation Research - The Sustainable Consumption Institute
Research Centres	Collaborations that have reached a critical mass and display a coherent and sustainable intellectual agenda through scholarly publications, research grant funding and impact.	<ul style="list-style-type: none"> - Decision and Cognitive Sciences Research Centre - Centre for the Analysis of Investment Risk
Research Groups	Nascent clusters of colleagues that organise around new themes.	<ul style="list-style-type: none"> - FinTech, - Digital Trust & Society.

As Table 1 demonstrates, our disciplinary homes act as the point from which interdisciplinary research agendas develop – via groups and centres into large scale Institutes. AMBS is home to four of UoM's 22 institutes, evidence of the vibrancy and significance found within our interdisciplinary research culture. In line with our REF2014 strategy, AMBS launched The **Work and Equalities Institute (WEI)** (led by **Rubery**) which aims to identify and promote conditions for more inclusive and fair work and employment. Towards the end of the current REF period, AMBS was chosen to host the ESRC funded **Productivity Institute (TPI)** (led by **van Ark**), in a bid to help the government understand how to boost wages and living standards, whilst solving the UK's productivity puzzle. These important new institutes complement our two long-established institutes: the **Manchester Institute of Innovation Research (MIOIR)** (led by **Pinkse**), a world leading centre of excellence for science and innovation policy and management and the **Sustainable Consumption Institute (SCI)** (led by **Boons** and run in collaboration with the School of Social Sciences) which is exploring how planetary boundaries, unequal access and digitalisation are shaping the future of consumption.

AMBS has two research centres. Our **Decision and Cognitive Sciences Research Centre** (led by **Yang**) draws on strong links with the Department of Computer Science and the Alan Turing Institute to promote interdisciplinary research within decision

sciences, cognitive sciences, data science and artificial intelligence (AI). Our **Centre for the Analysis of Investment Risk (CAIR)** (led by **Quattrone**) engages with the most urgent issues facing our financial systems.

During this REF period AMBS has also seeded new research groups on themes such as FinTech and Digital Trust & Society. This work is already yielding results. For example, **Allmendinger** and **Uyarra** are part of a multi-million pound Digital Security by Design demonstrator led by the Hut Group and funded through the Industrial Strategy Challenge Fund.

Our divisions, institutes, centres, and groups provide an ecosystem that enables engagement in new, complex problems at the frontiers of business and management knowledge. Not only does this ensure AMBS contributes to shaping global business practice and policy, it also provides us with an innovative and diverse portfolio of research that opens up new routes for investment. For example, our crosscutting expertise in data, decision and behavioural science enabled us to secure the first grant to a business school from Research England's UKRPIF. This funding allowed us to invest £9.7million in a new Data Visualisation Observatory and new Behavioural Science Laboratory which significantly expands the scope and scale of the research questions that can be pursued across new interdisciplinary collaborations.

1.1.2 Overarching Research Themes

Our focus on the frontiers of business and management scholarship is built upon an awareness of the emerging social, technological, and organisational currents that will shape the future of business. This ethos in turn influences our overarching agenda setting themes which form the basis of broader cross-discipline research engagement with complex, systemic issues. These themes provide a critical mass for interdisciplinary discussion and debate at scale, and create a fertile ground for bold and imaginative collaborations which ensure that AMBS is positioned to inform cutting-edge debates at international, national and local levels.

Our current overarching themes are:

- i. The Future of Finance and Capital Markets
- ii. Decision Making, Adaptation & Accountability in an Uncertain World
- iii. Business Practices and Employment in the 21st Century
- iv. Socially Responsible Innovation and Global Economic Growth

i. The Future of Finance and Capital Markets

This theme draws together strengths in finance and financial technology innovation to engage with the fundamental questioning of the function of global capital markets since the financial crisis. Low interest rates, corporate governance reforms, disruptive innovation, political uncertainty and increased market volatility, along with a rise in socially responsible investing, creates the need for new understanding of the role of the market in allocating resources towards the most economic and socially efficient activity. Within this REF period there has been a growing focus on ESG (environmental, social and governance) investment megatrends; aligning with UoM's global inequalities research beacon. There are currently 37 scholars working on this theme, including 11 lecturers and early career fellows, 6 mid-career, 20 senior colleagues. In addition, a number of other world leading scholars have been employed at various points since 2014 to contribute to

this theme's development, with the collaborations and partnerships initiated having a long lasting legacy on our work. During this REF period, this community produced over 700 academic outputs that have advanced understanding of these issues and influenced practice. They have also been successful in securing funding from the ESRC (e.g. **Zhang's** £200K award) and from financial services philanthropic donors (£2.5million).

Drawing on insights from economics, econometrics, sociology and political science, research collaborations under this theme have made critical contributions to understanding transformation in macro issues associated with the evolution of financial markets, as well as micro problems associated with corporate governance and accounting practices. At the macro level, research has improved understanding of the fundamental risk factors driving the pricing dynamics of major asset classes. This Asset pricing research appears in leading journals in both finance and economics. Research by **Aretz**, **Brennan**, **Konstantinidi**, **Kostakis**, and **Liu** provides new insights into the role of real option models, financial uncertainty and macroeconomic risk factors in determining stock returns. This work has been extensively cited in journals and policy documents. **Aretz**, **Kostakis**, **Liu**, **Poon**, **Bowe**, **Cho**, **Garrett**, **Kolokolova**, **Otsubo**, **Zhang**, and **Wang** provide new perspectives on the impact of risk and uncertainty on the macroeconomy and financial markets. **Cho**, **Hyde**, **Kolokov** and **Poon** developed new econometric methods for estimating and comparing structural asset pricing models.

In terms of market based accounting research, work by **Lee**, **Strong**, **Ohlson**, **Zeng** and **Walker** assess the effectiveness of new regulations, standards and institutional developments on market information efficiency. Research by **Lee**, **Ohlson**, **Stark**, **Walker** and **Strong** provides new understanding of the impact of accounting policy, corporate disclosure and analyst forecasts on company valuations. Research by **Poon**, **Strong** and **Dutordoir**, has generated new insights on the stock market effects of modern slavery regulation.

Zhang's ESRC Link programme provides new ways of looking at the societal impact of algorithmic traders in asset markets. While **Zachariadis'** work on distributed ledger and blockchain technology in financial services and the effect of digital innovation on bank performance further expands our work on FinTech. **Poon's** collaboration with Castlefield, a local fund manager, uses AI and machine learning to help with voting decisions at company AGMs.

Our corporate finance and governance researchers have developed award winning studies on financial flexibility (**Marchica** and **Mura**) and governance regulations (**Khurshed** and **Stathopoulos**). This feeds into wider work on initial public offerings and their effects on corporate outcomes (**Dang**, **De Cesari**, **Espenlaub**, **Khurshed**, **Marchica**, **Mura** and **Saadouni**) and convertible debt and seasoned equity offerings (**Dutordoir** and **Strong**). Corporate policies (such as capital structure, cash holdings, mergers and acquisitions, payout, investment, and risk taking) have been explored by **Aretz**, **Dang**, **De Cesari**, **Dutordoir**, **Gao**, **Marchica**, **Mura**, **Petry**, **Stathopoulos** and **Strong**. **Dang**, **De Cesari**, **Marchica**, **Mura**, and **Stathopoulos** have focussed on corporate governance issues including managerial characteristics and compensation, as well as shareholder incentives.

Collaborative research activities and visits to leading international Universities, including Cornell, Purdue, Konstanz, NYU, LSE and Toronto, have contributed to the development of this research. The reach and impact of the work has been increased through discussion

and debate with stakeholders such as the London Stock Exchange Group, the Financial Conduct Authority, Bank of England, Forbes and the Financial Times.

ii. Decision Making, Adaption & Accountability in an Uncertain World

Our pioneering work in this theme brings together behavioural scientists, accountancy scholars, and decision scientists to investigate business decision making, strategic adaption and accountability. There are currently 45 scholars working on this theme, including 11 lecturers and early career fellows, 12 mid-career staff, and 22 senior staff. As above, a number of other preeminent scholars have spent time at Manchester since 2014 which has contributed to this theme's ongoing development. During this REF period, this group of scholars produced over 900 academic outputs pertaining to decision making, adaption and accountability in a complex world in ways that are having major impact on practice. They have also been successful in securing major awards in collaboration with business from funders such as Innovate UK (including many of the School's KTPs) and the EU (such as **Mehandjiev's** €750K Horizon 2020 award with Airbus).

Work by **Yang, Xu, Papamichail, Allmendinger, Handl** and **López-Ibáñez** makes pioneering theoretical contributions to the decision science underpinning advances in machine learning and AI. This research has resulted in new analytical techniques being applied to real world decision problems – for example, **Yang** and **Xu's** Innovate UK Smart grant (£318K) applies AI to claims handling. This work builds on a KTP with Kennedys Law LLP (£188K) which applied machine learning to fraud detection. Indeed, much of this strand's research has been co-produced with leading professional service and IT firms, resulting in critical theoretical and methodological contributions towards the development and application of data analytics, machine learning, AI and knowledge-based systems. This work influences digital transformation at the level of individual firms and broader supply chains, with substantial economic benefits. For example, **Mehandjiev's** work (featured as one of our 10 Impact Case Studies) with the European aviation sector charts a pathway to enhancing the capabilities of European supply systems.

Shaw was recently awarded £825K (ESRC) to develop guidance for local authorities on decision making in recovering from Covid-19. The International Standards Organisation has also invited him to write the International Standard on Recovery based on his research to date. Work by **Healey** and **Hodgkinson** continues to advance the nascent field of behavioural strategy. Their studies on the role of emotion and intuition in managerial organisational decision making and strategic adaptation, have led to new theoretical understanding at the interface of psychology and strategic management. Their research complements **Quattrone's** work on the role of data visualisation and governance in decision making, including management accountancy. **Begkos, Modell, Newman, Nicholson, Scapens**, and **Yang** focus on processes of change in accounting practices and in information systems, including the implementation of new systems, techniques and practices, emphasising their social and behavioural impacts.

Research by **Humphrey, O'Dwyer, Samsonova-Taddei, Siddiqui, Turley** and **Yasmin** provides new insights into audit practice, standard setting and oversight systems, audit reform in transitional economies, the regulation of the accounting profession, and ethical governance. The work of **Georgiou, Humphrey, McPhail, O'Dwyer, Samsonova-Taddei**, and **Siddiqui** illustrates the evolution of contemporary audit methodologies, audit innovation and the future of audit, the role of advocacy groups in enhancing corporate accountability, accounting for externalities and human rights, and the 'worth' attached to fair value accounting.

Research by **Kuasirikun, Humphrey, O'Dwyer, Samsonova-Taddei, Siddiqui, Yasmin** additionally addresses varied NGO accountability systems and their development in different institutional arenas, the nature and impact of sustainability assurance, and the evolution of non-financial reporting innovations such as integrated reporting. Sinkovics (R), Sinkovics (N) and **Siddiqui** have studied the emergence and (in)effectiveness of new forms of social audit, whilst **He (H)** is exploring the links between corporate social responsibility and marketing. **Stafford**, and **Stapleton** published studies examining the accountability of public private partnership arrangements and the impact of broader public accountability reforms.

Work by colleagues in this theme has been instrumental in understanding the crisis in corporate accountability and the trustworthiness of publicly disclosed company information. For example, **Humphrey** gave oral evidence to the House of Commons Business, Energy and Industrial Strategy Committee as part of its Future of Audit inquiry and **O'Dwyer, Turley** and **Siddiqui** were all cited in the subsequent report. **Humphrey** was the only academic on the advisory board of the Independent Review into the Quality and Effectiveness of the UK Audit Market (led by Sir Donald Brydon) and his advice features prominently in the Brydon Review.

iii. **Business Practices & Employment in the 21st Century**

This theme brings together expertise in organisational psychology, organisational theory, marketing strategy and employment to explore how changing business practices (including lean management, outsourcing, new employment forms, and digitalisation) are affecting work, wellbeing and inequality. There are currently 56 scholars working on this theme, including 11 lecturers and early career fellows, 17 mid-career staff, and 28 senior staff. The theme has also benefited from the involvement of a number of other leading scholars since 2014, creating collaborations and partnerships which have left a long lasting legacy on our work (e.g. Grimshaw's work with the WEI first as a staff member and then via a secondment to the ILO). During this REF period, this community produced over 900 academic outputs that have advanced understanding of these issues in new conceptual and impactful ways, something which is demonstrated by the four impact cases linked to this theme. These research insights have also played a leading role in important research awards including funding from the European Commission (e.g. work by Grimshaw, **Rubery** and **Kaizer**) and AMBS's first UKRI Future Leaders Fellowship (**Johnson (M)**).

Changing business practices have been put into historical context by **Hassard's** highly cited (top one percent in Academy of Management Review) and prizewinning work on management and organisational history, which precipitated a broader historical turn within the field. **Hassard** and **O'Doherty** have both developed new innovative approaches within the field of organisational ethnography to understand and interpret the changing organisational context of work.

One of the biggest recent changes in business practices has been the rise in digital technology and approaches. This is the focus of work by **Lukas, Homburg** and **Evanschitzky** who study how social media innovations and online advertising are transforming the way companies' market and sell products. **Burton** and **Jaakkola** have analysed the impact chatbots have on customer experiences, whilst **Zolkiewski** and **Chowdhury** received EPSRC seed funding to advise charities on how to ensure the

human touch is not lost as they are forced to deliver more services online due to the Covid-19 pandemic.

This is complemented by activity around the influence of new technology on the future of work, with research by **Howcroft, Dundon** and **Inversi** highlighting the consequences of unregulated platforms for the quality of work. **Ramlogan** examines the effect of new technology on innovation practices, whilst **Barrioluengo** is working with **Massini** on how to address the growing skills gap in responding to digital disruption and transformation. Similarly, **Hassan** explores how digital tools can support micro-entrepreneurs in the global South. Our growing authority in this area is reflected in our involvement in the ESRC Digital Futures at Work Research Centre (DIGIT) led by Sussex (**Howcroft** and **Rubery** Co-Investigators (Co-Is).

Research on healthy workplaces is another key strength, with AMBS having pioneered the now widespread research on wellbeing that has broken down the traditional dichotomy between life within and outside the organisation. **Niven, Holman, Hughes, Martin** and **Thomas's** research on emotions develops our understandings of the social experience of work, whilst **Ng** uses behavioural ethics to explore the impact of negative actions at work on employee mental health. **Clarke's** work focuses on how to build psychologically healthy workplaces and follows her findings that human safety and risk management is instrumental in identifying psychological factors that lead to workplace accidents. **Cooper's** research on 'presenteeism' – the tacit pressure to work long hours and attend work while ill - takes up another prescient issue with respect to health and safety at work, whilst his work on email overload and "techno stress" has made an influential contribution to debates on how to make digitalisation compatible with decent work environments.

Healthy workplaces are also a driving factor in **Hoel's** research on workplace bullying and harassment, with this having significant impact on organisational practice and policies. This work led **Hoel** and **McBride** to be invited by the Chartered Institute of Personnel Development (CIPD) to work with the British Standards Institute to develop a BSI Code of Practice for Diversity and Inclusion which launched in 2017. This is complemented by methodological advances in studying inequalities in employment through an intersectional lens by **McBride, Hebson** and **Rodriguez. Marino** and **Martinez Lucio** have explored issues of migrant representation while **Banister** has undertaken innovative work on the role of fathers in childcare. **Rafferty** provides new ways of measuring underemployment as an indication of discrimination for BAME women and **Kauser** received British Academy funding to explore the economic impact of Covid-19 on BAME communities through a gendered perspective.

At a regional policy level, philanthropic funding for the 'Just Work: fairness and justice at work in Greater Manchester' project (£300K) brought together colleagues (including **Martinez-Lucio, Dundon, Mustchin** and **Johnson (M)**) to explore public and private sector employer practices and public policy attempts to improve working conditions. This led to influential reports on decent work for local councils and The Advisory, Conciliation and Arbitration Service (ACAS), as well as an ESRC CASE PhD studentship for work on women in precarious work. On a national policy level, **Froud** and **Williams** provided advice to the Welsh government related to their work on the Foundational Economy, an important legacy research area stemming from the ESRC Centre for Research on Socio-Cultural Change, which features in their impact case study.

The findings produced within this theme also have international significance and reach. For example, Sinkovics (R)'s ESRC funded Rising Powers Project (£700K) brought

Corporate Social Responsibility perspectives to the study of the impacts of supply chains, while research by **Greenhill** looks to understand how digital skills can aid post-conflict economy recovery in West Africa and **Giroud** is exploring how the investment strategies of multinational firms impact on sustainable development and inclusion. Work on the benefits of collective bargaining (**Martinez Lucio** and **Tavora**) for the European Commission led to Grimshaw and **Tavora** being commissioned by the International Labour Organisation (ILO) and the Swedish government to carry out research which provided core input into the 'Global Deal: Together for Decent Work and Inclusive Growth initiative'.

iv. Socially Responsible Innovation and Global Economic Growth

This theme comprises a range of innovation scholars, organisational theorists and international business experts all exploring the fundamental transitions which are happening as policymakers and business leaders look for innovative ways to address issues around globalisation, innovation and sustainability. There are currently 45 scholars working on this theme, including 11 lecturers and early career fellows, 13 mid-career staff, and 21 senior staff. During this REF period, this community produced over 750 academic outputs that have advanced understanding of these complex and interconnected issues. This work has been aided by a number of large research awards such as the Synthetic Biology Research Centre grant where **Shapira** leads the Responsible Research and Innovation Group (BBSRC, led by the Faculty of Science and Engineering – total value £12.1million, AMBS value £600K), and projects on sustainable plastics (**Boons**, EPSRC, £150K) and intangible assets (**Edler**, Horizon 2020, £250K).

This theme exemplifies our drive for leading research that informs interventions which meet emerging business and policy need. **Geels'** role as a lead author of the UN's Intergovernmental Panel on Climate Change's Assessment Report is a case in point, with his research now deeply embedded in the European Green Deal. As demonstrated in the letter of support accompanying **Geels'** impact case, the President of the European Commission, Ursula von der Leyen comments "I am confident to say that it is the thinking of academics like Professor Geels that is pivotal to our society meeting challenges framed in the Paris Agreement, the Sustainable Development Goals and multiple other ambitious processes of European and global importance." **Geels'** work is complemented by research by **McMeekin**, and **Boons** which develops new theories of socio-materiality to consumption, demonstrating the importance of human needs, values, practices and habits in a transition to sustainable consumption. This saw **Boons** awarded a DEFRA Senior Research Fellowship.

Another important link to policy in this theme has been **Flanagan's** work with the Department of Business, Energy and Industrial Strategy (BEIS) on their target to increase R&D spending to 2.4% of GDP. AMBS hosted a closed roundtable of academics and BEIS officials in 2017 to discuss the evidence base for assessing R&D intensity, which subsequently fed into government plans. **Ribeiro**, **Flanagan** and **Uyarra** have also made important contributions to the development of broader policy ecosystems at the national and international level, ensuring they foster both socially responsible innovation and economic growth. This work has led to collaboration with the Greater Manchester Chamber of Commerce and the Department for International Trade on the development of post-Brexit international trade and industrial strategy. It is also of relevance to the growing focus on productivity and 'levelling up', an issue addressed in **Lampel's** role as scientific adviser to the UK wide "Ownership Effect Inquiry" which looked at the impact of

employee ownership on UK productivity and was led by the Employee Ownership Association.

At the firm level, **Pinkse** advances understanding of innovation adoption, whilst **Constantinides** explores innovations in digital infrastructures in sectors including financial IT infrastructures and mobile payment platforms. **James, Lampel** and **Malik** are Co-Is on an EPSRC £6.3million prosperity partnership that is studying the digitalization of R&D and manufacturing in collaboration with Unilever.

Kafouros, Devinney, and Hashai all investigate the role of international business and strategy in developing innovation. **Kafouros'** EPSRC funded work shows how the geographic dispersion of firms influences the effectiveness of their own innovative activities and performance. This aligns with **Potter, Huq, Pischulov** and **Quariguasi Frota Net's** wide ranging research around lean and sustainable supply chain management, as well as **Massini's** work on the global sourcing of innovation. **Edler** and **Lampel** are part of Globalinto, a Horizon 2020 project which seeks to advance theoretical and empirical research on intangible assets for improved innovation and enhanced productivity. This work builds on **Edler's** research into Public Procurement of Innovation, which has influenced policy actors such as the European Commission and the OECD and is the basis of his impact case.

Tether's work on supporting innovation and entrepreneurship through creativity and design led to his appointment as Research Director of the Creative Industries Policy and Evidence Centre (led by NESTA, value to AMBS £350K), a £6.1million centre funded via the Industrial Strategy Challenge Fund (ISCF). He focuses on the growth and competitiveness of the creative industries.

1.2. Research and Impact Strategy

As outlined above, our research strategy seeks to develop renowned engaged scholars who produce influential research at the empirical and theoretical frontiers of business and management. This approach includes a focus on creating local and global economic, social, and cultural impact and has developed out of the three strategic priorities outlined in REF2014:

- i. Develop **existing and new research groupings** and provide them with the **resources** to build influential research agendas.
- ii. Further our research impacts on business and society by developing a world class community of **engaged scholars**.
- iii. Enhance **interdisciplinary** research links.

The section below outlines how our strategies for meeting these priorities have evolved during the current REF cycle to further enhance the vibrancy and sustainability of our research culture.

1.2.1 Implementation of REF2014 objectives

- i. **Developing influential research agendas through existing and new research groups.**

To develop a dynamic environment which advances established, influential research agendas, while nurturing emerging ones, there has been a focus on growing areas of recognised expertise. This involved scaling up two already internationally renowned centres - the European Work and Employment Research Centre (EWERC) and the Fairness at Work Research Centre (FairWrk) combining them into the WEI. In addition, AMBS has been involved in the incubation of two further institutes. A collaboration with the Faculty of Biology Medicine and Health (FBMH) led to the amalgamation of our health-related research into the Institute for Health Policy and Organisation (IHPO) based in FBMH. And researchers such as **Johnson (S)** were heavily involved in setting up the Thomas Ashton Institute, a collaboration between the Health and Safety Executive and UoM based in the Faculty of Science and Engineering.

As a result of a change of staff and individuals' research interests, there was also a consolidation in the focus of our research. Three centres closed: The Centre for Comparative and International Business Research, The Centre for Development Informatics and The Centre for Infrastructure Development. The Centre for Research on Socio-Cultural Change was ESRC funded for 10 years and came to a natural end in 2017. This reorganisation released resource and enabled us to be more proactive and adaptive in seeding areas of emerging interdisciplinary inquiry.

The School also developed a closer strategic relationship with UoM's Division of Development and Alumni Relations, with the aim of growing resources by engaging alumni and friends of AMBS in the School's research vision. This strategy has yielded over £20million in philanthropic donations that have been used tactically to develop existing and new areas of research. In 2014 AMBS received a landmark £15million donation from Lord David Alliance, £5million of which was invested in developing existing and new frontier research. For example, part of this money supported **Williams** to lead the 'Making devolution work differently' project which explored devolution in Greater Manchester and assessed how this could influence housing and transport priorities. This led to an influential report for local policymakers entitled 'From developer regeneration to civic future' and fed into an ESRC Research Grant on the future of urban mobility (**Hodson** and **McMeekin**, £800K).

ii. Ensure our research impacts on business and society by developing a world class community of engaged scholars.

Our REF2014 strategy sought to combine the need for new fundamental theoretical research with the parallel need for research that is applicable to business practice. Using this as a basis, a culture of engaged scholarship has been developed. This entails a commitment to academically rigorous, curiosity driven research and the application of research to business and social concerns through engagement and coproduction.

There has been a concerted effort to mainstream a culture of impactful research. This has been overseen by a new Deputy Director for Research Impact (**Healey**) who also coordinates a new Impact Support Fund. Impact activity has been incorporated into our workload model and our training on impact and policy engagement has been expanded. Furthermore, a new Business Engagement lead for research (**Allmendinger**) has been tasked with leveraging AMBS's extensive business connections. As a consequence, AMBS has the highest concentration of KTPs in any UK business school, many of which pioneer interdisciplinary, cross-Faculty working (e.g. **Sampaio's** KTP with the School of Computer Science and AV Unibrak). The impact of our KTP portfolio is demonstrated by the fact a KTP led by **He (H)** with British Salt won the Future Innovator Award in the

Innovate UK Best of the Best Awards. In 2018, the School leveraged the expertise of its Masood Entrepreneurship Centre to join the multi-institution ASPECT (led by LSE). This initiative aims to create new start-ups to address our most pressing social challenges through social science based market solutions via £5million funding from the Connecting Capability Fund.

Our innovative approaches for engaging with business also sees AMBS act as a lead partner (alongside the Departments of Computer Science and Law) in the Manchester Law and Technology Initiative (LaTI), launched in September 2018. This subscription-based initiative provides a platform for law firms (e.g. Freshfields Bruckhaus Deringer, DWF, and Weightmans), regulatory communities and academics to coproduce research on digital technology in legal services. LaTI's impact was recognised with the Alliance of the Year award at the British Legal Technology Awards 2019.

iii. **Building on Transformative Investments to undertake ground-breaking interdisciplinary research**

The £85million redevelopment of our building was completed in January 2019. It provides state of the art research facilities and is the first time since the merger of the Victoria University of Manchester and UMIST that all our research community and facilities are based under one roof. This development has been particularly transformative for our ability to foster interdisciplinary collaboration across our broad research base as colleagues can now easily meet, network and collaborate on emerging research agendas, such as a new collaboration between Accounting and Finance and MIOIR on the impact of climate change on corporate finance decisions (led by **Dang**).

Our new building is part of a wider campus redevelopment by UoM and its local partners (including Manchester City Council and the NHS) to expand the successful innovation district along the Oxford Road corridor (which is home to UoM, as well as a number of other knowledge, business and cultural institutions). To maximise the impact of this regeneration on our research, there has been a focus on building strategic partnerships with a number of other new facilities, including the Henry Royce Institute: the UK National Institute for Advanced Materials and Innovation. This £105million investment is already leading to the development of broad-based collaborative research, for example, successful grant bids with SCI on single use plastics and the circular economy. Three AMBS researchers have also been appointed as fellows at The Alan Turing Institute, the United Kingdom's national institute for data science and AI, in which UoM is a partner.

1.2.2 Future Research & Impact Strategy.

Our four future priorities extend our existing strategy with the addition of one new area of regional engagement that aligns with a refresh of UoM's overarching strategic priorities. This new priority aligns well with the need to use our cutting edge research to respond to the challenges created by the economic and social shock of the Covid-19 pandemic.

- i. Continue to build **disciplinary and interdisciplinary research** approaches to engage with critically important challenges at the various interfaces of business and society.
- ii. Further advance **knowledge exchange** through new research approaches (building on our experiences with the coproduction of knowledge).

- iii. Persist with our efforts to diversify our staff and research output through effective **equality, diversity and inclusion (EDI)** policies and incorporate EDI and sustainability objectives into our research.
- iv. Combine **transformative engagement** regionally in the North West with our national and international reach to support local, national and global economic recovery from the Covid-19 related shock.

Combining Global with Local Engagement

AMBS's impact and engagement strategy aims to combine global and local influence. In terms of our global influence, AMBS is the only UK business school with a presence in six international hubs. UoM has centres in Dubai, Hong Kong, São Paulo, Shanghai and Singapore which open up significant opportunities for our researchers. All our centres have strong links with their local business communities which are used to develop research collaborations, such as Sinkovics (R)'s Newton Fund supported work with FGV São Paulo on Global Value Chains.

While our global assets and collaborations will continue to be mobilised to further internationalise our research, the School will also strengthen its strategy for local engagement. This aim reflects the renewed focus on place-based economic development policy seen during this REF cycle and will draw on best practice already seen across AMBS. For example, **Zolkiewski** and **Burton's** impact case demonstrates how KTPs are used to engage local SMEs. Similarly, the School has played a key role in the development of a Local Industrial Strategy for the region via our involvement in the Greater Manchester Local Enterprise Partnership. AMBS also appointed a joint professor (Harding) with the Greater Manchester Combined Authority (GMCA) to facilitate further collaboration. The work of the TPI, with its planned network of regional productivity forums, will be useful in developing this goal, as the Institute aims to collaborate with local stakeholders to help create an economy that works for everyone, with growth that is sustainable and regionally distributed.

Section 2. People

Table 2 HR Kitemarks

	Date Achieved	Level
Race Equality Charter	Achieved in 2015, renewed 2019	Bronze
Stonewall Workplace Equality Index	2020: 47th of 503 2014: 158th of 369	Highest ranked University in England
HR Excellence in Research Award	Renewed Feb 2020	No levels.

2.1 Staffing Strategy

To help the School continue to produce **world class research** that meets the twin imperatives of scholarly excellence and impact, AMBS proactively seeks to attract, nurture and retain world leading scholars and the brightest Early Career Researchers (ECRs). This includes building a research environment where people thrive, with a sustained focus on developing a diverse community of motivated scholars working collaboratively across

disciplines. Our academic staff cohort consists of 40 different nationalities, 91% hold doctoral degrees, 32% are women and 23% identify as BAME.

A major strategic review of UoM's staffing portfolio was undertaken during this REF period, the first review since the merger between the Victoria University of Manchester and UMIST in 2004. The growth and composition of our student body was assessed, alongside how our areas of research specialism could be harnessed to maximise future strategic growth and impact. As a result, approximately 40 colleagues participated in a voluntary redundancy scheme. It was a difficult period for AMBS, but it has enabled us to consolidate our efforts, with a renewed focus on our major research themes.

2.1.1 Recruitment

Recruitment is aligned to the research strategy and themes above and, as outlined in the university level environment statement, is designed to ensure that all candidates are treated fairly, in accordance with our unequivocal commitment to EDI (e.g. through the use of positive action statements).

In the period 2014/15 to 2019/20 AMBS recruited 110 teaching and research staff. This includes 15 internal transfers (e.g. from Research Associateships). It also accounts for two major recruitment programmes: Project Diamond, aimed at established preeminent scholars and a new Presidential Fellows programme aimed at attracting the most inspiring future research leaders. There was also a new targeted approach to PhD scholarships.

Project Diamond was a significant investment, engaging consultants to identify the most exciting business and management scholars worldwide that aligned with our research themes. This project brought influential scholars to the School, including **Hodgkinson Kafouros, Lampel, and Pinkse**. While it is recognised that scholars produce their best work in different ways, and accepted that sometimes colleagues prefer to work alone, a strong emphasis has nevertheless been placed in our recruitment processes on appointing senior colleagues who are committed to the development of the broader scholarly community within AMBS. For example, **Kafouros** is an Associate Head of Research, **Pinkse** has taken on the directorship of MIOIR and **Hodgkinson** served as one of two deputy heads of School (2016-2017), prior to becoming the Faculty's Vice-Dean for Research (2017-present).

A concerted effort has also been made to attract ECRs who have the potential to become inspiring leaders of the future. Eight new academics joined us through our Presidential Fellowship scheme, which provides a generous research time allowance, substantial research budget, and mentorship by a senior professor. They were appointed with key strategic areas in mind, for example, **Ribeiro** (recruited from the University of Salamanca) researches socially responsible innovation, while **Gao** (recruited from the University of Melbourne) studies corporate political strategy in emerging economies. Two of Gao's publications have already appeared in the Academy of Management Best Paper Proceedings. **Kleinhempel** (recruited from Groningen University) explores comparative entrepreneurship research and won the most promising PhD proposal at the 2018 European International Business Academy. While **He (E)** (recruited from Saïd Business School, Oxford University) investigates shareholder activism and the purpose of the firm.

An additional decision was taken to further enhance our world class scholarship in Marketing Management & Strategy, an area perceived as crucial for understanding fundamental shifts in digital consumption and business models cutting across a number

of our research themes. In total seven new appointments were made, including two professors (**Lukas** and **Araujo**), two 0.2 fractional distinguished international professorial appointments (**Homburg** and **Gustafsson**), two senior lecturers (**Jaakkola** and **Dost**) and one lecturer (**Hassan**).

2.1.2 Promotion and Revitalisation

Academic staff are encouraged to apply for promotion and/or pay increments awarded in recognition of exceptional performance. Senior staff use promotion criteria which includes, amongst other things, staff's knowledge transfer track record to proactively identify colleagues (with due regard to EDI) who may require encouragement to apply for promotions. They then work closely with them to help build their case. An annual promotion workshop open to all staff was introduced in 2016 to aid our promotions process. All members of the promotions committee are required to undertake training on Diversity in the Workplace and Unconscious Bias. From 2014/15 to 2019/20 62 colleagues were promoted. This includes, amongst others, 30 colleagues from lecturer to senior lecturer and 28 colleagues to professor.

2.2 Equality & Diversity

Equality and diversity are vital components of the School's research culture, with our approach grounded in UoM's commitment to Social Responsibility, a core strategic goal that sits equally alongside our commitment to leading research and outstanding student experience. Since 2014, AMBS has continued to foster a culture where concerns about diversity, sexual harassment and precarious work can be openly voiced and action to address these issues is positively encouraged, for example, through the University-wide 'Speak Up! Stand Up!' campaign, that empowers people to take action against harassment, hate crime and sexual violence.

The proportion of female colleagues has remained relatively stable during the REF period at 32%, whilst the percentage of colleagues who identify as BAME has risen from 16% in REF 2014 to 23% in this REF period. The percentage of our professoriate who are women has increased, growing from 21% in 2015/16 to 25% by 2019/20. Female representation within AMBS's senior leadership team (SLT) is high at over 75% (including Devine as Head of School). This is significantly higher than the 40% average in Business & Management Studies shown by 2018/19 HESA data. However, as is common across the business school sector, the proportion of female academic staff decreases between the lecturer and professorial levels (HESA data for 2018/19 shows 46% of lecturers and 25% of professors across Business & Management Studies are women). As part of our 45 point Athena Swan action plan a series of coordinated actions have been developed to understand why this is the case and to better support the recruitment and career advancement of women (e.g. ED&I representation is now incorporated into School committees and SLT meeting agendas as standard).

One of the main research agendas of the WEI is to identify and promote conditions that are essential for more inclusive and fair work and employment, with WEI colleagues bringing their expertise in diversity to our School policy discussions on this issue. This includes **Tavora** who applies her academic expertise in gender inequality to chair a School Equality and Diversity Committee (E&DC). The Committee was established in 2016 and the School was delighted to be awarded an Athena SWAN Bronze award in 2019. Partly in response to staff consultations in the Athena Swan process, colleagues now have access to an annual £10K Carer Support Fund to cover expenses incurred through

participation in conferences and Guidelines for Inclusive and Gender Balanced Events and conferences were developed. The annual promotions workshops aims to encourage and assist promotion applications from women and BAME colleagues. There is also now a core hours policy in relation to key School and department meetings and a series of staff events on various EDI related issues. For senior staff there is a UoM Women Professors Network to support networking, mentoring and further career development.

2.3 Contract Research Staff

UoM holds the European Commission's HR Excellence in Research Award as recognition of the processes put in place to support staff in line with the Concordat to Support the Career Development of Researchers. AMBS's commitment to the Concordat sees all research staff provided with mentors and funding to support up to ten days of professional and career development activity (e.g. attending conferences and training events on publishing, preparing research grant applications). UoM Staff Learning and Development and the Library also offer a range of training and development opportunities. In this REF period, **Martinez Lucio** was appointed as academic lead for staff development, with a particular focus on Research Associates and ECRs.

Between academic years 2014/15 and 2019/20, AMBS recruited a total of 112 contract research staff. Research only staff are most likely to be on fixed-term contracts (FTCs) given these posts are normally funded through time-limited external grants. UoM's Contracts of Employment Policy aims to protect those on FTCs from less favourable treatment, to avoid the use of successive FTCs and to seek to employ staff on permanent contracts where possible. The University operates a redeployment policy, with all FTC staff classed as "redeployees" for the last four months of their contract, meaning they are eligible to be considered first for any vacant posts at their current grade. 39 colleagues were promoted from RA to lectureships in this REF period.

2.4 Staff Support & Development

2.4.1 Informal Processes for Staff Support & Development

Our research groups, centres and institutes play a central role in developing collegiality and research excellence. These structures provide a framework for sustaining the intellectual life of AMBS and are the focal point for many research activities. These include thriving weekly staff research seminars, many with renowned international scholars, annual international workshops, grant writing workshops, publishing workshops with external editors, residential writing retreats, research away days, and doctoral training programmes. Longer, more strategic visits are supported through our visiting academic programme. Collectively, these activities work to engender a research environment conducive to the development of world class engaged scholars. This fundamental goal is supported through two basic mechanisms. First, through the active promotion of interactions with leading interdisciplinary scholars inside and outside the School. Second, multiple opportunities are created for collaboration with a broad range of practitioners and policy professionals, thereby ensuring our research engages with suitably challenging economic and social problems. Senior staff ensure all activities foster research excellence and are embedded within an overarching culture that values respect and research integrity (including promoting EDI in all aspects of our work). Central to all of this is a focus on supporting PhDs, postdoctoral and ECRs to pursue new intellectual projects that push the frontiers of business and management knowledge, and shape business practice and policy.

Research ethics and social responsibility are crucial aspects of staff development. Our research ethics procedures are governed by a University Code of Good Research Conduct and projects involving human interaction must receive approval from both Faculty and AMBS Research Ethics Committees. Our work in this area is led by a Head of Research Ethics, **Froud**, who actively encourages staff involvement in and alerts them to various opportunities for training and development in this complex and fast developing arena. For example, it is mandatory for all staff involved in research to undertake training in research integrity.

2.4.2 Formal Processes & Policies for Staff Support & Development

Staff benefit from a number of formal development programmes. Induction for staff is organised at University, School, and Divisional level. New academic staff, up to Senior Lecturer level, participate in the mandatory Humanities New Academics Programme (HNAP), details of which are outlined in the university level environment statement. In addition, all colleagues have access to a wide range of formal support through UoM's Learning and Development function, ranging from academic related skills, to personal skills development, and an enhanced coaching and mentoring offering. All colleagues in leadership roles are required to undertake our Leading at Manchester development programme. Over the last 2 years most members of SLT have also participated in the University's Inspiring Leaders programmes.

The School introduced a revised Workload Allocation Model in this REF period ensuring academics have standardised time allocations, which encourage participation in the full range of research activities (e.g. grant applications, impact work, doctoral supervision, preparing publications, reviewing, and research leadership roles), and ensure that teaching is distributed fairly.

There is also an actively managed School research leave programme. Staff are encouraged to take either one semester's research leave after six semesters, or a year's leave after twelve. AMBS actively encourages staff to use leave as soon as they qualify and the take up is high. Senior staff work closely with colleagues to put forward clear, achievable plans for leave related to the development of research bids, research publications and/or new international research collaborations. Since 2014, 109 AMBS staff have benefited from research leave. UoM also runs a Professorial Enhanced Research Leave (PERL) programme for extended sabbatical to work on major projects. In this REF period 4 AMBS professors were awarded extended leave.

All staff on teaching and research contracts receive an individual research allowance that has doubled to £5K since 2014. In addition, AMBS has invested significantly in a school wide Research Support Fund that has increased from £48K to £225K per annum in this REF period. Strategic funds support two rounds of competitive research funding (over 150 awards in this REF cycle). Preference is given to interdisciplinary projects that bring together colleagues from different parts of UoM to focus on innovative new research and there is a dedicated strand for projects led by ECRs. Funding is reserved to help colleagues convert positive reviews from preeminent journals into accepted manuscripts (20 awards since its introduction in 2017). There is also dedicated internationalisation funding that provides support to develop international research collaborations with strategic partners.

Colleagues are helped to achieve their research goals through an annual appraisal system comprised of a personal development and research development plan. Led by senior staff, the process provides a structure to manage staff performance against discipline norms and University expectations, helps identify personal skills and career development needs, nurtures the creation of longer term personal research visions, and supports the enactment of more immediate research plans.

2.5 Postgraduate Research Students

Our PhD programme attracts outstanding students from leading international universities, as well as top students from the AMBS Masters programmes. This includes a strategic focus on postdoctoral scholars that align with our four overarching themes. Scholarship funding to support these students comes from a range of external sources (e.g. scholarships via UoM's involvement in initiatives such as the ESRC funded North West Consortium Doctoral Training Partnership) and internal streams (e.g. AMBS school funded scholarships). During the current REF period a policy was implemented whereby over half of our annual school funded scholarships are targeted towards areas of existing expertise and new interdisciplinary areas where there is an opportunity to grow capacity, for example, FinTech, Healthy Ageing and Decent Work.

Our doctoral programme is among the largest in Europe and is supported by a Postgraduate Director of Research (**McBride**), alongside a support office of six specialists. Since 2014, AMBS colleagues helped over 354 PGR students to achieve their PhD. In this REF period, the School's strategy was to reduce the size of intake and focus on the quality of students. A new selection policy was adopted for PhD candidates whereby all research proposals are expected to demonstrate the capability to produce research and/or impact at levels that are internationally excellent or world leading. These two fundamental requirements mean that the annual intake has reduced from c.70 students per annum to an average of c.40. 75% of our total student cohort since 2014 have been EU or overseas students. 51% were female.

Internal investment in our PhD programme has grown from £650K in 2014/15 (36% of students funded by School scholarships) to £2.1million (49% of students funded by School scholarships). This significant financial investment is evidence of AMBS's commitment to developing the research base of the discipline. The majority of PhD fee income is reinvested in scholarships.

Due to the size of the School and wider university, AMBS is able to offer PhD Students an unrivalled range of study options, from disciplinary specific research to interdisciplinary opportunities across faculties. Embedding our PhD students within AMBS's research culture (including research institutes and centres) is central to a dynamic and sustainable research environment. Our new building enables the co-location of our PhD students which ensures PhD students are located close to their supervisors. Students are expected to attend AMBS's research seminar series and its annual research conference, where they present their work and receive feedback from senior academics. The conference also includes career development sessions on topics such as publishing, grant writing, impact and knowledge exchange. The School has increased its emphasis on networking opportunities with generous funding available for national and international conference and workshop attendance.

First year PhD students participate in a Research Training Programme to support their writing and research methods development. Throughout their programme they receive

additional skills training to help them gain the research and transferrable skills for career development. Three new elements have been introduced in this REF period:

- A development event for all first year students that tackles specific challenges that PhD students face
- Second year students work with an external team of actors on skills for the effective presentation and dissemination of findings to academic and practitioner audiences
- Third year students participate in writing retreats, which gives them the skills to write effectively

Given the demands of doctoral study, AMBS has placed increasing emphasis on student mental health and wellbeing. It intervenes and supports at key decision points on progression, return to studies after interruption, and at any time a student identifies as requiring support. AMBS also hosted the US Council of Graduate Schools 2019 Global Summit which brought together leaders from all continents to discuss Cultural Contexts of Wellbeing in Graduate Education.

AMBS offers a substantial allowance (£3k for the duration of the programme, increasing from 1.5k in 2014) to support PGRs in a range of activities including conference participation, fieldwork, training, software etc. In addition to this fund (c.£70k), discretionary funding is available to attend international conferences and undertake additional fieldwork. Our PhD students also have access to training from across UoM and can take advantage of our graduate placements programme. Such support has contributed to several publications in high ranking journals by our PGR cohort. For example, Aroles in *Organisation Science* (with **McClellan**), Dzhengiz in *Journal of Business Ethics* (with **Nielsen**) and Bhora in *Research Policy* (with **Massini**).

As well as fortnightly supervisory meetings, each PGR student has a mandatory mid and end of year progress review to ensure they are making satisfactory progress. Students have extensive support through their academic supervisor(s) and the research culture in which they are based in order to enable the timely completion of their PhD programme. The number of PhD completions in this REF period is 354, compared to 321 in the REF 2014 period. Given the different lengths of the periods, we look at five year completion rates for full-time PhD students registered in AMBS. These rose from 73% (2011 PhD cohort) to 83% (2015 PhD cohort) over the course of this REF period.

Many of our PhD students have secured positions in top business schools, leading policy institutions, and business. For example, **Mylan** carried out an ESRC funded PhD at AMBS and has been supported to progress to a lecture position at the SCI. Skandalis received a School scholarship before moving to work in Europe. He is now a lecturer at Lancaster. Li completed a PhD at MIOIR before securing positions at Tsinghua and Peking Universities. They are now part of the World Bank Young Professionals Programme, whilst another MIOIR graduate, Karaulova, is now a researcher at the Fraunhofer Institute. **Johnson (M)** has progressed from AMBS PhD graduate to researcher and then UKRI Future Leaders Fellow.

Section 3. Income, infrastructure and facilities

AMBS's research environment benefits from being closely integrated into a wider University infrastructure via the Faculty of Humanities and central UoM functions. These structures ensure that the School's innovative research takes place on a scale that would not be possible in isolation as it opens up a range of interdisciplinary and cross-Faculty

opportunities. The mutual value which AMBS adds to this UoM ecosystem is demonstrated by the fact the School has released **James** to serve as the Faculty Associate Dean for Business Engagement, **Hodgkinson** as the Faculty Vice-Dean for Research and Georghiou as UoM Deputy President and Deputy Vice-Chancellor.

3.1 Grant Income

Our strategy is to build on our strong tradition of research income generation to ensure AMBS continues to use funding opportunities to produce influential and impactful research. The external funding landscape has increasingly shifted towards a concentration on large interdisciplinary, challenged-based themes, exemplified by the Global Challenges Research Fund (GCRF) and the Industrial Strategy Challenge Fund (ISCF). To reflect this change, our approach to the development of fundable projects was revised to ensure that external funding continued to be utilised to further the ambition and impact of our research. This includes ensuring that projects reach beyond the boundaries of the School.

Strategically our grant activity has been aligned with the key social, technological, and business concerns that inform our overarching research themes. Faculty and University initiatives have been drawn on to substantially increase support by employing a fulltime Research Grant Writer, Impact Engagement Officer, and Business Engagement Lead to contribute to the development of high quality bids with clear pathways to impact. These investments provide strategic knowledge which means academics are not overburdened in grant development and so are supported to submit higher quality applications. It also provides an additional route through which our links to other areas of UoM and beyond can be developed.

The benefit of our revamped approach is demonstrated by our increased success in bidding for large grants, including the recent £32million award to host the TPI. According to the most recent CABS report on research income for business and management schools (which covers HESA data up to 2018/19),¹ AMBS secured £25million in research income during the current REF period and is second amongst UK business schools for cumulative research income over the last three years. £21.2million of this income is attributed to this UoA, with the remainder covering our interdisciplinary research in other UoAs.

This funding has helped broaden the scale and impact of our institutes, centres and groups' research agendas and has allowed our researchers to build collaborative links with staff in other Schools and Faculties (e.g. the WEI worked with the Global Development Institute based in the School of Environment, Education and Development on a GCRF project exploring decent work in global value chains). External funds have also allowed us to recruit new staff, provide additional research opportunities for postgraduates, deliver research workshops and seminars, and strengthen collaborative relationships with international partners.

3.1.1 Examples of successful grant bids during this REF period

- *Awards through collaborations fostered by our research institutes* – **Hodson's** ESRC Research Grant (£800K) on Digital Platforms and the Future of Urban Mobility built on the SCI's extensive stakeholder networks.

¹ [Research Income for Business and Management](#), CABS, April 2020

- *Awards which draw on interdisciplinary expertise to develop networks outside AMBS* - The Centre in Advanced Fluid Engineering for Digital Manufacturing involved **James, Lampel, Malik, Mehandjiev** as Co-Is. This £6.3million EPSRC grant was led by colleagues in the Faculty of Science and Engineering and involved Unilever (£525K to AMBS). Similarly, the ESRC research centre Digital Futures at Work is led by Sussex with **Rubery** and **Howcroft** as Co-Is and focuses on digitalisation and the future of work (£250K to AMBS).
- *Awards with a specific focus on engagement with policy and practice* - The Global Innovation Policy Accelerator NESTA (£140K) involved **Edler**, and **Flanagan**, whilst **Yang** and **Xu** secured an Innovate UK Smart Grant (£318K) with Kennedys Law LLP. **Walshe** also secured £800K from the NIHR to explore the use of locum doctors in the NHS.
- *Awards linked to impact cases* - **Shaw's** interdisciplinary work on disaster risk reduction was supported by ESRC Impact Acceleration Account (IAA) funding and has resulted in a UKRI Covid-19 Rapid Response award (£825K) to help English local authorities respond to the pandemic.
- *Awards that support early career academics' research agendas* - Awards have ranged in scale from **Begkos'** British Academy Small Grant (£10K) on measuring online platforms' performance indicators, through to **Li's** ESRC fellowship (£82K) studying the role R&D service firms play in the innovation system, to **Johnson (M)'s** Future Leaders Fellowship (£1million).

Our approach of aligning grant activity with important social, technological, and business concerns gives us confidence that our research themes are the most appropriate to pursue and allows us to ensure that the grant writing activity supported is well suited to the objectives of funders. Our efforts to secure new funding are presently centred on:

- Productivity (including levelling up, work practices and wellbeing), leveraging our links with other universities via TPI (e.g. Glasgow, Cardiff, Queen's Belfast, Sheffield, Warwick, Cambridge, King's College London) and regional stakeholders (e.g. GMCA)
- The Impact of New Technology (including AI, data economy, digital security, next generation services, and the future of work), such as our cross-Faculty work on the Manchester Synthetic Biology Research Centre
- Global Development and Sustainability (including the circular economy, inequalities, clean growth and the impact of climate change on business), such as our work with Social Sciences through the Sustainable Consumption Institute
- Industry 4.0 (including Smart Manufacturing), such as through the Centre in Advance Fluid Engineering for Digital Manufacturing.

These areas align well with our existing research institutes, centres and divisions. However, in reflection of the growing importance of interdisciplinary collaboration, they also allow us to create spaces that move beyond traditional groupings to bring together staff working on similar topics, albeit from different theoretical or methodological standpoints (including those in other Schools and Faculties). This has been supported by a dedicated stream of internal funding (via AMBS's Research Support Fund) and research events to encourage networking and collaboration. Consequently, several AMBS academics have been involved in large cross-faculty bids, such as **Boons'** involvement in the successful '*Rethinking Resources and Recycling*' project which is led by the Henry

Royce Institute and funded by the Plastics Research and Innovation Fund (£991K of which £159K to AMBS).

This focus on cross-cutting themes has also developed the way AMBS engages with external stakeholders. For example, from an initial mapping exercise on 'the Impact of New Technology', a hotspot of activity was identified around FinTech. This led to work with the Faculty's Business Engagement team to develop a sandpit Innovation Lab in November 2017 which brought together companies interested in FinTech with academics to co-develop research ideas. From this, five new research projects were seed-funded, including with Barclays, Together Money and risk management consultancy Protiviti. The success of this first event has led to further sandpits on Healthy Ageing and Smart Manufacturing which have helped us build fruitful relationships with companies such as IBM, Samsung and Volkswagen.

3.1.2 Grant Development Activities

While many of our larger applications draw on a pool of senior staff with substantial track records of managing research income, systems have also been put in place to help colleagues less experienced in grant applications. This includes prioritised support from the Grant Writer, who has acted as a focal point of contact, offering feedback and general assistance to this group of colleagues.

For bids of strategic importance (typically valued over £500K), the grant writer offers support that involves coordinating the entire bid development process, including partner liaison and the writing of the non-academic sections of proposals. This gives researchers time to focus on writing the academic elements of their bids. Additionally, a 'grant incubation' process was introduced, which was developed in response to the increasingly tight deadlines imposed by UKRI and other external funding bodies. It requires staff to engage with the grant writer far earlier in the development of their research plans, who advises how best to use seed corn and smaller external funds to build towards large grant applications. This means that staff are in a better position to respond to external funding calls with tight deadlines from the point of announcement, as research plans are already well developed.

Strategic development activities, complemented by our internal funding schemes and dedicated strategic support from people such as the grant writer, has resulted in a wider pool of applicants applying to a broader range of funders and schemes. In the three years since our new grant strategy was introduced, AMBS has supported submissions to over 60 different schemes run by over 25 different funding bodies. Although the ESRC remains the most common destination for our grant applications, the processes outlined above have been used to develop projects for schemes as diverse as the GCRF, ISCF, UKRI Future Leaders Fellowship, Wellcome Trust, British Academy, Arts Council and Government Equalities Office. This broader range of funders not only allows our staff to carry out an increasingly varied portfolio of research, it also helps the School spread the reach of its research activities beyond traditional boundaries.

3.1.3 Faculty & University Level Funding Opportunities.

AMBS's research infrastructure has benefitted from a significant capital investment into our new building by UoM during this REF period. UoM support also extends to small research grants which are available through annual competitive funding calls at both the Faculty and University-level for new initiatives that align with UoM's research and impact

strategies. The University of Manchester Research Institutes (UMRI) Board has strategic oversight of all of the University's flagship Institutes. AMBS colleagues have successfully applied to UMRI to establish the WEI and UMRI continues to support the SCI, MIOIR and is overseeing the internal governance of the TPI. UKRI also provides pump-priming for new interdisciplinary activities, with successful AMBS awards including **Allmendinger** and **Mehandjiev** (£37K) for an 'Innovation Lab on Industry 4.0', **Poon** (£34K) for an 'Indian Network Development on Forced and Child Labour in Business Supply Chains', and **McPhail** (£44K) to develop interdisciplinary perspectives on business and human rights.

At Faculty level, the Simon and Hallsworth endowment funds visiting professorships and industrial fellows. Examples of Simon Visiting Professorships awarded to AMBS since 2014 include Batt (Cornell University), Backer (Pennsylvania State University) and Latour (Paris Institute of Political Studies). Examples of Simon Industrial Fellowships include Khalid Malik, ex-director of the UNDP's Human Development Report Office. Malik worked collaboratively with the WEI to develop a Human Development Report for Greater Manchester, the first ever such report at a subnational level.

3.2 Infrastructure & Facilities.

3.2.1 Physical Infrastructure

The School's new complex opened in 2019 with cutting edge research facilities. This includes the Data Visualisation Observatory, which is outfitted with 72 high resolution screens arranged in 320 degrees that support immersive image projection and interaction in 2D, 3D and Virtual Reality. The new Behavioural Research Laboratory can be used to collect, integrate, and analyse various types of behavioural response data, such as surveys, eye-tracking, electrocardiograms, and electroencephalograms. Each facility is supported by a dedicated technical staff member and an academic lead. The new building is the first time all AMBS academics are under one roof (previously AMBS was spread across 5 different buildings). This new arrangement includes dedicated space for our research centres, as well as collaboration and meeting spaces and a new library. These facilities are already acting as a catalyst for greater interdisciplinary working amongst research colleagues and business partners.

These research endeavours are further supported by the central UoM library which offers a range of leading resources and services. The library provides access to a comprehensive array of specialist business databases, including a 'Finance Zone' within the new AMBS building with a dedicated Bloomberg suite. The central library team also offer a dedicated Business Data Service, which provides enquiry support, workshops and one-to-one consultations.

The AMBS redevelopment is part of UoM's £1billion campus redevelopment masterplan that positions AMBS within 500 meters of other new investments such as the £61million National Graphene Institute, £400million Manchester Engineering Campus, and £105million Henry Royce Institute. UoM is also developing its north campus into a £1.5billion Innovation District. As such, AMBS will be positioned at the heart of an unparalleled combination of business, engineering and technological developments that have the potential to change the business world, providing new opportunities for the School and developing research collaborations with these Institutes will be a key part of our ongoing strategy.

3.2.2 Organisational Infrastructure – Professional Services

Research activity in AMBS is supported by a dedicated Research Office, which provides professional support for all aspects of research and impact. Strategic investment in new positions means that the Office now consists of:

- *Two Research Support Officers* headed by a *Research Support Manager* who assist in the preparation and management of grant applications and budgets
- *A Knowledge Exchange and Impact Officer* who provides expert advice on impact and knowledge exchange activities
- *A Research Grant Writer* who works with academics to develop their research ideas and translate them into high quality funding applications
- *Research Finance Officers* responsible for the financial management of awarded projects
- *Institute Managers* for our research institutes
- *A Research Manager* who oversees research funded through donations, investment into research infrastructure and research strategy planning

This is complemented by dedicated research communication and engagement support from AMBS's Marketing, Communications and Recruitment Team of 8 specialists. They work with the Director of Research, and external partners to amplify the reach of our research and ensure it is disseminated in a targeted way to secure impact. The team are supported by additional resource in AMBS's Institutes and Centres, as well as at the Faculty and University level (e.g. via Policy@Manchester, which proactively connects researchers with policymakers and influencers).

Our research outputs, including expert commentary, are disseminated across mainstream and specialist media, with training provided to all staff and PGR students on how to effectively communicate research to a broader audience. Our communication resources include a biannual AMBS school magazine which features articles explaining where our latest research has made a difference. The magazine is disseminated to our corporate and policy contacts, including 60,000 alumni across the world. Our research is also disseminated via our website and social media channels (with over 120,000 followers across Twitter, Facebook, LinkedIn and Instagram). Examples of content produced for these channels include an animation series explaining the impact of our research which was designed to reach a broader audience. In 2019 alone, our audience reach from media coverage totalled 3.7billion (20% national, 80% international).

3.3 Impact Infrastructure

Our engaged scholar approach places greater emphasis on innovative and effective forms of research driven impact on business and society. Since 2014, our capacity and support for impact has been enhanced through four new appointments - Deputy Director for Research (**Healey**) with a brief dedicated to impact, a Knowledge Exchange and Impact Officer, an Industry Engagement Manager and a Business Engagement for Research lead (**Allmendinger**). An annual Impact Fund was also introduced in 2018 with the purpose of supporting impact and knowledge transfer. This fund has supported several of our current and developing impact cases. For example, **Williams** and **Froud** in meetings with ministerial advisors to Welsh Government on the Foundational Economy, and **Humphrey**, **O'Dwyer** and **Siddiqui** to collate evidence presented to the Brydon Review on the quality and effectiveness of audit. All three awards resulted in impact cases strong enough for potential inclusion in our REF impact portfolio, with one included in our final submission.

AMBS has leveraged further institutional support from the ESRC IAA, which UoM administers for the development of impact activity. 11 awards have been secured totalling £185K from this scheme. For example, **Johnson (S)** secured support of £24K to establish a network for the co-production and dissemination of research findings on healthy ageing in the transport industry. Impact has been incentivised by incorporating impact activity into our workload model and defining key performance indicators in the research review process, including CASE submissions, knowledge exchange activity, researcher-practitioner publication goals, and grants targeted for user involvement.

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

Our approach to building a vibrant and sustainable research environment within AMBS also considers the need to foster sustainable scholarly communities more broadly across our constituent disciplines. As such, colleagues have continued to be supported to grapple with the most innovative and relevant research agendas globally through collaboration with the very best people in their field.

4.1 Research Collaboration Networks & Partnerships

The development of international collaborative networks with academics, policymakers and business leaders have been supported to aid emerging research agendas (e.g. School funding has supported networking activities in, amongst others, Senegal, Brazil, South Africa and USA). Equally, based on our emerging strategy around regional engagement and impact, there has been a focus on ensuring our research is locally relevant (e.g. funding work by MIOIR into the growth of innovation industries in Manchester around Graphene). As explained earlier, the shift towards regional business and social interests is seen as an opportunity for AMBS to have regional, national, international, and global economic and social impact.

4.1.1 Fostering International Research Collaborations.

International collaborations are encouraged as a way of developing impactful scholarly research, something which has been strengthened by the appointment of **Devinney** as a new academic lead for internationalisation. Since 2014, AMBS colleagues held over 80 visiting positions. **Lukas** is Honorary Fellow at University of Melbourne (2015-present). **Chen** is Visiting Researcher, Shanghai Jiao Tong University (2018-2019). **Kafouros** is Visiting Professor in UIBE at Beijing (2018-present) and Distinguished Professor in Hong Kong's Open University (2016-present). Both **Xu** and **Yang** are visiting professors at Hefei China, **Newman** was Visiting Professor, University of Turku (2014-2019), **Paxson** is Visiting Professor of Finance, ISEG University of Lisbon (since 2018). **Modell** and **Nicholson** hold visiting positions in Bergen and Oslo, respectively. AMBS also has extensive research collaborations in Europe, including with HIVA Research Institute for Work and Society, KU Leuven, Belgium, The Stockholm Environment Institute, Sweden, the Applied Research and Communications Fund, Bulgaria, Fonden Teknologirådet, Denmark, Technische Universität Dortmund, Germany. Our staff have also held secondments and acted as advisors to a number of international organisations (e.g. Grimshaw was research director at the ILO) and government departments (e.g. **Walshe** is Director, Health and Care Research Wales). The appointment of **Devinney** will allow us to further develop the alignment between our research strategy and international collaborations. Strengthening European research links will be an important aspect of our strategic response to Brexit.

The most mature and systematic of our international research collaborations are supported through our institutes and centres. CAIR hosts an annual international conference series in the areas of Accounting and Corporate Finance (in collaboration with LSE), whilst the SCI has 8 strategic international collaborative arrangements in order to further develop its main research themes. This includes the Chinese Academy of Social Sciences, Shanghai University, Renmin University, SCORAI, Wageningen University, University of Copenhagen and Oslo University. MIOIR has a global visitors programme which in 2018 alone attracted 33 academic visitors and doctoral researchers from 13 countries. **Shapira** also leads MIOIR's Innovative Co-Lab, a collaboration of researchers at the UoM, Georgia Institute of Technology and the Beijing Institute of Technology to advance methods and analysis of emerging science, technology, and innovation. WEI is one of a core group of internationally renowned research institutes selected by the ILO to co-organise its *Regulating for Decent Work Conference*. It is also a partner in the CRIMT Partnership Project on Institutional Experimentation for Better Work, a multiannual (2017-24) network run from HEC Montréal and funded by the Canadian Social Sciences and Humanities Research Council. It covers 8 countries, 21 institutes and has over 150 researchers and a large associated group of doctoral students.

4.1.2 Fostering Impactful Business Research Collaborations

Since 2014 a focus has been on better connecting our research strategy with the School's extensive business engagement activities, overseen by the new academic lead for Business Engagement. As part of this work, a Corporate Relations Steering Group was established, which brings together external facing academics and professional service staff. Through this increased internal knowledge sharing, there is now better cross-fertilisation of business contacts between the various external-facing functions at AMBS, such as the MBA, Executive Education, The Masood Entrepreneurship Centre, The Scale Up Forum, sponsorship, and industry research projects. This has led to organising "discovery visits" via this Group for external stakeholders interested in engaging with AMBS research. Recent visits include Capita plc., Fujitsu, the Civil Service Leadership Academy, and Now Healthcare Group Ltd. These new business collaborations are leading to major grant funded research projects. This includes a fourfold increase in KTP revenue during this REF period (9 awards in total with partners including IPEC Ltd, Joineryworkshop.com Ltd, Dream Agility, Biopharm Services Ltd, British Salt Ltd, DWF LLP, and Kennedys LLP).

Another strategic objective has been building collaborations that are locally relevant and impactful. For example, AMBS launched The Scale Up Forum in 2018 as a platform for rapidly growing local businesses to overcome barriers to growth. This initiative grew out of MIOIR's Manchester Innovation Forum which fosters engagement between academics and the region's business community, allowing firms to harness important research insights. Current areas of focus for the forum include Data, and the Workplace of the Future. This initiative has been fundamental to several research projects, including CityVerve led by Manchester City Council (funded by Innovate UK, AMBS value £134K). This project involved collaboration with partners such as Cisco, BT, and Siemens to study how the Internet of Things is redefining living and working in Manchester.

An area of focus going forward will be ensuring successful business engagement within the TPI. The institute will develop its research and impact agenda through regional engagement with policymakers and business leaders from firms of all sizes, as well as bodies like HM Treasury, BEIS and the CBI. Via the network of nine partner institutions, TPI is currently creating eight Regional Productivity Forums across the country to work

with these external stakeholders on critical productivity issues in the regional context. It is also forming a national Policy Reform Group to explore nationwide productivity issues with policymakers.

4.1.3 Fostering Interdisciplinary Collaborations

The growth in focus on interdisciplinary grand challenges within the external funding landscape has helped AMBS strengthen its range of links with stakeholders. This is exemplified by **Boons**' work with both DEFRA and on the cross-Faculty EPSRC Plastics project mentioned above. The bringing together of stakeholders interested in LegalTech via LaTI is another good example. As well as the stakeholder engagement described previously, LaTI is being used to reach out to international institutions (e.g. University of Melbourne) as part of UoM's Internationalisation agenda. Our growing FinTech portfolio has also been boosted by AMBS's instrumental role in organising the FinTech North Conference since 2018 attended by over 300 delegates from a range of leading finance and technology companies.

4.1.4 Fostering Impact Beyond Academia and Business

Alongside collaborations with the business community, AMBS researchers are involved in extensive policy engagement on the regional, national and international level. These engagements ensure our research impacts policy and practice. It also shapes the questions our researchers explore. Many of these collaborations have been discussed above and form a strong basis to our impact case studies. Other high impact policy engagement activities from this REF period include the EU funded project 'Industrial Innovation in Transition', which saw Georghiou present at a Science Foundation Ireland event attended by the Irish Deputy Prime Minister. MIOIR researchers (including **Flanagan, Edler** and **Shapira**) have also worked closely with the Cabinet Office to contribute to policy debates on open innovation, the government's 2.4% R&D funding target, and mission oriented research. In June 2018 **Uyarra** participated as assigned expert to the GMCA at a workshop in Brussels on Broadening Innovation and Diffusion. **Shapira** and **Uyarra** also served as Scientific Co-Chairs of the XVI International Triple Helix Conference, an international innovation policy conference which brings together industry, academia and government which Manchester hosted in 2018.

Hoel was invited to present to the European Parliament in 2018, following commissioned research on sexual harassment. His research is cited in the final report by the European Parliament on the topic. **Dundon** presented WEI evidence submitted to a BEIS select committee on Automation and the Future of Work. **Johnson (S)** was invited to comment on the draft scope for the NICE guideline on wellbeing at work. **Rubery** has been invited twice to give oral evidence to the Women and Equalities select committee and **Rafferty** to the DWP select committee. **Shaw** has recently been invited to give evidence to a new House of Lords Select Committee on Risk Assessment and Risk Planning, with a remit to "consider risk assessment and risk planning in the context of disruptive national hazards."

Our policy engagement is aided by UoM's cross-faculty Policy@Manchester initiative. One of the main objectives of this initiative is to translate research into policy impact via blogs and other publications, AMBS examples include 'The hidden emergency in England's NHS ambulance service' by **McCann** (7000+ hits), 'Worse than zero hours contracts: work, pay and (in)equalities in the gig economy' by **Dundon** and **Inversi** (600+ hits), and 'Could Greater Manchester's plans for transport be bolder?' by **McMeekin** and **Hodson** (500+ hits). **Ribeiro** was a major contributor to the Policy@Manchester publication, 'On

AI', highlighting how social justice implications needed to be considered in the discussions around robotics and AI, and **Hodgkinson** contributed to the Policy@Manchester publication, 'On Digital Trust', pressing the need for cyber security initiatives in the workplace to incorporate the insights of behavioural science.

As part of our engaged scholarship approach to reach beyond academic and policy audiences, over 100 commissioned reports have been produced since 2014 to communicate with potential research users and the public about the themes shaping the future of business. Media training has helped increase the number of colleagues who regularly take part in public engagement activities, including writing op-eds for the media and leading public debate and discussion. For example, **Stathopoulos** published with the Guardian on Mitsubishi's move to dismiss Carlos Ghosn as chairman, while **Humphrey** was on BBC Radio 4's The Bottom Line discussing the failure of company audits in detecting when a firm is about to go under. **Pinkse** has written various pieces for Forbes on taking the threats of climate change seriously and how industry not government is the key to the solution. **Cooper** appears regularly in the media, for example, on BBC Radio 4's Today programme discussing ONS data on sickness absence and presenteeism and in the Financial Times in an article looking at wellbeing in the workplace. **Williams** has written about the future of the car industry for the Daily Telegraph. **Banister** has been on The One Show discussing 'Generation Sensible', while **Rubery** has written for the BBC on the gender pay gap.

4.2 Contribution to the Research Base.

Table 1 AMBS Contribution to Research Base

Editorial Positions	> 170
Peer Reviews for Journals and conferences	> 3650
PhD Completions	> 350
Presentations at National & International Conferences	> 2175
International Visiting Positions	> 80

4.2.1 Significant Editorships

As the above table demonstrates, since 2014 AMBS colleagues have held over 170 editorial positions, many in top international journals. For example, **Clarke** is Editor in Chief of the *Journal of Occupational & Organizational Psychology* (2016-present). **Dundon** was Editor in Chief of *Human Resource Management Journal* (2010-2016). **Healey** is Associate Editor of the *Journal of Management Studies* (2020-present) and is on the editorial review board of *Academy of Management Review* (2014–2020). **Hodgkinson** was *Associate Editor of the Journal of Management* (2016-2020). He is also on the editorial board of the *Academy of Management Review* (since 2002) and *Strategic Management Journal* (since 2013). **Constantinides** is an *Associate Editor of MISQ* (since 2016). **Handl** is Associate Editor of *IEEE Transactions on Evolutionary Computation*. **Sun** and **Evanschitsky** are Associate Editors of the *British Journal of Management*, whilst **Kafouros** is Associate Editor of *International Business Review* (2018–present). **Howcroft** and **Martinez Lucio** are Co-Editors in Chief of *New Technology, Work and Employment*. **Hashai** is an Associate Editor of the *Journal of International Management* and serves on the editorial boards of *Strategic Management Journal*, *Journal of International Business Studies*, and *Global Strategy Journal*. **O'Dwyer** is an Editor of *Accounting, Organizations and Society* (since 2020). **Quattrone** is Senior Editor of *Organisation Studies* (2020-present) and has been appointed its Co-Editor in Chief from September 2021. **Clarke** was

appointed by the American Psychological Association (APA) to be the incoming Editor in Chief of the Journal of Occupational Health Psychology from 2021.

Lampel sits on the editorial board of *Academy of Management Journal* and *Organization Science*. **Lukas** was on the editorial board of *Journal of Marketing* for 5 years (2013–2018), and currently sits on the editorial board of *Journal of the Academy of Marketing Science* (2013–present). **Holman** sits on the editorial board of *Human Relations* (since 2014). **Laasch** is associate editor of *Academy of Management Learning and Education*, (2020–present). **Sun** sits on the editorial board of *Journal of International Business Studies* (2016–present) and *Journal of World Business* (2014–present). **Tether** is on the editorial board of *Research Policy*.

4.2.2 Research Networks

Many of our senior colleagues are engaged in significant international research networks. **Geels** remains Chair of the Sustainability Transitions Research Network. **Rubery** is founding Chair of IWPLMS International Working Party on Labour Market Segmentation (12 countries, over 100 researchers), WEI is a collaborating institute of the RDW (Regulating for decent work network, ILO, with collaborating institutes from 7 countries), **Marino** is a founding member of IMISCOE (International Migration, Integration and Social Cohesion network, with 45 European institutes and membership of over 700 scholars worldwide). **Edler** is president of the EU-SPRI Forum and **Shaw** is a Member of the UN Task Force with ISO on the development of standards to implement the Sendai Framework (2014-present). **Modell** sits on the AAA/MAS International Committee.

4.2.3 Learned & Professional Societies

Senior staff represent the academic profession in a range of professional bodies, funding councils and high level, independent public policy investigations. **Rubery** is a Fellow of the British Academy (2006–present) and Trustee and Council Member of the National Institute for Economic and Social Research (2019– present). **Boaden, Cooper, Devine, Dundon, Geels, Hassard, Hodgkinson, Humphrey, Hyde, McPhail, and Stark** are Fellows of the Academy of Social Sciences. **Cooper** was President of the British Academy of Management (Jan 2015 – Jan 2019), is President of the CIPD (Dec 2015 – Jan 2021), and a fellow of the American Academy of Management. **Kafouros** is elected Secretary of the Academy of International Business UK&I (2016-present). Our CIPD fellows include **Dundon** (chartered), **Hodgkinson, Martinez Lucio, and Rubery** (academic). **Geels** is a Fellow of the Academia Europaea (2015–present) and has been invited to join the World Economic Forum Council on Economic Growth and Recovery. **Sarantopoulos** is a fellow of American Marketing Association (2016-present). **Shaw** was a Fellow of the Operational Research Society (2014-2019). **Holman** is an executive committee member of the European Association of Work and Organizational Psychology (2019-present). **Handl, Papamichail and Poon** are Alan Turing Fellows (2018-present). **Zachariadis** sits on the World Economic Forum’s Global Future Council on Responsive Financial Systems.

Scapens is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) (since 1968) and was a member of its executive committee until 2017. He was also a member of the Research Panel of the Chartered Institute of Management Accountants for over 30 years (until 2018). **Stapleton** is Fellow of the ICAEW (since 1980). **Humphrey** was director of the ICAEW's Charitable Trusts and is currently on ICAEW's Audit and Assurance Faculty Committee. **McPhail** is an honorary fellow of the Chartered Accountants Australia and New Zealand. **Lukas** is a Member of the Academic

Council of the American Marketing Association (2018-present). **Uyarra** has been awarded Fellowship status with the Regional Studies Association.

4.3 Recognition & Honours

The major contribution of AMBS scholars to the academic community has been recognised through significant honours and awards by external bodies.

Many of our emerging scholars have already received recognition for the contribution of their research. For example, **Taeuscher** won the Best PhD Paper at the Annual Conference of the Strategic Management Society (2017). **Constantinides** won the British Academy Rising Star Research Award (2015-2016). **Zeng** won Best Paper at the 5th Young Finance Scholars' Conference (2018). **Begkos** won the Broadbent and Laughlin Emerging Scholar Award 2016, while **Sarantopoulos** won the Academy of Marketing Science 2019 M. Wayne DeLozier Best Conference Paper Award. **Niesten** won Best Paper at the British Academy of Management Conference (2015) and **Voulgaris** was awarded the Multinational Finance Society Annual Conference Best Paper Award (2019).

Our established researchers have also been recognised. **Clarke** won an Academy of Management Conference Best Paper (2017). **Kafouros** won the Emerald Citations of Excellence Award (2015) and **Sun** won Best Paper in International Corporate Governance from the Academy of Management (2016). **Pinkse** won Best Paper in Innovation from the British Academy of Management. **Nieroda** won the Stanley C. Hollander Award for Best Retailing Paper at the Academy of Marketing Science (2015). **Shaw** won Best EPSRC Newton Project 2018 for a collaboration between AMBS, the Faculty of Engineering and University of Chile.

Hassard won the *Journal of Management Studies* 'Article of the Year' award (2019). **Rubery** won the Emerald Best Paper Award in *Employee Relations* (2016) and **Rubery** et al. won the *Work, Employment and Society* best paper award (2019). **Froud** and co-authors were awarded the Hans-Matthöfer-Preis für Wirtschaftspublizistik (2020). **Holman** won the best paper award (2015-2016) in the *Journal of Occupational Health Psychology*, while **Marchica** and **Mura** won the 2017 European Financial Management Reader's Choice Best Paper Award. **Geels** and **Pinkse** were recognised as amongst the most cited scholars in the world in Clarivate's 2020 list of Highly Cited Researchers.

Colleagues have also been recognised for their service. For example, **Pinkse** received the Organizations and the Natural Environment Outstanding Service Award at the 2019 Annual Meeting of the Academy of Management. **Lampel** received the Academy of Management Perspectives Special Prize (2019). **Stapleton**, **Strong** and **Humphrey** each received lifetime achievement awards from the British Accounting and Finance Association, while **Cooper** received a Knighthood for contributions to the social sciences (2014). **Cooper** also received the George Pepitas Memorial Award for global contribution to the field of human resource management by the World Federation of People Management Associations (2018) and Academy of Management Award: Chris Arygris Lifetime Achievement Award (2019). **Rubery** and **Geels** have both been recipients of University's Researcher of the Year awards for Humanities. **Araujo**, has been awarded the British Academy of Management (BAM) Medal for Research. In 2019 Devine, Head of AMBS was awarded a CBE for services to social sciences.