

## **Research Environment (REF5)**

### **UoA 19: Business and Management Studies**

#### **a. Overview**

Continuing with the strategy adopted following the 2001 RAE, and noted by the 2008 RAE panel, the Business and Management Research Institute (BMRI) has continued to focus on research selectivity and quality. In this context three high quality research groups have been strengthened further. Specifically, the BMRI has: focused on disseminating its research in top international journals; enhanced the emphasis on interdisciplinary research; increased the level of external funding; concentrated on collaborative research with scholars from around the world. In all these regards the BMRI has made significant progress as outlined below.

#### **b. Research strategy**

##### *Institutional Research Strategy*

In line with the University's research strategy, the objective of the BMRI is to provide a supportive structure for research of the highest quality for both staff and students. This is reflected in the Institution receiving the European Commission's HR Excellence in Research Award in 2013. It has achieved this within an integrated research environment that is common across the University and consists of three principal components.

Firstly, at the Institutional level, policy with regard to research is the responsibility of the Senate with policy formulation and consultation taking place through the work of the Research and Innovation Committee (RIC), a principal committee of the Senate. The membership of the RIC is representative of the research community and is chaired by the Pro-Vice Chancellor (Research and Innovation), who also has overall management responsibility for the work of the Research Office. The Research Office facilitates research-funding applications and monitors research performance, including that of research students.

Secondly, the key academic arrangement for delivering research outcomes are the Research Institutes, of which all staff who are intensively involved in research are members. The Research Institutes are designed to enhance research excellence, to support research in those areas capable of the highest quality, to ensure the best scholars are given the time and resources necessary to support their work, and to encourage younger staff to develop their potential. Research Institutes are allocated dedicated recurrent budgets and their Directors are members of the relevant Faculty Executive. The Business and Management Research Institute (BMRI) is directed by Humphreys, who also acts as co-ordinator for the REF submission. Within this overall structure, the RI Director monitors on a semester basis individual research, publication plans and allocates discretionary research funding.

Thirdly, oversight of research student activity is provided through faculty-wide Research Graduate Schools that coordinate the training and development requirements of the postgraduate cohort. The University has been commended through external QAA audit for the quality of its provision for research students.

##### *BMRI Research Strategy*

The BMRI places considerable emphasis on developing a strong creative and innovative research culture. The research complements and reflects government thinking at a regional (2012 NI Economic Strategy) and national level (Plan for Growth) in terms of supporting an agenda for change within the private and public sector. These features are carried through into three broad sub-disciplines in Operations Management, Marketing and Corporate Governance, as outlined below:

*Operations Management:* Concentrates on research related to performance and productivity improvements in terms of knowledge, quality and supply management, the management of innovation processes, particularly within SMEs, and the development of networks with an emphasis on inter-organisational relationships.

*Marketing:* Focuses on internationalization, innovation and entrepreneurial strategies for SMEs, retail and consumer behaviour issues and their effect on service delivery and the impact of e-commerce on performance improvement. Researchers in this theme have a strong distinctive competence in qualitative methodologies.

*Corporate Governance:* Emphasises the financial implications of Northern Ireland's public administration review on the performance of public services and not-for-profit organisations.

#### **c. People, including:**

##### **i. Staffing strategy and staff development**

The focus has been on enhancing and developing the research capacity of the BMRI and to shift the emphasis towards higher quality research. Support mechanisms in place to develop and enhance this culture and ethos are itemized below.

An important strategy, stemming from the 2008 RAE submission, was to adopt a dual approach to recruitment by: (i) continuing to 'grow our own' researchers and to develop less experienced researchers to complement the strong core of established researchers; (ii) augmenting this strategy by the recruitment of talented researchers. This policy has continued with the REF and experience has shown that this dual approach has succeeded in assuring continuity of research development. For example, three lecturing posts have been filled with researchers who were part of our PhD programme and two external professorial appointments have been made to support the development of research in the thematic area of corporate governance.

In addition, seven adjunct appointments have been made to support the development of research capacity within the BMRI. In all cases, the staff appointed have long standing close linkages with researchers in the BMRI. Beamish has been working with colleagues since the 2008 RAE, and is supported by Cotte, both from Ivey Business School, Canada. Over time they have run a number of workshops, including research career planning and impact, as well as playing an active role in mentoring research staff. Carey held a previous appointment at the Institution and given his success in obtaining funding from the research councils is assisting with writing grant proposals. Fang (City University Hong Kong) and Yeung, (Hong Kong Polytechnic University) have collaborated on projects with colleagues in the areas of Operations Management and Marketing, respectively, since the 2008 RAE. Wiengarten (ESADE Business School, Spain) and Wu (Hong Kong Baptist University) are former PhD students of the Faculty and have maintained close relationships with the BMRI over several years. Further evidence on the success of this strategy is confirmed by the awarding of an international research grant (a joint award by ESRC and Hong Kong RGC) to Yeung and Humphreys and with regard to research output collaboration (see REF2), where nine papers have involved collaborative input from several of the adjuncts.

#### *Staff Support*

For less experienced researchers, a mentoring scheme is in place, with senior staff providing guidance and advice to those at an earlier point in their research career. As part of the mentoring process less experienced researchers agree their research agenda, which covers their publication, funding and conference strategy over a three-year period. This is then monitored and assessed by the Research Institute Director in conjunction with the mentor and also through the appraisal and probation process. In addition, less experienced researchers are encouraged to collaborate with senior staff on publications, funding opportunities and postgraduate supervision.

With regard to workloads, less experienced researchers are involved in teaching but have very little administrative responsibility. In addition, overall teaching duties are usually 20% less than for more experienced staff. This reflects a conscious decision at Faculty level to provide less experienced researchers with a clear research focus during the early stages of their career. Thus, the overall objective is to provide a range of supporting mechanisms for researchers that allows them to develop the requisite research skills, to operate effectively as academic researchers, both independently and as part of a team.

For experienced staff there are several initiatives in place to allow them to enhance their research expertise and international linkages. The Institution operates a leave of absence (typically up to one year duration) and career break scheme (typically up to three years duration) that gives staff the opportunity to work for extended periods of time at another University. The following staff members have been awarded leaves of absence/career breaks as Visiting Professors to develop their careers internationally: Humphreys - University of Hong Kong; MuHugh – University of Nebraska; Mclvor - University of Missouri; Brown - Northwestern University; Wall - Washington State University (supported by a Fulbright Scholarship).

#### *Research Initiatives*

The focus of the research initiatives has been to enhance and develop the research capacity of the Unit and to shift the emphasis towards higher quality research. These include:

- employing research assistants on short-term research projects;
- the attendance of three experienced members of staff (Humphreys, McAdam and McHugh) at the Director of Research Network Programme run jointly by BAM and ABS to enhance their research management skills;
- supporting staff at a range of workshops on publishing, advanced research techniques and attracting research funding run by, for example, ESRC and EIASM;
- Engaging and developing collaborative networks across the Business and Management research community. This is reflected in the senior appointments held by McHugh within BAM and Gilmore in the Academy of Marketing Executive and being asked to host the BAM conference in 2014, after a successful event in 2006;

- Supporting national government policy with regard to business growth and development. Humphreys and McHugh were part of the Department of BIS and Association of Business Schools task force that investigated the role that business schools should play in working with medium sized businesses.

#### *Freedom to Research*

Substantial effort has been made to free up staff time to allow further concentration on research activity. Over the academic year administration and teaching duties have been set at a maximum of 7.5 hours per week over two semesters. In addition, teaching is managed in such a way as to create blocks of time to devote to research activities. For example, this may mean that a researcher has all their teaching responsibilities in Semester 1 and has Semesters 2 and 3 to devote to their research interests.

#### *Knowledge and Technology Transfer Support*

Given the applied nature of Knowledge Transfer Partnerships (KTPs), staff use these programmes as a mechanism for informing their research and to provide case study data. Several publications in the RA2 have used data collected from organisations involved in KTPs. In addition, staff are allowed to use the academic allocation of funding from KTPs (typically £27k per associate) to support their research activities, through for example, employing research assistants, teaching relief and conference attendance. At the same time, several organisations who have been involved in KTPs have gone on to collaborate on other research initiatives. Five research outputs in the REF 2 have included data from organisations involved in KTPs.

#### *Visiting Professors*

The Research Institute has welcomed Visiting Professors from leading Institutions in the UK, USA and Europe. For example, Cartwright (Lancaster), Kakabadse (Cranfield), Spinelli (Babson, USA), Gronhaug (Norwegian School of Economics and Business Administration) and Perry (Southern Queensland). They have provided advice on funding proposals and linkages into national and international networks. For example, Niitamo, former Innovation Director at Nokia, assisted with facilitating industrial contacts on a number of EU projects. In addition, the cohort has taken part in the BMRI's seminar series and presented on a range of topics related to career development, publishing/funding strategies and entrepreneurial research and globalization.

#### **ii. Research students**

The student cohort of the BMRI is an important element of the overall research culture and ethos. This is reflected in the role played by McHugh who had responsibility for research capacity building as part of her remit within BAM. During the REF period, McHugh was the PI on an ESRC funded project, under the auspices of BAM, to develop a range of research training programmes to support, on a national basis, postgraduate management research training. In addition, as part of her role in BAM, McHugh was a member of the ESRC researcher development initiative and the capacity building steering group.

The BMRI is geared to provide comprehensive and strong support for the student cohort. In terms of headcount there are currently fifty doctoral students registered within the BMRI. Of these, eighteen students are part-time and the remainder full-time. During the current REF period just over thirty-four students graduated, representing a doctoral completion to staff fte ratio of 1.6:1. This represents an increase of 33% over the 2008 RAE when the ratio was 1.2:1.

Student support is provided at both University and Faculty levels and is outlined below.

#### *University Level Support*

At the Institutional level, the University Research Office monitors all postgraduate activities and provides administrative support. In addition, a formalised Generic Skills training package has been developed to support students with regard to research skills development. The QAA Institutional audit, which included postgraduate research provision, commended the Generic Skills Training programme as an example of best practice.

#### *Faculty Level Support*

The Faculty Research Graduate School co-ordinates all student support on behalf of the BMRI. A summary of support is as follows:

- *Research Supervision* - Each student is allocated to a supervisory team of between two or three staff members of which at least one must be a member of the BMRI. Students have regular meetings with their supervisors and there are formalised systems for recording and monitoring progress. In general, supervisors in the faculty operate the following three-stage support strategy for students: Stage 1 (Year 1) - attendance at doctoral workshops and other skills training programmes, both internally and externally. For example, Cotte, an adjunct professor and Director of the PhD programme at Ivey Business School, has facilitated doctoral training by providing students in the

BMRI, with the opportunity to attend research methods modules on Ivey's doctoral track. Stage 2 (years 2/3) - preparation and presentation of a paper at a national or international conference.

Stage 3 (years 3/4) - preparation of material for at least one high quality journal article.

- *Annual Research Clinic* - to which all students are invited to discuss their progress and other issues with experienced researchers from the Research Institute.
- *Research Seminars* - Research students present their work to research active staff. They also attend presentations and seminars on research issues led by the Faculty's Visiting Professors and adjunct professors.
- *Discipline Specific Skills Training* - provided both in-house and externally. For example, courses in advanced statistical techniques and courses on qualitative and quantitative research methodologies are offered in-house. However, where students have specific individual skills training needs they can avail of external training opportunities. A number of students have attended doctoral workshops offered by EDEN, EIASM, BAM and EUROMA.

#### **d. Income, infrastructure and facilities**

Members of the BMRI have secured competitive funding totalling **£4.9m** within the REF period. The BMRI has placed considerable emphasis on attracting external grant income since the 2008 RAE, where the UoA obtained funding of £54k per fte compared to a national median value of £75k per fte. For the REF period, the BMRI has been successful in raising the funding ratio to £229k per fte, representing a fourfold increase, relative to the 2008 RAE.

The overall research funding strategy within the BMRI is based around many of the key issues identified within the Wilson Review of Business-University Collaboration in 2012. This major report, along with the Sainsbury Review and evidence from ESRC and BAM supports the need to improve the level of knowledge transfer and innovation. The BMRI is an active participant in the need to develop a more effective knowledge transfer agenda through closer integration at the academic-practitioner interface. It has achieved this by targeting funding sources that bring together research and practice. For example, EU funding for seven projects, totaling £1.8m has been achieved. These projects are supporting SMEs in terms of developing their innovation capability, as well as moving into new areas of research focusing on the sustainability agenda. In addition, the UoA has a successful track record in the area of KTP and FUSION (all-Ireland equivalent of KTPs), with twenty projects being funded. One of these projects, involving waste management with Foyle Food Group, received a UK KTP associate award for Business Leader of Tomorrow in 2010.

A second strategic approach adopted by the BMRI is the funding opportunities that have emerged as a result of the greater emphasis being placed on research impact. The BMRI has played a leading role in collaborating with researchers in other disciplines across the Institution, due to greater emphasis on the economic and societal impact of research projects. This has led, for example, to two EU FP7 (£238k) and an EPSRC MATCH project (£333k), involving collaboration with the Faculty of Computing and Engineering to investigate open innovation platforms and processes.

A third approach to seeking competitive funding reflects the BMRI's strategic decision to strengthen international research links/partnerships. For example, the BMRI was successful in obtaining an ESRC/Hong Kong RGC bi-lateral grant (£70k). The two PIs, Humphreys and Yeung (Hong Kong Polytechnic University and an adjunct professor), have a track record of joint publications that formed the basis of this successful submission.

Finally, the UoA has adopted a more rigorous evaluation process to support staff in submitting research proposals. These include:

- Attendance at proposal writing workshops run by BAM and other professional bodies.
- Adoption of an internal peer review system to monitor the quality of proposals.
- Utilising the visiting and adjunct professor cohort to review grant proposals and to facilitate contacts with other researchers and companies for collaboration purposes.
- Targeting of grants has become an integral part of the staff appraisal process.

#### **e. Collaboration and contribution to the discipline or research base**

The BMRI focuses on three main research areas: Operations Management (key themes are supply management and business improvement), Marketing (key themes are international business, marketing/entrepreneurship interface and retailing/consumer behavior) and Corporate Governance. Each of the sub-units and thematic areas is presented below.

### *Operations Management*

A major interest for members of the sub-unit is around the implications of the quality management philosophy for a range of organisations across the public and private sectors. This is reflected in research work that concentrates on supply management and business improvement. Research across the sub-unit supports current thinking regarding the integration of theories from other disciplines. This supports the views expressed in previous RAE assessments of the need to look at management problems from a variety of theoretical perspectives.

#### *Theme 1 – Supply Management (Cadden, Carey, Humphreys, McCracken, McHugh, Mclvor, McKittrick, Yeung and Wiengarten)*

Cadden, Humphreys, McCracken, McHugh, Mclvor, McKittrick, Yeung and Wiengarten have concentrated on the integration of theories including transaction cost economics (TCE), organisational theory and the resource-based view (RBV) to gain new perspectives with regard to the outsourcing decision-making process and supplier development strategies. Cadden, McHugh, McCracken and McKittrick provide an organisational perspective with regard to supply management decisions and their impact on HR strategy, culture and technology. Given the increased focus on services outlined in the Sainsbury Report (2007), current research on outsourcing is investigating the services domain with respect to business processes and is partially supported by grants from ICSA and the British Academy. Mclvor has published a well-received research textbook on global services outsourcing published by Cambridge University Press. In addition, Humphreys and Mclvor have been collaborating with colleagues from the Institution's Faculty of Engineering to conduct work on the application of computational intelligence techniques to supply management problems. Carey complements the work of the group by adopting an OR perspective to investigating logistics issues related to managing dynamic traffic networks.

International and national linkages at University level include, Hong Kong Polytechnic, University of Hong Kong, Jinan (China), University College Dublin, Southampton, Loughborough, Groningen and Missouri. Collaboration with commercial organisations includes Nortel Networks, DuPont, Seagate Technology, Allied Bakeries, First Trust Bank, Microsoft and their SME supply base. The group has regular consultations with industry in order to identify common areas for research activities and ensure that the curriculum is informed by contemporary practice.

#### *Theme 2 – Business Improvement (McAdam, Moffett and Wu)*

McAdam and Moffett apply a knowledge-centered approach to improving levels of creativity and innovation in the knowledge based economy. The work has resulted in the development of knowledge management assessment tools for intelligent business support systems, with prototype applications developed based on semantic technologies. An extension of this work, and partly funded by a number of EU grants, is the development of Innovation Management models and methodologies for use by public and private sector organisations. The research has explored the role of business improvement and quality management philosophies and methodologies in improving competitiveness from a critical perspective both in large organisations and SMEs. At the same time, McAdam and Moffett are examining innovation management within University Science Parks and Incubators (USPI) with regard to the development of theory and practice from an Absorptive Capacity (cumulative learning) perspective. A further strand of research involving Wu is investigating the influence of social capital on the innovation process. Currently, Wu and McAdam are looking at extending this work to consider organisational dynamic capabilities.

The group has international and national linkages with a number of universities, including Maryland, Denver, Glasgow and Heriot-Watt. There are also research linkages with a number of organisations, such as Bombardier Aerospace, British Telecom and a range of SMEs across Ireland.

### *Marketing*

Much of the sub-unit's research focuses on marketing in the context of entrepreneurial/SME management and consumer behaviour. Although there is particular regional emphasis, the research is also relevant in the national and international context. This is consistent with observations made in previous RAE exercises for more small business research involving comparative studies, both within the EU and internationally. Hence, research examines the theory and practice of marketing in a variety of business contexts. Key research themes include marketing competencies, networking, financial services, retro-marketing, gender, retailing and e-commerce.

### *Theme 3 – International Business (Beamish, Fang, Ibbotson, Loane and Ramsey)*

An important element of the research seeks to provide new perspectives on the internationalization of firms with regard to the role of the Internet, networking and the influence of top management teams. Loane concentrates on international new ventures, particularly those within knowledge-intensive sectors that are likely to provide much of the future growth within advanced economies. Beamish focuses on international acquisitions, investigating the impact of ownership change, product diversification, foreign subsidiary localisation and social intermediation in markets. Fang, Ibbotson and Ramsey have concentrated on the assimilation of new technologies, skills acquisition and the internationalization process, particularly within SMEs. The research output has examined the practical management problems experienced by SMEs and entrepreneurial firms as they embrace and implement E-Business strategies. A number of innovative research designs have been employed within the group, characterized by a qualitative and holistic integration of micro-firm and macro-industry perspectives, the use of Internet-based methodologies and projective techniques.

Collaborative projects involving e-marketing and online buyer behaviour are underway with colleagues at Otago and the Richard Ivey School of Business, including Cotte. Research has also involved international collaboration with Nebraska, Waterloo (Canada), Turku and Lappeenranta (Finland), as well as joint research with scholars in UK universities (Aston, Aberystwyth, Glasgow, Manchester, Strathclyde). The group has also fostered close links with practitioners and policy makers from various bodies including the Federation of Small Business, InvestNI and numerous Local Enterprise Agencies and Enterprise Boards in Northern Ireland and the Republic of Ireland.

### *Theme 4 – Marketing/Entrepreneurship Interface (Gilmore and McGowan)*

The overall theme within the group is the range of management interactions that occur between marketing and other disciplines as well as various stakeholder groups. Gilmore focuses on how SME owner-managers/entrepreneurs do business in terms of networking and the development of managerial competencies and is based on two highly successful research textbooks in the area of qualitative methodologies published by Sage and Elgar. This work has been extended to other aspects of service delivery such as relationship marketing and has identified a need to have a clearer understanding of the role of marketing strategy at the employee-customer interface. More recent work examines the marketing implications of sustainable tourism in the context of contemporary environmental and economic perspectives of marketing in the small to medium size economy context. McGowan has concentrated on the marketing/entrepreneurship interface. The research has provided an increased understanding of the concept of an academic entrepreneur as well as examining entrepreneurial small firms and internet adoption. Through a variety of qualitative and quantitative studies this work has contributed to the theoretical domain in the emerging area of remote relationship management.

The research group has been involved in long-term collaborative research with academics from Monash, Orebro (Sweden), Norwegian School of Economics and Business Administration and Southern Cross (Australia). The group has long-term linkages with the regional strategic business units of Stena Line Ferries and has recently been involved with evaluating major tourist projects for Belfast City Council and the Giant's Causeway World Heritage Site run by the National Trust. In addition, with regard to relationship management, there are major links with the Bank of Ireland, First Trust Bank, Nordia bank and the Royal Bank of Scotland.

### *Theme 5 - Consumer Behaviour and Retailing (Armstrong, Brown, Cotte, Hutchinson and Kearney)*

Brown has been investigating the concept of retro brands to develop theory that contributes to marketing principles and practice, particularly brand management. This is complemented by research that examines how consumers negotiate cultural meanings, and suggests a range of strategies that producers/retailers could adopt. His recent collaborative article in the highly rated Journal of Consumer Research supports this argument by examining the myths and meanings around the Titanic brand. Cotte and Kearney extend this approach by investigating consumer influence in terms of gender, social network positioning and online gambling habits. From a retailing perspective, Armstrong and Hutchinson have examined UK retailers and consumers, with part of the work being funded from UK and regional government sources. Key areas of research include the nature and characteristics of SME retailer expansion, the role of stakeholders and learning processes within retail internationalization and using consumer feedback from the Dunhumby database to identify new markets.

The group has close links to the Kellogg School of Management (USA), Kent, Keele, Otago, Monash and Queen's University Belfast. In addition, Brown has worked with some of the world's leading consumer researchers, including Hirschman (Rutgers), Sherry (Notre Dame) and Kozinets (Toronto). Research linkages also include a range of organisations, including Tesco, NI Independent Retail Trade Association and the Department of Agriculture and Rural Development (NI).

### *Corporate Governance (Ballantine, Wall, Ward and Zhai)*

Traditionally, the BMRI has had major strengths in the areas of Operations Management and Marketing. In the 2008 RAE, the third theme covered the Social Economy. Following the appointment of two professorial level appointments (Ballantine and Ward) a new grouping is being developed, which continues to do social economy research, but increasingly concentrates on research in the area of corporate governance.

Research is clustered around a number of distinct themes - efficiency measurement issues and policy evaluation in the public sector, financial cooperatives, and accounting/finance governance issues. Ballantine focuses on corporate governance within private and public sector firms, concentrating on CEO incentives and the role of auditors. Ward has been investigating the financial/regulatory structures and socio-economic conditions of credit unions in the EU and US. The implications from this work indicate that the Financial Services Authority's new governance regime for credit unions will inevitably result in mergers. Zhai concentrates on the impact of investor sentiment from an institutional and individual perspective. Extending the theme of accounting/finance governance issues, Wall has been investigating the impact of regulatory changes by the Accounting Standards Board on the Private Finance Initiative (PFI) and how accounting for intellectual capital affects performance measurement and management. This work has been supported by CIMA, with Wall being awarded a Fulbright Scholarship in 2012 to investigate best practice PFI initiatives in the USA.

The research group participates in a wide network of international academic research collaborators via the Credit Union Research Forum and the International Research Society for Public Management. In addition, given the emphasis on PFI and PPP, organisational linkages involve the Audit Office, Strategic Investment Board, Water Service and Local Government Association.

### **Summary of Research Indicators/Esteem**

#### *Executive Memberships and Positions on Academic and Professional Bodies*

- Ballantine - member of British Accounting and Finance Association Committee.
- Carey - member of the UK EPSRC peer review college.
- Gilmore - member of the Academy of Marketing Executive and Research Committees.
- Humphreys - member of the review board for the Irish Higher Education and Training Awards Council. Member of the peer review college for Hong Kong Research Grants Council. Member of the Department of BIS Working Group on MSBs.
- Hutchinson - member of British Academy of Management (BAM) Council and chair of BAM retail SIG. Member of ESRC peer review college.
- McHugh - during the REF period served in several senior positions within BAM, including President in 2012. Appointed as a BAM Fellow in 2013. Member of the Department of BIS Working Group on MSBs. Member of the ESRC peer review college.
- Loane - Academy of International Business (UK) executive committee member.

#### *Awards*

- Armstrong - highly commended paper award, EIRASS conference 2010.
- Beamish - elected Fellow of the Royal Society of Canada, 2009.
- Brown - best paper award, European Business Review, 2013.
- Fang - junior scholars best IS publication award, 2009.
- Gilmore - outstanding editorial service award, European Journal of Marketing 2008.
- Loane and Ibbotson - highly commended paper award, Journal of Small Business and Enterprise Development, 2013.
- McHugh - editor award, Leadership and Organisation Development Journal, 2008.
- Moffett and McAdam - highly commended paper award, Benchmarking: An International Journal 2009.
- McCracken - Chisholm best paper award, AOM Conference, 2012.
- Ramsey and Ibbotson - highly commended paper award, Journal of Small Business and Enterprise Development 2010.
- Wall - Fulbright Scholarship 2012.
- Wiengarten, Humphreys and McKittrick - highly commended paper award, Supply Chain Management: An International Journal 2011.

#### *Editors and Selected Members of Editorial Boards*

- Ballantine - editorial board of Accounting Education: An International Journal.

- Beamish - editorial boards of Journal of International Business Studies, Journal of World Business, International Business Review, Management International Review, Journal of Management Studies, Strategic Management Journal, Academy of Management Journal.
- Brown - editorial boards of the European Journal of Marketing and Marketing Theory.
- Cotte - editorial board of the Journal of Consumer Psychology.
- Carey - associate editor Transportation Research B and on the editorial board of Networks and Spatial Economics.
- Gilmore - editorial board of the European Journal of Marketing.
- Hutchinson - associate editor International Journal of Management Reviews.
- Humphreys - associate editor Leadership and Organisation Development Journal and on the editorial board of the International Journal of Operations and Production Management.
- McCracken - editor of Education + Training and on the editorial board of Employee Relations.
- McGowan - editorial boards of International Journal of Entrepreneurial Behaviour and Research and Journal of Small Business and Enterprise Development.
- McHugh - editor of the Leadership and Organization Development Journal and on the editorial board of Journal of Leadership and Organizational Studies.
- McIvor - editorial board of European Management Journal.
- Yeung - editorial board of the Journal of Operations Management.