



**University
of Worcester**

Worcester Business School

Worcester Business School

Annual Report of Research Activities, 2008-09

Review of the Year

General Overview

During 2008-09 the Business School has continued to develop across a broad range of activities. This growth, particularly in the number of postgraduate taught students, had brought about a significant increase in the amount of research and knowledge transfer undertaken within the School. New appointees have added their contribution to the School's research output and this year's report includes work undertaken by a number of members of staff who did not feature previously. A special mention should be made of David Collier who joined the School during 2008/09 and has now been awarded his doctorate. In addition, five new members of staff have joined since the period covered by this report whose activities are further enhancing the research culture of the School. Particularly encouraging features are the growing number of staff who are active members of research and professional communities of practice, and the sharp rise in conference and published outputs that feature collaboration between members of staff within the School.

The School's Annual Lecture was delivered by Miles Templeman, Director General of the Institute of Directors, who spoke on the theme of the relationship between the worlds of business and education. In May the School also hosted the inaugural professorial lecture of Professor Sharon Turnbull from the Leadership Trust, who has joined the Business School as a Visiting Professor. During the year Professor Mark Saunders has also been awarded a Visiting Professorship and will give his inaugural lecture this year. During the year number of Business School research seminar were also give by members of staff (Colin Price, Richard Henson, John Colvin, Stephen Hicks and Joanne Kuzma) and research students (Laurie Robinson, Fenghua Yin, Steven Kort and Helen Watts).

Thanks are also due to Tina Langfield, Secretary of the School's R&KT Subcommittee, who did sterling work gathering and collating the information for this year's report.

Review of Research Activities

(i) Publications and Conferences

The record of research activity which is included in this report shows a marked increase compared with earlier years with a number of staff achieving publication of their research in peer reviewed and professional journals. Numerous conference presentations have been

supported by the School, including international gatherings such as the European Business History Association (Cox), European Association of Work and Organisational Psychology (Francis-Smythe and Doyle), International Conference for Social Science (Watts and Francis-Smythe), International Management Development Association (Gbadamosi), Global Business and Technology Association (Gbadamosi), International SMEs Conference (Henson), International Conference on Information and Communication Technologies and Accessibility (Kuzma), International Conference on Human Resource Development Research and Practice (Murray-Hopkin), International Congress on Marketing Trends (Oestreicher), Eurasia Business and Economics Society Conference (Oestreicher and Kuzma), Academy of International Business (Yen).

(ii) Research-based Funding Bids

A number of successful, unsuccessful and pending funding bids are itemised in the staff activities section of the report. Successful external funding bids were developed by Richard Henson and Tim Maxfield to the Technology Strategy Board in collaboration with the National Computer Centre, Colin Price with the HEA Development Fund and John Colvin with HEA Enhancement Academy for the CULT Project.

(iii) Post Graduate Research Programme

During the course of the year Catherine Steele successfully completed her examination and has now been awarded her Ph.D. Jamie Miller successfully completed the Post Graduate Certificate in Research Methods but decided to withdraw from his match-funded scholarship, which it is planned to re-advertise.

Two successful applications were made to the University's Research Scholarship scheme. Colin Price obtained a matched funding award in the area of serious computer games applications and Gbolahan Gbadamosi was awarded a fully funded scholarship to explore performance evaluation in work relationships.

Howard Cox acted as the External Examiner for PhD Candidate Kenneth Tse at a Viva Voce Examination held at the University of Birmingham on 5th November 2008.

(iv) Activity Related to Professional Bodies

Members of the School are engaged with a range of scholarly and professional bodies, including the Association of Business Schools (of which WBS is a member) and the British Academy of Management. Examples of active engagement with professional bodies during the current year: David Collier established links with local branch of the Chartered Institute of Personnel and Development; Richard Henson acted as Secretary of the Hereford & Worcester Branch of British Computer Society; Carl Evans published numerous sole and joint-authored papers for the Institute of Administrative Management journal *Manager*; Stephen Hicks was an active member of CIPFA Higher Education Panel; Pamella Murray Hopkins was elected as one of 3 UK experts by the Equality & Human Rights Commission, part of the Expert Working Panel called upon to inform the development of equality within the Ministry of Defence; Klaus Oestreicher undertook research within the Centre d'études et de recherches sur les organisations et la stratégie (CEROS), Paris; and Dorothy Yen continued her active engagement with the Academy of International Business.

The Centre for People @ Work

The Centre (CP@W) continues to play an important role in the development of the research culture of the Business School, providing a number of members of staff with the opportunity to engage in area of research spanning HRM and Occupational Psychology. The addition of a full time research assistant in Jane Arthur has allowed the Centre to respond to developments and market its activities more effectively than in its previous two years. A full report of the activities of CP@W is appended to this report, but one highlight that is particularly worthy of note was the Centre's organisation of the University's Research Focus event in Leadership and Management, which provided the many external delegates with an insight into the research undertaken within this important and growing area of business management.

Record of Research Activity by Business School Staff 2008-09

Sue Barnes

Qualifications – BA (Hons), PGCE, SEDA, MSc

Main Research Interests

Human Computer Interaction

Interface Design

Professional Issues

Conference Presentations

Barnes, S. & Kuzma, J (2009) "*Empirical Case Study in Teaching First-Year Database Students*" Teaching, Learning & Assessment of Databases (TLAD 09) (BNCOD) Conference, Birmingham, July 2009 (ISBN 978-0-9559676-7-2)

Barnes, S (2009) "*Using TV-show based activities as an e-revision tool*" Higher Education Academy Health Sciences and Practice Subject Centre, E-learning Special Interest Group: Rapid E-learning – Tools of the Trade, Nottingham University, June 2009

Barnes, S. & Gardener, J. (2008) "*How was it for you: an evaluation of Worcester Business School Welcome Week*" Lifelong Learning Network Learner Support Workshop, University of Worcester, September 2008

Barnes, S., Gardener, J. & Quigley, S (2008) "*Undergraduate induction: we did it our way*" Higher Education Academy 9th Annual Conference on the Teaching of Computing, Liverpool, August 2008

Ann Bicknell

Qualifications - BSc (Hons), MSc, PhD, Chartered Psychologist

Main Research Interests

Consumer Psychology

Psychometric Services

Research and KT

E-learning and Evaluation.

Conference Presentations

Bicknell, A., Francis-Smythe, J. & Arthur, J. (2009). Are you sitting comfortably: Case studies in Knowledge transfer. Presented at the *Engage HEI Conference*, June, Birmingham.

Bicknell, A. & Francis-Smythe, J. (2009). Promoting graduate employability with the SPHERE student projects model. University of Worcester *Personal Development Portfolio Conference*, January.

Bicknell, A. & Francis-Smythe, J. (2008). Promoting employability competencies in Staff and Students: What are the challenges. *Society for Research in Higher Education Conference*, Liverpool.

Bicknell, A. & Ingleby, A. (2008). Potential 2 Succeed: Personality and student development in HE a pilot intervention. *Society for Research in Higher Education Conference*, Liverpool.

Bicknell, A. & Francis-Smythe, J. (2008). Evaluation of the SPHERE student projects model for UG independent study project. *University of Worcester Learning & Teaching conference*, June.

Funding Bids/Income

Successful:

I have secured in excess of £44K during my first year as follows:

£36K for a match-funded PhD proposal with L.G. Harris "Hedonomics and the decorating industry: what makes DIY tools compelling?"

£6K from Aston Consultancy project "Potential 2 Succeed"

Secured £1850 +VAT for Consultancy Aston team building event using the MBTI psychometric

Additional small consultancy fees for psychometric test administration and feedback as well as supporting the delivery of Level A psychometrics courses for CP@W and leading on the delivery of two Level B psychometrics courses, one hosted by an external company.

Internal:

Secured Learning & Teaching proposal funding of £3K for IS review - completed.

I have been developing a funding bid with Tim Maxfield for the LLN to develop an e-learning version of Research Methods (c£15K)

Unsuccessful:

I had worked up a proposal for a mini KTP with external training organisation – this had to be cancelled as a result of the recession but we were informed that the application would have been successful were it able to go ahead.

Efforts have been made in prospecting for my 'first' Research Grant:

Submitted a proposal to the Leverhulme Trust in 2008 in response to a call for proposals.

The Uses of HE: "De-mystifying graduate employability: From employer criticisms to competencies. This was unsuccessful.

Submitted a collaborative proposal (with Psychology) to the BPS for a small funding award in the area of 'Developing Generation X in HE' 2009. Unsuccessful. This has been re-worked and is being re-submitted 2009-10.

Knowledge Transfer:

Service 'consultancy & research' service work of CP@W inc: psychometric testing courses as described above 2008-9.

Supporting data collection, paper preparation and delivery of report for CONTACT Knowledge Exchange Contract Research project 2009.

This has also resulted in a paper which we have been invited to re-submit for a special issue of the International Journal for Entrepreneurial Behaviour and Research.

Supporting market research processes of BS in relation to other project bids e.g. for CPD course development 2008 with Chamber of Commerce and Information Security training/consultancy 2009.

Delivered a job description and person specification for a Graduate Management Trainee to L.G. Harris 2008.

Delivered 'A taster of Psychology for Business' half day workshop for L.G. Harris annual conference.

Activity Related to Professional Bodies

Continued membership of British Psychological Society.

Became a member of the Ergonomics Society.

David Collier

Qualifications - MA, Ch FCIPD, PhD

Main Research Interests

Management & Leadership Development including international development

Action Learning

Emotional and cultural intelligence

Research Outputs

Completion of final draft of Doctoral Thesis relating to the development of managers operating in a European subsidiary of a leading UK Bank.

Funding Bids/Income

External consultancy contract with NFU Mutual for management development to the value of approximately £5,500

Activity Related to Professional Bodies

Development of links with local branch of the Chartered Institute of Personnel and Development

John Colvin

Qualifications - BSc, PGCE, MSc

Main Research Interests

Learning & Teaching Pedagogy.

Impact of Learning

Technologies on

Learning & Teaching

Research Outputs

Colvin, J. (2008) Higher Education Academy Benchmarking Exercise Phase II, Report for University of Worcester

Keene, J., **Colvin, J.** & Sissons, J. (Under Review), The Influence of Cognitive Skills on the Delivery of Information. Journal of Information Literacy

Conference Presentations

Gardner, K., **Colvin, J.** & Woodford, P. (2009) Collaborative Leadership in a Study Centre Context, CEL National Practitioner Research Conference, London, February 2009

Keene, J, **Colvin, J** & Sissons, J. (2009), The Influence of Cognitive Skills on the Delivery of Information Literacy Programmes, Supporting Student Learning Conference, University of Worcester, June 2009

Funding Bids/Income

Led successful application for University participation in the HE Academy's Enhancement Academy Research Initiative

Howard Cox

Qualifications - BA (Hons), MSc, PhD, FRHS

Main Research Interests

Business History

Economics of the Firm

Corporate Strategy

Research Outputs

Cox, H. and Mowatt, S. (2009) "Creating Images of Fashion: Consumer Magazines and American Competition in Britain, 1910-40" Business and Economic History, Proceedings of the BHC/EBHA Joint Annual Meeting, Milan, 11-13 June 2009.

Cox, H. (2009) "British American Tobacco Company" in Cheng, Linsun (ed.) Berkshire Encyclopaedia of China, Berkshire Publishing Group, Great Barrington, MA, Vol.1, pp.208-9. ISBN 978-0-9770159-4-8.

Cox, H. (2009) Review of Global Electrification: Multinational Enterprise and international finance in the history of light and power, 1878-2007, by William J. Hausman, Peter Hertner and Mira Wilkins, Cambridge, Cambridge University Press, 2008, in Business History, vol.51, no.4, pp.635-6.

Cox, H. (2008) "Shaping a Corporate Identity from Below: the Role of the BAT Bulletin", Management and Organizational History, vol. 3, no.3, pp.197-215. DOI: 10.1177/1744935908094085.

Cox, H. and Mowatt, S. (2008) "Technological Change and Innovation in Consumer Magazine Publishing: a UK-Based Study" Technology Analysis and Strategic Management, vol. 20, no.4, pp.503-520. DOI 10.1080/09537320802141494.

Cox, H. (2008) "Learning to do Business in China: the Evolution of BAT's Cigarette Distribution Network, 1902-41" [Chinese translation], Jindai Zhongguo, no. 18, pp.358-398. ISBN 978-7-80745-219-5

Casson M. and **Cox, H.** (2008) "An Economic Model of Inter-Firm Networks" in Casson, M. and Giusta, M. (eds.) The Economics of Networks, Edward Elgar, Cheltenham, pp.77-99. ISBN 978 1 84720 365 6

Cox, H., Mowatt, S. and Prevezer, M. (2008) "New Product Development within a Network Setting: The Case of the Chilled Ready-Meals Industry in the UK", Casson, M. and Giusta, M. (eds.), The Economics of Networks, Edward Elgar: Cheltenham, pp.100-120. ISBN 978 1 84720 365 6

Conference Presentations

Cox, H. and Mowatt, S. "Creating Images of Fashion: Consumer Magazines in Britain and the United States, 1900-1950", Joint Annual Meeting of the Business History Conference and of the European Business History Association, Universita Bocconi, Milan, Italy, 11-13 June 2009.

Session Chair, "Industry Structures and Development" (Session 1c) Association of Business Historians Annual Conference, University of Liverpool, 3-4 July 2009.

Session Chair, "Managing Change", Leadership and Management Conference, University of Worcester, 19 May 2009.

Funding Bids/Income

ESRC Post Doctoral Fellowship Bid submitted June 2009. Value of bid £88,876.00. Outcome expected in October 2009.

Activity Related to Professional Bodies

Elected as a Fellow of the Royal Historical Society.

Participated in the Annual Conferences of the European Business History Association (presented paper) and Association of Business Historians (chaired session).

Carl Evans

Qualifications - ICSA, CIMA, PGCE, MA, DBA, PG Cert

Main Research Interests

Operations Management Service Delivery.

Research Outputs

Richardson, M., **Evans, C.** and Gbadamosi, G. (2009) Funding Full-Time Study through Part-Time Work, *Journal of Education and Work*, Vol. 22, No. 4, pp.319 – 334

Evans, C. and Marsden, D. (2009) Welcome the Experts: Using Guest Speakers to Support and Enhance the Lecture Programme, *Worcester Journal of Learning & Teaching*, Issue 2, Special Conference Edition, July 2009.

Richardson, M. Gbadamosi, G. and **Evans, C.** (2009) Evaluating the Role of Part-Time Work for Full Time Undergraduate Business Students and its Implications for Teaching, Learning and Curriculum Development, *Worcester Journal of Learning & Teaching*, Issue 2, Special Conference Edition, July 2009

Gbadamosi, G. and **Evans, C.** (2009) CPD as a Hyperbole: Why Don't Employers Mention it in Managerial Job Adverts, *Journal of Management Development*, Vol. 28, Issue 5, pp. 414-424.

Evans, C. and Gbadamosi, G. (2008) Recruiting Managers with the Lure of CPD, *International Journal of Business and Management*, Vol. 3, No. 7, pp. (ISSN 1833-8119)

Zhaofeng, J. and **Evans, C.** (2008) Developing Chinese Managers – Reasons for Enrolling on a Postgraduate Management Programme in the UK, *Asian Social Science*, Vol. 4, No. 5, pp.

Peer Reviewed Academic (Professional) Journal Articles

Evans, C. and Richardson, M. (2009) How to Manage Effectively with Performance Indicators. *Manager: British Journal of Administrative Management*, Summer, pp.16-17

Evans, C. and Wright, W. (2009) How to Evaluate your Information Needs, *Manager: British Journal of Administrative Management*, Spring, pp. 14 -15.

Wright, W. and **Evans, C.** (2009) More Judgement than Luck? Planning Operations in a University Business School. *Management Services*, Spring, Vol.53, No.1, pp. 26 - 30 (ISSN: 0307-6768)

Evans, C. and Wright, W. (2009) How to Conduct a SWOT Analysis, *Manager: British Journal of Administrative Management*, Winter, pp. 10 -11.

- Evans, C.** and Gbadamosi, G. (2008) The Usual Job Benefits: bonus/pension/life assurance and CPD? *Manager: British Journal of Administrative Management*, Autumn, pp. 12-13.
- Evans, C.** and Richardson, M. (2008) How to Build an Effective Administrative Team. *Manager: British Journal of Administrative Management*, Autumn, pp. 14-15.
- Evans, C.** and Richardson, M. (2008) Strategy in Action: Making it Happen. *Manager: British Journal of Administrative Management*, July, pp. i-iii.
- Wright, W. and **Evans, C.** (2008) How to Conduct an Effective Appraisal. *Manager: British Journal of Administrative Management*, July, pp .iii-iv.
- Richardson, M. and **Evans, C.** (2008) How to Prepare and Manage a Budget, *Manager: British Journal of Administrative Management*, April, p. iii.
- Richardson, M. and **Evans, C.** (2008) Strategy in Action: Organisational Action. *Manager: British Journal of Administrative Management*, April, pp. i-ii.
- Evans, C.** and Wright, W. (2008) To all Users: Copy all Users. *Management Services*, Spring, Vol.52, No.1, pp. 24-27 (ISSN: 0307-6768)
- Richardson, M. and **Evans, C.** (2007) Internal Assessment, *British Journal of Administrative Management*, December/January, Issue 60.
- Evans, C.** and Richardson, M. (2007) Assessing the Environment. *British Journal of Administrative Management*, October/November, Issue 60, pp. i-iii.
- Richardson, M. and **Evans, C.** (2007) Strategy in Action; Applying Ansoff's Matrix. *British Journal of Administrative Management*, Summer, Issue 59, preceding p.17
- Evans, C.** (2006) Another Four Hour Lunch Break? Administrative Challenges in the Creative, Media and Entertainment Industries. *British Journal of Administrative Management*, December/January, Issue 56, p.22-23.
- Evans, C.** (2005) Small Businesses – An Opportunity for Administrative Management. *British Journal of Administrative Management*, Issue 50, pp. 14-15.)
- Evans, C.** (2005) Insert Coins and Make your Selection: Re-engineering the Dispensing of Drugs in a Hospital Pharmacy. *Control: Journal of The Institute of Operations Management*, Vol. 31, no. 7, pp. 16-18 (ISSN 0266-1713).
- Evans, C.** (2005) Quality Adventure: Service Quality in an Adventure Holiday Camp. *British Journal of Administrative Management*, October/November, Issue 49, preceding p.25
- Evans, C.** (2005) Developing Effective Managers. *British Journal of Administrative Management*, June/July, Issue 47, preceding p.17 (ISSN 1353-5188).

Professional Journal Articles

- Evans, C.** (2009) Setting up a New Business Venture: An Interview with an Entrepreneur, *Journal of The International Professional Managers Association*, Vol. 4, No. 2 [cited on 24th July 2009], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** (2009) Show me the Jobs: Retaining Members via Employer Recognition. *Membership Developments*, E-Newsletter of the ASAE & The Center for Association Leadership, June.
- Evans, C.** and Richardson, M. (2009) How to Cost the Administrative Service, *E-Manager*, June, Issue 12 [cited on 25th June 2009], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2009) How to be an Entrepreneurial Administrative Manager, *E-Manager*, May, Issue 11 [cited on 25th May 2009], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2009) How to Improve Administrative Performance through Benchmarking, *E-Manager*, March, Issue 10 [cited on 25th March 2009], <<http://www.instam.org/emanager>>
- Richardson, M. and **Evans, C.** (2009) Thinking of a Strategic Alliance? Don't Do it! *Journal of The International Professional Managers Association*, Vol. 4, No. 1 [cited on 24th March 2009], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** and Richardson, M. (2009) How to Forecast Effectively, *E-Manager*, February, Issue 9 [cited on 24th February 2009], <<http://www.instam.org/emanager>>

- Evans, C.** and Richardson, M. (2008) How to Improve Time Management by Thinking Lean, *E-Manager*, December, Issue 8 [cited on 19th December 2008], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2008) How to Plan for Resources, *E-Manager*, November, Issue 7 [cited on 1st December 2008], <<http://www.instam.org/emanager>>
- Evans, C. and Richardson, M.** (2008) Customers in Disguise: Setting up a Mystery Shopper Scheme, *Journal of The International Professional Managers Association*, Vol. 3, No. 4, [cited on 13th October 2008], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** and Richardson, M. (2008) How to Set Objectives for Administrative Staff, *E-Manager*, September, Issue 6 [cited on 2nd October 2008], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2008) How to Manage Change affecting the Administrative Team, *E-Manager*, August, Issue 5 [cited on 3rd September 2008], <<http://www.instam.org/emanager>>
- Wright, W., Gbadamosi, G. and **Evans, C.** (2008) Effective Human Resource Planning: A Dynamic Approach to Meshing Theory and Practice, *Journal of The International Professional Managers Association*, Vol. 3, No. 3, [cited on 10th July 2008], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.**, Gardener, J. and Richardson, M. (2008) Managing the Sales Team, *Journal of The International Professional Managers Association*, Vol. 3, No. 3, [cited on 10th July 2008], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** and Richardson, M. (2008) How to Reduce and Control Costs, *E-Manager*, June, Issue 4 [cited on 30th June 2008], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2008) How to Justify Capital Expenditure. *E-Manager*, May, Issue 3 [cited on 31st May 2008], <<http://www.instam.org/emanager>>
- Richardson, M., **Evans, C.** and Hunt, M. (2008) Planning for Market Growth, *Journal of The International Professional Managers Association*, Vol. 3, No. 2, [cited on 25th April 2008], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** (2008) Let's End This Frustration Now! *Customer First*, Vol. 8, No. 2, pp.
- Evans, C.** (2008) Whatever Happened to O & M? *E-Manager*, March, Issue 2 [cited on 28th March 2008], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2008) How to Manage a Meeting Effectively, *E-Manager*, March, Issue 2 [cited on 28th March 2008], <<http://www.instam.org/emanager>>
- Evans, C.** and Richardson, M. (2008) How to Give an Effective Presentation, *E-Manager*, February, Issue 1 [cited on 29th February 2008], <<http://www.instam.org/emanager>>
- Richardson, M. and **Evans, C.** (2008) External Marketing Projects: Managing the Agency, *Journal of The International Professional Managers Association*, Vol. 3, No. 1 [cited on 25th February 2008], <<http://www.ipma.co.uk/journals.php>>
- Evans, C.** and Richardson, M. (2007) Managing a Marketing Project, *Journal of The International Professional Managers Association*, Vol. 2, No. 6, [cited on 5th January 2008], <<http://www.ipma.co.uk/journals.php>>

Conference Papers

- Evans, C.** and Marsden, D. (2009) Welcome the Experts: Using Guest Speakers to Support and Enhance the Lecture Programme. In University of Worcester. *Proceedings of the 8th Annual University of Worcester Supporting Student Learning Experience Conference on 18th June 2009*. Worcester, University of Worcester.
- Richardson, M. Gbadamosi, G. and **Evans, C.** (2009) Evaluating the Role of Part-Time Work for Full Time Undergraduate Business Students and its Implications for Teaching, Learning and Curriculum Development. In University of Worcester. *Proceedings of the 8th Annual University of Worcester Supporting Student Learning Experience Conference on 18th June 2009*. Worcester, University of Worcester.

Evans, C. (2009) Linking Research to Teaching and Learning through the Development of Own Case Studies. In *SEDA, Proceedings of the Spring Teaching, Learning and Assessment Conference May 7-8, 2009* Brighton. London, SEDA pp.80 - 81.

Other

Jordan, G. (2008) *International Strategy: Establishing Operations in China*. Interviewed by **Evans, C.**, at L. G. Harris, Worcester, 12 March [cited 15th May 2008]. Accessed via Business & Learning Connections at

<http://www.businessandlearningconnections.co.uk/learning-object/business-strategy>

Evans, C. and Ross, C. (2008) *Management Concepts: A Study Guide* [CD-Rom]. Worcester: University of Worcester. Product available from: <<http://www.worc.ac.uk>>

Evans, C. (2006) *Introductory Award in Administrative Management, Study Text*. London: IAM.

Jan Francis-Smythe

Qualifications

C.Psychol.

Occupational Psychologist (HPC Registered).

BSc(Hons),

MSc,DipPsych,AFBPsS

Main Research Interests

Time Management

Temporal Intelligence in Leadership

Academic engagement in business-community interaction

Leadership and gender in the board room

Research Outputs

Francis-Smythe, J.A. Bicknell, A. & Arthur, J.A. (2009) Enhancing Regional Engagement Through Further Developing Knowledge Transfer Professionals (KTPs). Report prepared for the CONTACT Knowledge Exchange - hefce. July 2009.

Doyle, A. & **Francis-Smythe, J.** (2008) How does time impact on our ability to lead? LTFocus. Summer 2008. The Leadership Trust.

Watts, H.N., & **Francis-Smythe, J.** (2008). Membership retention in the fitness industry: The development and validation of a predictive model. in Annual Conference of the British Association of Sport and Exercise Sciences 2008', *Journal of Sports Sciences*, 26:1, S1 — S143.

Conference Presentations

Doyle, Andrew and **Francis-Smythe, Jan** (2009). Temporal Intelligence. 14th Conference of the European Association of Work and Organisational Psychology. May 13th. Santiago de Compostela.

Doyle, A. & **Francis-Smythe, J.A.** (2008) Development of the Temporal Intelligence Questionnaire'. Proceedings of British Academy of Management Annual Conference, Harrogate. September 2008.

Doyle, Andrew and **Francis-Smythe, Jan** (2009). Time in Leadership and Management. Research Focus Conference on Leadership and Management, May 19th. University of Worcester.

Watts, H.N., **Francis-Smythe, J.**, Upton, D. & Peters, D. (2009) "How managers can predict customer retention rates through psychological profiling" Poster presented at the Leadership & Management Conference, University of Worcester.

Robinson, L.; Ross, C. & **Francis-Smythe, J.** (2009). Why theory cannot be the common currency of the managerial economy, presentation of research findings as part of the Worcester Business School academic seminar programme, University of Worcester, 19th November, 2008.

Robinson, L.; Ross, C. & **Francis-Smythe, J.** (2009). The appropriation of theories, ideas, concepts and models by management practitioners, presentation at the Leadership & Management Research Focus One Day Conference, University of Worcester, 19th May 2009.

Andrews, H. J. Jellis, M., **Francis-Smythe, J.**, & Coxell, A. (2009). Everything in moderation? A review of the organisational success of individuals with personality dysfunction. Research Focus Conference on Leadership and Management, May 19th. University of Worcester.

Bicknell, A., **Francis-Smythe, J.** & Arthur, J. (2009). Case studies in knowledge transfer: De-constructing the entrepreneurial academic. Paper presented at the engage HEI conference, May 2009, Birmingham City University.

Bicknell, A. & **Francis-Smythe, J.** (2009). Promoting graduate employability with the SPHERE student projects model. University of Worcester Personal Development Portfolio Conference, January.

Bicknell, A. & **Francis-Smythe, J.A.** (2008) Re-launch of the SPHERE student projects model to promote employability skills in students and knowledge transfer competencies in staff: What are the challenges? Society for Research into Higher Education Conference Dec. 2008. Liverpool.

Watts, H.N. & **Francis-Smythe, J.** (2008, September). "Membership retention in the fitness industry: The development and validation of a predictive model". Paper presented at the BASES Annual Conference, London.

Watts, H. & **Francis-Smythe, J.A.** (2008) "Membership retention in the fitness industry: A qualitative study and the development of a predictive model". Proceedings of the International Conference for Social Science. Izmir, Turkey August 2008.

Conference Chair. Leadership & Management Research Focus One Day Conference, University of Worcester, 19th May 2009

Qinetic lecture at UW (2009). Centre for People @ Work. Stand Exhibitor.

Funding Bids

Successful/Pending:

Does gender really matter in the board room? New insights into leadership success and failure. Outline bid submitted to Leverhulme Dec 2008. £101,640. Invited to submit full bid. Innovation Grant – UW for market research related to commercialization of the Career Competencies Indicator. £2000

Fully-funded PhD studentship UW - False performance as ethical behaviour: its role in performance evaluation and work relationships. Co-applicant with Gbola Gbadamosi.

Unsuccessful:

Exploring The Barriers to Women Business Angel Engagement – bid submitted in collaboration with Beer and Partners to AWM, May 2009.

Activity Related to Professional Bodies

CPD Assessor for Chartered Psychologists of the British Psychological Association
Participated in the Annual Conference of the British Academy of Management (presented paper)

John Gardener

Qualifications - BA, MA, PGCE, SEDA. Diploma in Marketing, PG certificate

Main Research Interests

Student Recruitment Sales

Research Output

Evans, C., **Gardener, J.** and Richardson, M. (2008) Managing the Sales Team, Journal of The International Professional Managers Association, Vol. 3, No. 3, [cited on 10th July 2008], <<http://www.ipma.co.uk/journals.php>>

Conferences Attended

Barnes, S. & **Gardener, J.** (2008) "How was it for you: an evaluation of Worcester Business School Welcome Week" Lifelong Learning Network Learner Support Workshop September 2008 University of Worcester

Barnes, S., **Gardener, J.** & Quigley (2008) "Undergraduate induction: we did it our way" Higher Education Academy 9th Annual Conference on the Teaching of Computing, Liverpool, August 2008

Barnes, S., **Gardener, J.** & Quigley (2008) "First Impressions Count: Our induction experience" 7th Annual University of Worcester Supporting Student Learning Conference June 2008

Gbolahan Gbadamosi

Qualifications - BSc (Hons.), MSc, PhD, MCMl

Main Research Interests

Charlatan & Ethical Behaviour.

Organisational Commitment.

Work Stress.

Cultural Issues.

Organisational Change.

Student's adjustment higher education

Management in Developing Countries.

Research Output

Richardson, M., Evans, C. and **Gbadamosi, G.** (2009) Funding Full-Time Study through Part-Time Work, *Journal of Education and Work*, Vol. 22, No. 4, pp.319 – 334

Gbadamosi, G. & Evans, C. (2009) "CPD as a hyperbole: why don't employers mention it in managerial job adverts", *Journal of Management Development*, Vol. 28, No. 5, pp. 414-424. DOI: 10.1108/02621710910955958

Gbadamosi, G. & de Jager, J. (2009) "What you see is what you get: service quality, students' perceptions and satisfaction at South African universities", *South Africa Journal of Higher Education*, Vol. 23, No. 5, pp. 877-893.

Evans, C. & **Gbadamosi, G.** (2008) "Recruiting Managers with the Lure of CPD", *International Journal of Business and Management*, Vol. 3, No. 7, pp. 117-120.

Gbadamosi, G. & Bello, M. (2009) 'Profiling corruption perception in Africa: the role of religion, gender, education and age', in Delener, N. et al. (eds.) Business strategies and technological innovations for sustainable development: creating global prosperity for humanity, 2009 Proceedings of Global Business and Technology Association (GBATA), July 7 – 11, 2009, Prague, Czech Republic, pp. 440-447, ISBN: 1-932917-05-5

Gbadamosi, G. & Bello, M (2009) 'The King's new clothes in the eyes of the beholder: developing a measurement scale for attitude towards corruption' in Kaynak, E. & Harcar, T.D. (eds.) Management challenges in an environment of increasing regional and global concerns, 2009 Proceedings of the 18th World Business Congress, (IMDA), 1 – 5 July, 2009, Tbilisi, Georgia, pp. 73-78, ISBN: 1-888624-08-6

Gbadamosi, G. (2009) 'Wellness at work: Profile of employees in Botswana' in Kaynak, E. & Harcar, T.D. (eds.) Management challenges in an environment of increasing regional and

global concerns, 2009 Proceedings of the 18th World Business Congress, (IMDA), 1 – 5 July, 2009, Tbilisi, Georgia, pp. 496-505. ISBN: 1-888624-08-6

Conference Presentations

Richardson, M. **Gbadamosi, G.** and Evans, C. (2009) Evaluating the Role of Part-Time Work for Full Time Undergraduate Business Students and its Implications for Teaching, Learning and Curriculum Development: 8th Annual University of Worcester Supporting Student Learning Experience Conference. *Worcester Journal of Learning & Teaching*, Issue 2, Special Conference Edition, July 2009

“Management challenges in an environment of increasing regional and global concerns”, 2009 - 18th World Business Congress, International Management Development Association (IMDA), 1 – 5 July, 2009, Tbilisi, Georgia.

Session Chair: Entrepreneurship and Business Development, IMDA Conference.

“Business strategies and technological innovations for sustainable development: creating global prosperity for humanity”, 2009 Global Business and Technology Association (GBATA), July 7 – 11, 2009, Prague, Czech Republic.

Session Chair: Minimizing illegality and unethical conduct in Business, GBATA Conference.

Discussant: Trust and social responsibility in global markets, GBATA Conference.

Activity Related to Professional Bodies

Participated in IMDA 2009 conference and GBATA 2009 conference. Chaired sessions at both conferences.

Also served as discussant at GBATA 2009 conference.

Richard Henson

Qualifications - BSc (Hons), ARCS, MSc, PGCE, MBCS, CITP, CEng

Main Research Interests

Information Security, Information Risk Management, E-commerce, SME Information Management support and Information Assurance

Research Outputs

Henson R.C & Hallas B, (2009) “SMEs, Information Risk Management, and ROI”, developed from Proceedings of the 6th annual SMEs conference, Athens, 10-13 August 2009, and awaiting publication

uzma J, Price C, & **Henson R.C.**, (2009) “Flash Vulnerabilities Analysis of U.S. Educational Web Sites”, awaiting publication

Conference Presentations

Presenter, “SMEs, Information Risk Management, and the Recession”, 6th annual International SMEs Conference, Athens, 10-13 August 2009

Funding Bids/Income

Technology Strategy Board, in collaboration with National Computing Centre (NCC) and an independent consultant. Bid successful, value £113, 694.

Activity Related to Professional Bodies

Secretary of Hereford & Worcester Branch of British Computer Society

With branch chair, organised Branch activities and events for 2008-9

Attended Branches annual conference and BCS re-launch at the Royal Society, 23rd Sept 2009

Stephen Hicks

Qualifications - BSc (Hons), PGCE, FCCA.

Main Research Interests

The Finances of UK Universities.

Private Finance Initiative.

Research Outputs

Wrote summary chapter for CIPFA guide to Research Allocation models used in UK HE/FE

Updating CIPFA Guide to HE Finance

Conference Presentations

Presented paper on effective use of University Finance Committees for CIPFA

Funding Bids/Income

£3000 UWBS learning a teaching project re IT and accounting students

Activity Relating to Professional Bodies

Member of CIPFA Higher Education Panel

Joanne Kuzma

Qualifications - BSc, MBA, PhD, CISSP

Main Research Interests

Electronic Commerce.

E-Government.

Security

Research Outputs

Kuzma, J. (2009). Using Game Shows for Effective Teaching. Worcester Journal of Learning & Teaching. Issue 2, July 2009.

Kuzma, Joanne M and Yen, Dorothy and Oestreicher, Klaus (2009) "Global e-government Web Accessibility: An Empirical Examination of EU, Asian and African Sites". In: Second International Conference on Information and Communication Technologies and Accessibility, 7th to 9th May 2009, Hammamet, Tunisia.

Barnes, Sue and **Kuzma, Joanne** (2009) Empirical Study in Teaching First-Year Database Students. In: 7th International Workshop on Teaching, Learning and Assessment of Databases, 6 July 2009, University of Birmingham. (In Press) <http://eprints.worc.ac.uk/639/>

Kuzma, Joanne and Price, Colin (2009) "Analysis of UK Parliament Web Sites for Disability Accessibility". In: 9th European Conference on e-Government, 29-30 June 2009, pp. 416-422, University of Westminster, London

Oestreicher, Klaus and **Kuzma, Joanne** (2009) "The Music Industry & Its Consumers: A Potential Divorce through Technology and Shifting Market Linkages?" In: Eurasia Business and Economics Society (EBES) Conference, 1-2, June 2009, Istanbul, Turkey. <http://ebesweb.org/EBES2009.pdf>.

Price, C., Moore, J., **Kuzma, J.**, (2009), Deconstruction-Reconstruction of the Semiotics of Computer Games and Immersive Environments: Towards a Multi-modal Semiotics. In: Electronic Information, the Visual Arts and Beyond, London, July 2009.

Conference Presentations

Kuzma, Joanne M and Yen, Dorothy and Oestreicher, Klaus (2009) "Global e-government Web Accessibility: An Empirical Examination of EU, Asian and African Sites". In: Second International Conference on Information and Communication Technologies and Accessibility, 7th to 9th May 2009, Hammamet, Tunisia.

Kuzma, Joanne and Price, Colin (2009) "Analysis of UK Parliament Web Sites for Disability Accessibility". In: 9th European Conference on e-Government, 29-30 June 2009, pp. 416-422, University of Westminster, London

Barnes, Sue and **Kuzma, Joanne** (2009) Empirical Study in Teaching First-Year Database Students. In: 7th International Workshop on Teaching, Learning and Assessment of Databases, 6 July 2009, University of Birmingham. (In Press) <http://eprints.worc.ac.uk/639/>

Tim Maxfield

Qualifications - BA, MSc, PGCE, ILTM

Main Research Interests

Regional Development & The European Union.
Economics Education in HE.

Funding Bids/Income

External:

Leadership & Management Development (with Leadership Trust) : Unsuccessful
Bucks County Council (M'ment Devt training) – unsuccessful
Shropshire County Council (M'ment Devt training) – unsuccessful
Libyan Health Professionals (Training Gateway) – MBA HSC (pending)
Health Authorities (H & W) – Scoping exercise : unsuccessful
TSB IASME project (R. Henson) – Successful (£113,000; UW share £48,940).
Welsh Development Agency – Leadership Development : Unsuccessful

Internal:

LLN:

- Big Project/ Busy employers (£14,560.00)
- Leading to Excellence web development (£3520.00)
- IT Security KT Grant (£2000)
- Inspired Selections KT Grant (£3000)

Activity Related to Professional Bodies

Achieved Centre Approval (CMI) to run a Level 5 Management & Leadership course.
QAA Institutional Audit (Southampton Solent University)

Pamella Murray-Hopkin

Qualifications - BA, MSc, MA, MPhil, PhD

Main Research Interests

The optimisation of military leadership performance
Performance enhancement in critical conditions

Conference Presentations

Murray-Hopkin, P.F. (2008). *Understanding Leadership Performance*. West Midlands Excellence Network. Advantage West Midlands Event.

Murray-Hopkin, P.F. (2008). *En Vivo performance Leadership*. The Ninth International Conference on Human Resource Development Research and Practice Across Europe. IESEG School of Management, Lille. Conference Proceedings.

Activity Related to Professional Bodies

Selected as one of 3 UK experts by the Equality & Human Rights Commission. Now part of the Expert Working Panel called upon to inform the development of equality within the Ministry of Defence

Klaus Oestreicher

Qualifications - PhD (app. spring 2010 with the Université Paris Ouest Nanterre La Défense), MA, Chartered Marketer CIM, Accredited Practitioner CIPR, FCIM, FInst SMM, MCIPR

Main Research Interests

Strategic Communication,
Innovation,
Corporate and Marketing Strategy

Research Outputs

Researching and writing of the doctoral thesis: « Les réponses stratégiques de l'industrie de la réplication des disques optiques en face de la challenge par technologies disruptives (working title).

Oestreicher, K. Talking to the Empowered Consumer: Dealing with the Shift of Power, Proceedings of the 8TH INTERNATIONAL CONGRESS MARKETING TRENDS Paris, January 16th-17th 2009;

Oestreicher, K. Strategic Communication and the Stakeholder Concept: Merging Marketing Communication and PR, 4th international research days on marketing communications, Centre for Corporate Communication, Aarhus School of Business – Aarhus University, 26-27 March, 2009;

Kuzma, J.M., Yen, D. and **Oestreicher, K.** Global e-government Web Accessibility: An Empirical Examination of EU, Asian and African Sites, Proceedings of the ICTA '09 Conference, Hammamet, Tunisia, May 07-09;

Oestreicher, K. and Kuzma, J.M. The Music Industry & Its Consumers: A Potential Divorce through Technology and Shifting Market Linkages?, Proceedings of the EBES 2009 Conference, Kadir Has University, Istanbul 1st - 2nd June 2009;

Oestreicher, K. The Home Entertainment Industry & the Hyper-consumer: Consumption with or without Industrial Participation, Proceedings of the 5th Scottish Doctoral Management Conference University of St. Andrews:

10-11 June 2009; **Oestreicher, K.** September 2008. Innovation erfordert Innovation: Mobiler Content auf dem Handy, White Paper dot.19, Frankfurt: Dr. Dotzler Medien Institut:

Oestreicher, K. April 2010°. Professionelles Stakeholder Management [working title], Erlangen: Publicis Pro. °Focus of this year's RASA leave (June):

Management Seminar: Der Community Manager, Düsseldorf, Germany, 6 -7 November 2008, organised by Management Circle AG, Eschborn, Germany

University of Applied Sciences Wiesbaden, Germany, Lecturer and Module Leader with the Wiesbaden International Summer University, 08 - 15 August 2008;

University of Cooperative Education Thuringia, Germany, Visiting Lecturer and Module Leader in Project Management and Supervisor of Bachelor Thesis, July 2008 to January 2009.

Conference Presentations

Oestreicher, K. Talking to the Empowered Consumer: Dealing with the Shift of Power, 8th International Congress on Marketing Trends, Paris, January 16th-17th 2009;

Oestreicher, K. Strategic Communication and the Stakeholder Concept: Merging Marketing Communication and PR, 4th international research days on marketing communications, Centre for Corporate Communication, Aarhus School of Business – Aarhus University, 26-27 March, 2009;

Oestreicher, K. Leadership & Management in the Environment of Disruptive Innovation, 4th Worcester Research Focus, 19th May 2009;

Oestreicher, K. and Kuzma, J.M. The Music Industry & Its Consumers: A Potential Divorce through Technology and Shifting Market Linkages?, Eurasia Business and Economics Society 2009 Conference, Kadir Has University, Istanbul 1st - 2nd June 2009;

Oestreicher, K. The Home Entertainment Industry & the Hyper-consumer: Consumption with or without Industrial Participation St Andrews Doctoral Management Conference 2009 Conference, School of Management St Andrews – 10th -13th June 2009.

Activity Related to Professional Bodies

Research undertaken within the Centre d'études et de recherches sur les organisations et la stratégie (CEROS), Paris;

Preparation of Lecture "Marketing Warfare" for the Higher Education Interest Group of the Chartered Institute of Marketing

Gerry Palmer

Qualifications - BA, PGCE, MA, PhD, Dip in Careers Guidance.

Main Research Interests

HRM Policies in Japanese Manufacturing Companies in Britain.

Industrial Relations: Small Unions & Mergers.

Employee Relations in Voluntary Organisations

Research Outputs

Palmer, G and Ross, C. 'Small but imperfectly formed – micro-unions in GB' submitted to Industrial Relations Journal. Accepted subject to revisions.

Colin Price

Qualifications

BA, Hons (Cantab), MA (Cantab), PhD

Main Research Interests

Application of computer game technology to Education and Training. ("Serious Games", "Educational Immersive Environments")

Research Outputs

Book chapter "The Path between Pedagogy and Technology: Establishing a Theoretical Base for the Development of Educational Game Environments." in "Games-Based Learning. Advancements for Multi-Sensory Human Computer Interfaces" Connolly, Stansfield, Boyle (Eds) ISBN 978-1-60566-360-9 (2009).

Book Chapter "The Design and Development of Educational Immersive Environments: From Theory to Classroom Deployment" in "Gaming for Classroom-Based Learning" Ed Young Baek (in press).

Price, C.B., Learning Physics with the Unreal Tournament engine. *Physics Education* 43(3).

Price, C.B., UnrealPowerpoint: Immersing PowerPoint Presentations in a Virtual Computer Game Engine World. *Journal Computers in Human Behaviour* (24). DOI: 101016/j.chb.2008.03.009

Price, C.B., The Development of On-line Educational Materials for the study of Architecture using Commercial Computer Game Technology. Proc. IASTED WBE 2008, Innsbruck, Austria.

Price, C.B., UnrealArt. A New Medium for Artistic Expression Using a Commercial Game Engine: Galleries and Installations. Electronics, Visualisation and the Arts International conference London July 2008.

Price, C.B., Moore, J.S. Kuzma, J.M., Deconstruction-Reconstruction of Computer Game and Immersive Environment Semiotics. Proc. EVA London 2009.

Price, C.B., Creating Educational Immersive Environments using a Commercial Game Engine: Case Studies and Design Theory. Proc. HEA Conference, University of Canterbury 2009.

Conference Presentations

Price, C.B., Moore, J.S. Kuzma, J.M., Deconstruction-Reconstruction of Computer Game and Immersive Environment Semiotics. Conference "Electronic Visualization and the Arts" London 2009.

Price, C.B., Creating Educational Immersive Environments using a Commercial Game Engine: Case Studies and Design Theory. Higher Education Academy Annual Computing Conference, University of Canterbury 2009.

Funding Bids/Income

UoW KT grant (together with Jon Catling, Psychology). £2k first tranche of £20k.

HEA Development Fund grant £3k.

Mark Richardson

Qualifications

BSc, (Hons), MPhil, MA,

Main Research Interests

Student Recruitment / Student Employment

Research Outputs

Richardson, M., Gbadamosi, G. and Evans, C. (Forthcoming) Funding Full-Time Study through Part-Time Work, *Journal of Education and Work*

Evans, C. and **Richardson, M.** (2009) How to Cost the Administrative Service, *E-Manager*, March, Issue 11 (cited on 25th June 2009), <http://www.instam.org/emanager>

Evans, C. and **Richardson, M.** (2009) How to Improve Administrative Performance through Benchmarking, *E-Manager*, March, Issue 10 (cited on 25th March 2009), <http://www.instam.org/emanager>

Richardson, M. and Evans, C. (2009) Thinking of a Strategic Alliance? Don't Do it! *Journal of The International Professional Managers Association*, Vol. 4, No. 1 (cited on 24th March 2009), <http://www.ipma.co.uk/journals.php>

Richardson, M. and Evans, C. (2009) How to Forecast Effectively, *E-Manager*, December, Issue 9 (cited on 24th February 2008), <http://www.instam.org/emanager>

Evans, C. and **Richardson, M.** (2008) How to Improve Time Management by Thinking Lean, *E-Manager*, December, Issue 8 (cited on 19th December) <http://www.instam.org/emanager>

Evans, C. and **Richardson, M.** (2008) How Plan for Resources, *E-Manager*, November, Issue 7 (cited on 1st December 2008), <http://www.instam.org/emanager>

Evans, C. and **Richardson, M.** (2008) Customers in Disguise: Setting up a Mystery Shopper Scheme, *Journal of The International Professional Managers Association*, Vol. 3, No. 4, (cited on 13th October 2008), <http://www.ipma.co.uk/journals.php>

Evans, C. and **Richardson, M.** (2008) How to Manage Change affecting the Administrative Team, E-Manager, August, Issue 5 (cited on 3rd September 2008), <http://www.instam.org/emanager>

Evans, C., Gardener, J. and **Richardson, M.** (2008) Managing the Sales Team, Journal of The International Professional Managers Association, Vol. 3, No. 3, (cited on 10th July 2008), <http://www.ipma.co.uk/journals.php>

Evans, C. and **Richardson, M.** (2008) How to Justify Capital Expenditure. E-Manager, May, Issue 3 (cited on 31st May 2008), <http://www.instam.org/emanager>

Richardson, M., Evans, C. and Hunt, M. (2008) Planning for Market Growth, Journal of The International Professional Managers Association, Vol. 3, No. 2, (cited on 25th April 2008), <http://www.ipma.co.uk/journals.php>

Richardson, M. and Evans, C. (2008) How to Prepare and Manage a Budget, British Journal of Administrative Management, April, p. iii.

Richardson, M. and Evans, C. (2008) Strategy in Action: Organisational Action. British Journal of Administrative Management, April, pp. i-ii.

Evans, C. and **Richardson, M.** (2008) How to Manage a Meeting Effectively, E-Manager, March, Issue 2 (cited on 28th March 2008), <http://www.instam.org/emanager>

Evans, C. and **Richardson, M.** (2008) How to Give an Effective Presentation, e-Manager, February, Issue 1. (cited on 29th February 2008), <http://www.instam.org>.

Richardson, M. and Evans, C. (2008) External Marketing Projects – Managing the Agency-Client Relationship, Journal of The International Professional Managers Association, Vol. 3, No. 1, (cited on 25th February 2008), <http://www.ipma.co.uk/journals.php>.

Evans, C. and **Richardson, M.** (2008) Managing a Marketing Project, Journal of the International Professional Managers Association, Vol. 2, No. 6, (cited on 5th January 2008), <http://www.ipma.co.uk/journals.php>.

Evans, C. and **Richardson, M.** (2008) Strategy in Action – Making it Happen. British Journal of Administrative Management. London.

Richardson, M. and Evans, C. (2008) How to Prepare and Manage a Budget, British Journal of Administrative Management. London.

Evans, C. and **Richardson, M.** (2008) Strategy in Action – Organisational Action. British Journal of Administrative Management. London.

Richardson, M., Evans, C. and Hunt, M. (2008) University of Worcester – Planning for Market Growth (A Case Study). Midlands Excellence. <http://www.midlandsexcellence.org.uk/casestudies>

Conference Presentations

Richardson, M. Gbadamosi, G. and Evans, C. (2009) *Evaluating the Role of Part-Time Work for Full Time Undergraduate Business Students and its Implications for Teaching, Learning and Curriculum Development*, Proceedings: 8th Annual University of Worcester Supporting Student Learning Experience Conference.

Activity Related to Professional Bodies

Fellow of CIM

Catharine Ross

Qualifications

BA, MA, PhD, Cert Ed,

Main Research Interests

Diversity in Organisations.
Trade Unions in Britain.

Research Outputs

Xiao, S. and **C.Ross** (2009) 'The training of Chinese managers: a critical analysis of using overseas training for management development' Journal of Chinese Economic and Business Studies 7:1 95-113.

Palmer, G. and **C.Ross** 'Small but Imperfectly Formed? Micro Unions in Britain', Industrial Relations Journal. Accepted subject to revisions.

Conference Presentations

Robinson, L.; **Ross, C.** & Francis-Smythe, J. (2009). The appropriation of theories, ideas, concepts and models by management practitioners, presentation at the Leadership & Management Research Focus One Day Conference, University of Worcester, 19th May 2009.

Activity Related to Professional Bodies

Member of Chartered Institute of Personnel and Development

Christian Schnee

Qualifications

BA, PG Dip.

Main Research Interests

Political Marketing,
Reputation Management

Research Outputs

C.Schnee (2009) "Dealing with a critical public" (original title: Das Ringen mit dem kritischen Buerger) in Heinrich F. (eds) The end of arbitrariness (original title: Das Ende der Beliebigkeit). Rotblatt Verlag, Viersen

Conference Presentations

Speeches and presentations about political marketing and nation branding:

Telc, Czech Republic, September 2008

Kiev, Ukraine, November 2008

Koenigswinter, Germany, November 2008

Wiesbaden, Germany, February 2009

Bonn, Germany, March, 2009-09-23

Stattallendorf, Germany, June 2009

Funding Bids

All my conference attendances and knowledge transfer activities are fully funded by the host organisation – usually political foundations and organisations of further and higher education.

Warren Wright

Qualifications

BSc, MBA

Main Research Interests

Leadership, Operations Management

Research Outputs

Wright, W., Gbadamosi, G. and Evans, C. (2008) Effective Human Resource Planning: A Dynamic Approach to Meshing Theory and Practice, Journal of The International Professional Managers Association, Vol. 3, No. 3, [cited on 10th July 2008], <http://www.ipma.co.uk/journals.php>

Wright, W. and Evans, C. (2008) How to Conduct an Effective Appraisal. British Journal of Administrative Management, July, pp .iii-iv.

Evans, C. and **Wright, W.** (2009) How to Conduct a SWOT Analysis, British Journal of Administrative Management, Winter, pp. 10 -11.

Wright, W. and Evans, C. (2009) More Judgement than Luck? Planning Operations in a University Business School. Management Services, Spring, Vol.53, No.1, pp. 26 – 30 (ISSN: 0307-6768)

Evans, C. and **Wright, W.** (2009) How to Evaluate your Information Needs, British Journal of Administrative Management, Spring, pp. 14 -15.

Dorothy Yen

Qualifications

Adv Cert, BA, MSc, PhD

Main Research Interests

International Buyer-Seller Relationships.

Anglo-Chinese Business-to-Business Relationships.

The Chinese Notion of 'Guanxi'.

Research Outputs

Yen, D. A., Barnes, B. R. and Wang, C. L. (2009) "The Measurement of Guanxi: Introducing the GRX scale", paper submitted to the journal of International Marketing Management BRIC special issue in May 2009, currently under reviewed.

Yen, D. A., Barnes, B. R. (2009) "Analyzing Stage and Duration of Anglo-Chinese Business-to-Business Relationships, paper submitted to the journal of Industrial Marketing Management special issue on Marketing Strategy and B2B Management in March 2009, currently under reviewed.

Conference Presentations

Yen, D. A. & Yang, S. (2009) 'Making it Work – How to Maintain Successful Relationships Between UK Universities and Their Chinese Agents', GBATA 11th International Conference, Prague, Czech Republic.

Clegg, J., Wang, C., Hsu, W. C. & **Yen, D. A.** (2009) "Effects of outward FDI on home-country export competitiveness: do investment location and industry characteristics matter?" AIB 2009 Annual Meeting San Diego, California, USA.

Wang, C., Hsu, W. C. & **Yen, D. A.** (2009), "Effects of outward FDI on home-country export competitiveness: do investment location and industry characteristics matter?" The 36th AIB-UKI conference 2009, Glasgow.

Kuzma, J. M., **Yen, D. A.** and Oestreicher, K. (2009) "Global e-government Web Accessibility: An Empirical Examination of EU, Asia and African Sites", The Second International Conference on Information and Communication Technologies and Accessibility, Tunisia.

Yen, D. A. Barnes, B. R. and Zhou, L. (2008), "The Initial Effect of Ganqing, Renqing and Xinren on Anglo-Chinese business-to-business Relationships", Academy of International Business Southeast Asia Regional Conference, Kuala Lumpur.

Funding Bids/Income

Worcester-Coventry Collaborative Studentships Bid, submitted November 2008, failed.

Activity Related to Professional Bodies

Presented paper and become a member of the Academy of International Business in Southeast Asia Regional Conference, December 2008.

Research Degree Students

Worcester Business School Research Students as at Sept 2008

<u>Student</u>	<u>Status</u>	<u>DoS</u>	<u>Internal supervisor(s)</u>
Catherine Steele*	P/T	J. Francis-Smythe	M. Jellis
Laurie Robinson*	P/T	C. Ross	J. Francis-Smythe
Fenghua Yin*	F/T	C. Ross	M. Jellis
Steven Kort	P/T	H. Cox	G. Gbadamosi
Andrew Doyle*	F/T	J. Francis-Smythe	M. Jellis
Helen Watts*	F/T	J. Francis-Smythe	D. Upton & D. Peters
Michael Adams	F/T	H.Cox	P. McNally
Jamie Miller*	F/T	J. Francis Smythe	A. Bicknell

Note: * indicates that the student is engaged in a CP@W-related thesis.

Appendix: Annual Report for the Centre for People @ Work, 2008-09

**Annual Report
2008-2009**

1. General Overview

This report presents a record and discussion of activities and outputs relating to Centre projects, other research/consultancy activities carried out by Centre members of staff which are not directly related to the Centre are recorded in the respective School/Institute reports.

The Centre for People @ Work (CP@W) is based in the Business School and is a joint collaboration between Business and Psychological Sciences (in the Institute of Health and Social Care). It brings together the expertise of HR specialists and occupational psychologists and allows the development of new research and knowledge transfer initiatives which span both areas (such as research into leadership and the provision of accredited training courses in psychometric testing). The Centre has continued to hold Centre meetings 4 times per year to review all on-going activities and provide group supervision/support to CP@W research students. The CP@W Steering Group has met twice this year to review Centre aims and objectives and monitor activities and finance. The Centre Director contributes to the UW Research Centre Directors meetings, sits on both Business School and Psychological Sciences ResearchKT committees and attends Business Development meetings with the UW and WBS Business Development Offices. This ensures integration and communication across all key areas. CP@W is also closely aligned with the WBS organizational structure with the Centre Director being the leader of the WBS HR Group to which CP@W is aligned.

This has been the third full year of operation for CP@W and its second in its own dedicated office in the Business School. As of July 2009 the Centre had 12 staff and 7 post-graduate (4 full-time, 3 part-time) students attached to it. 10 of the staff were actively involved in at least one Centre project during the year. This was the first year that the Centre had been able to appoint (and sustain the appointment of through earned income) a dedicated research assistant – Jane Arthur. This has proved invaluable in terms of managing the psychometric test training courses and being able to respond immediately to any requests for service as well as servicing contract work and promoting the Centre. A key feature of the Centre is the involvement of its PhD students, both in its research and consultancy activities and in the quarterly Centre meetings. During the year the Centre's projects have generated 1 publication, 12 conference papers and 2 posters at international, national and local conferences. Much emphasis is placed on collaborative working both internally at UW and externally. Typically, projects (delivered and bid for) have involved Sports and Exercise Science, Sociology, and a range of external collaborators (e.g. Universities of Aston, Leeds, Loughborough, Strathclyde, and the Leadership Trust, Ross-on-Wye).

Effort has continued to be expended this year on the active promotion of the Centre, through promotional marketing (such as mailshots, cold calls, advertising) in conjunction with the UW Business Development Office; personal interactions at networking events (e.g. Leadership Trust Forums, WBS Advisory Board, Beer & Partners and WBS joint Dragons Den Event, Women in Business Birmingham Event, CIPD Hereford and Worcester Branch events); promotional articles (Chamber of Commerce New Directions, Division of Occupational Psychology Newsletter 'OP Matters', CIPD Branch newsletter) and exhibitions (Qinetiq lecture at UW, Leadership and Management conference at UW, Division of Occupational Psychology Annual Conference). Whilst we have begun to establish ourselves within the region and have developed good relationships with local employers such as LG Harris, Bosch and SouthCo by demonstrating our key strengths; the

capability to carry out both applied academic research and knowledge transfer activities and the ability to engage multiple perspectives working across discipline boundaries, there is no doubt that the current economic climate has had an impact on companies willingness/capability to engage in 'development' work .

The Centre handed over the management of the SPHERE partnership(Shared Police and Higher Education Research and Enterprise) to the University Business Development Office in October 2008. The delivery of the National Firearms Courses in conjunction with West Mercia Constabulary now fall under the teaching activities of the Business School and Psychological Sciences respectively.

2. (a) Research Centre Staff

Name	Post	School/Division
Dr Jan Francis-Smythe	Director of Centre	Business School
Dr. Ann Bicknell	Senior Lecturer	Business School
Dr. Catharine Ross	Senior Lecturer	Business School
Dr. Gbola Gbadamosi	Senior Lecturer	Business School
Dr. Pamela Murray-Hopkin	Senior Lecturer	Business School
Dr Dorothy Yen	Senior Lecturer	Business School
Mr David Collier	Senior Lecturer	Business School
Ms Jane Arthur	Research Assistant	CP@W/ Business School
Mr. Matthew Jellis	Senior Lecturer	Psychological Sciences
Ms Catherine Steele	Lecturer and	Psychological Sciences
	KTI Fellow	CP@W
Ms Holly Andrews	Psychological Teaching and Research Technician	Psychological Sciences
Dr Adrian Coxell	Senior Lecturer	Psychological Sciences

(b) Staff Development:

Four workshops have been arranged for CP@W members this year in conjunction with the WBS HR group: two on practitioner article writing, one on using Survey Monkey and the third a 'WRaP party' to enable members to work together in an interactive session loading their publications on to the University document repository WRaP. This has proven beneficial both in terms of the specific learning outcomes gained from each session as well as providing good opportunities for networking.

3. (a) Review of Research Output and Dissemination

One focus for research output this year has been on contract research for hefce through the CONTACT Knowledge Exchange carried out by Jan Francis-Smythe, Ann Bicknell and Jane Arthur culminating in a report, a conference paper and an article selected to be reviewed for a special edition of the journal International Journal of Entrepreneurial Behaviour and Research. The project explored the continuing professional development needs of Knowledge Transfer Professionals in the West Midlands in order to enhance engagement in knowledge transfer (KT). Notably it explored, for the first time, ways in which KT brokers might be able to build on the enthusiasm and motivation of keen knowledge transfer academics to encourage more engagement amongst academics in general. This work followed on from earlier funded work by the Centre which explored the barriers, challenges and competencies needed by academics to engage in KT.

The Centre's research work on 'time', led by Jan Francis-Smythe, has progressed well this year through Andy Doyle's PhD work producing 3 conference papers and an article in the Leadership Trust's own publication. Helen Watts and Laurie Robinson have made very good progress with their PhDs and are now in the writing –up stage having produced 3 conference papers and a poster and two conference papers respectively.

Two conference papers were also produced as a result of the evaluation of the SPHERE student project model carried out by the Centre last year (Ann Bicknell and Jan Francis-Smythe) and Ann's work at Aston University on personality and student achievement (Ann Bicknell).

(b) Research collaborations

Prof. Ivan Robertson, Emeritus Professor of Work and Organisational Psychology at The University of Leeds and Managing Director Robertson-Cooper Ltd., Prof. Roger Gill, Visiting Professor University of Strathclyde Graduate School of Business, Professor Sharon Turnbull, Director of the Research Centre for Applied Leadership, Professor John Arnold, Professor of Organisational Behaviour, University of Loughborough, (Jan Francis-Smythe, Andy Doyle, Catherine Steele); Amanda Ingleby – Outreach and Widening Participation, Aston University (Ann Bicknell); John Dutton, Managing Director Consulting Tools Ltd. (Catherine Steele, Jan Francis-Smythe, Jane Arthur).

4. Discussion of Conferences Attended and Presentations

A highlight of the year for the Centre was the successful Leadership and Management Research Focus Event, which was organized by CP@W in conjunction with the Graduate Research School, and which attracted over 120 delegates including a large number of external guests. As well as chairing the event CP@W was also successful in having 2 papers and 2 posters accepted for the conference.

The Centre has supported 10 member attendances (3 international and 7 national) at 2 international and 4 national conferences this year as well as 3 University Worcester ones. Helen Watts presented a paper at the International Conference for Social Science in Turkey and the BASES Conference in London. Andy Doyle and Jan Francis-Smythe presented a paper in an invited symposium on time management at the European Association of Work and Organisational Psychology in Spain. This was a particularly useful conference as a network of international time researchers has now been set up which they have been invited to join. They also presented at the British Academy of Management Conference in Harrogate. Ann Bicknell has presented at the Engage HEI conference in Birmingham and the Society for Research into Higher Education Conference in Liverpool. A number of members have presented at the UW Leadership and Management Conference, the UW PDP conference and internal school research seminars.

CP@W once again exhibited in March at the Qinetiq lecture with their eye-catching 'Are you gambling with your people' stand. This was also exhibited at the Leadership and Management Research Focus event in May.

Two entries were submitted to the UW/Coventry Applied Research Competition (Jan Francis-Smythe and Catherine Steele) with presentations being made at the UW event.

5. Discussion of Consultancy Undertaken

The Centre (Ann Bicknell and Jane Arthur) carried out market research for a new CPD framework with the Chamber of Commerce. Through an e-survey and focus groups the potential for uptake of a new set of 'bite-sized chunks' of M Level modules with the target market in the region was assessed. Information gathered from this research allowed for the assessment of content preferences, delivery modes, price point, booking and administration preferences in order to facilitate the construction of the CPD framework and to review launch strategies.

Research support was provided to Aston University by Ann Bicknell for a facilitated group intervention looking at the impact of personality on student study behaviours. The Centre provided the expert knowledge to run a number of group development sessions with mature and non-traditional student encouraging them to reflect on what other factors (in addition to ability) create the potential to succeed in HE. Evaluation data suggested that students find the sessions powerful in highlighting strengths and development needs in relation to the effect of personality on study behaviours. A paper was presented at the Society for Research in HE conference and there is currently interest from a journalist looking to publish a piece on this in the national press. Additionally, the Centre provided a psychometrics based team communication event for the Student Support Department at Aston University.

The Centre (Ann Bicknell and Jane Arthur) conducted market research for the information security sector through a training provider review and e-survey to evaluate the viability of developing consultancy or products in the Information Security area, a growing national issue. Respondents from SMEs in the region provided information as to levels of awareness, education needs in relation to legal guidelines, the extent to which this was becoming 'an issue' for them in their business and whether they would be interested in further contact on this topic. A seminar/workshop for external delegates and a focus group are planned to be delivered in the coming year.

Level A Psychometric test training has been successfully delivered to 8 delegates this year; 3 of whom have completed our newly accredited distance learning program. Additionally, Level B test training has been delivered to 3 delegates. The psychometric test training has been managed by Jane Arthur and delivered by Ann Bicknell, Catherine Steele, Andy Doyle, Helen Watts, Jane Arthur and Jamie Miller. Five members of the Centre have also contributed to the development of two modules in the Business School 'Leading to Excellence' program.

6. Discussion of Funding Applications

Three successful and one unsuccessful funding applications have been submitted this year. The first successful one came about as the result of a series of meetings with the Leadership Trust where we shared and pooled a number of research idea possibilities based on the interests of CP@W members. The one chosen to be pursued explores leadership success and failure after appointment to precarious leadership positions and arose from Jan Francis-Smythe's interest in the 'Glass Cliff' phenomenon. Jan, Catherine Steele and Jane Arthur are now taking this forward with Prof. Sharon Turnbull from the Leadership Trust and having submitted a successful outline application to Leverhulme are now preparing to submit a full application by December 2009. Gbola Gbadamosi and Jan Francis-Smythe have successfully attained a further fully-funded PhD studentship for the Centre exploring false performance as ethical behaviour, with the newly appointed student due to start in Sept.2009. Finally, Catherine Steele and Jan Francis-Smythe have successfully secured the first stage of an UW Innovation Grant for commercialization of the Career Competencies Indicator, a psychometric instrument developed as part of Sandra Haase's recent doctoral work in the Centre. Further second stage funding will be bid for at the start of academic year 09-10.

The unsuccessful bid was very disappointing as much work and time had been expended in its development. The Centre was approached through the Business School Business Development Office to collaborate with Beer and Partners to attract funding to explore barriers to Women Business Angel Engagement in the West Midlands region. After developing the proposal and gaining full support from key stakeholders, an initial 'green light' was given by AdvantageWest Midlands only to be rejected at a later meeting.

This has been an interesting year in terms of bidding for funds, one we certainly have much to learn from. Reflections suggest some caution needs to be exercised in expending too much energy in applying for less well-defined 'monies'.

7. Record of Income and Expenditure

CP@W generated a total income of £43591 in 2008/2009. Expenditure including overheads totalled £32404 giving a surplus after Centre overheads adjustment of £11187 which together with the previous years surplus of £39473 led to a total surplus of £ 50,660 at end of August 2009. This surplus has secured the continued appointment of our fixed-term full-time research assistant for the next academic year. The Centre also had 2 match-funded PhD studentships during 08-09 which contributed to University income but which is not attributed to the Centre.

Dr. Jan Francis-Smythe, Director, November 2009

Appendix to CP@W Annual Report

Research Centre Post-graduate Students

Name	Title of Project	Funding Source
Catherine Steele - PT writing up- DOS: JFS- Sup: MJ, Prof. John Arnold-Loughborough	Measuring Career Anchors and Investigating the Role of Career Anchor Congruence	UW
Andrew Doyle - FT Year 3 DOS: JFS- Sup: MJ, Prof. Roger Gill-Strathclyde	The conceptualization and evaluation of a leader's Temporal Intelligence.	UW
Helen Watts - FT Year 3- DOS: JFS- Sup: DU, DP	Membership Retention in the Health and Fitness Industry: A Predictive Model	UW and WellWithin
Laurence Robinson - PT Year 5- DOS: CR- Sup: JFS, Prof. Jacky Swan, -Warwick	The appropriation of ideas, theories, concepts and models by management practitioners.	Self
Yin Fenghua FT- Year 3- DOS: CR- Sup: MJ Prof. John Child, Univ. Bham.	A barrier or an adapter: role of Chinese value in leading Chinese non-management training convergent or divergent towards Western modes	Self
Holly Andrews PT- Year 2- DOS: MJ- Sup: JFS	Exploration of the influence of psychopathic traits on career interests, vocational behaviour, career choice and development	UW
Jamie Miller Ft- Year 1- DOS: JFS- Sup: AB	Hedonomics in the Decorating Industry: What makes these Tools Compelling?	Harris Ltd. / UW

Research Outputs (chronological order)

Francis-Smythe, J.A. Bicknell, A. & Arthur, J.A. (2009) Enhancing Regional Engagement Through Further Developing Knowledge Transfer Professionals (KTPs). Report prepared for the CONTACT Knowledge Exchange - hefce. July 2009.

Doyle, Andrew and Francis-Smythe, Jan (2009). Temporal Intelligence. 14th Conference of the European Association of Work and Organisational Psychology. May 13th. Santiago de Compostela.

Doyle, Andrew and Francis-Smythe, Jan (2009). Time in Leadership and Management. Research Focus Conference on Leadership and Management, May 19th. University of Worcester.

Watts, H.N., Francis-Smythe, J., Upton, D. & Peters, D. (2009) "How managers can predict customer retention rates through psychological profiling" Poster presented at the Leadership & Management Conference, University of Worcester.

Robinson, L.; Ross, C. & Francis-Smythe, J. (2009). Why theory cannot be the common currency of the managerial economy, presentation of research findings as part of the Worcester Business School academic seminar programme, University of Worcester, 19th November, 2008.

Robinson, L.; Ross, C. & Francis-Smythe, J. (2009). The appropriation of theories, ideas, concepts and models by management practitioners, presentation at the Leadership & Management Research Focus One Day Conference, University of Worcester, 19th May 2009.

Andrews, H. J. Jellis, M., Francis-Smythe, J., & Coxell, A. (2009). Everything in moderation? A review of the organisational success of individuals with personality dysfunction. Research Focus Conference on Leadership and Management, May 19th. University of Worcester.

- Bicknell, A., Francis-Smythe, J. & Arthur, J. (2009). Case studies in knowledge transfer: De-constructing the entrepreneurial academic. Paper presented at the engage HEI conference, May 2009, Birmingham City University.
- Bicknell, A. & Francis-Smythe, J. (2009). Promoting graduate employability with the SPHERE student projects model. University of Worcester *Personal Development Portfolio Conference*, January.
- Bicknell, A. & Francis-Smythe, J.A. (2008) Re-launch of the SPHERE student projects model to promote employability skills in students and knowledge transfer competencies in staff: What are the challenges? Society for Research into Higher Education Conference Dec. 2008. Liverpool.
- Bicknell, A. & Ingleby, A. (2008) Potential 2 Succeed: Pilot of a group development intervention based on personality preferences. Society for Research into Higher Education Conference Dec. 2008. Liverpool.
- Watts, H.N. & Francis-Smythe, J. (2008, September). "Membership retention in the fitness industry: The development and validation of a predictive model". Paper presented at the BASES Annual Conference, London.
- Doyle, A. & Francis-Smythe, J.A. (2008) Development of the Temporal Intelligence Questionnaire'. Proceedings of British Academy of Management Annual Conference, Harrogate. September 2008.
- Watts, H. & Francis-Smythe, J.A. (2008) "Membership retention in the fitness industry: A qualitative study and the development of a predictive model". Proceedings of the International Conference for Social Science. Izmir, Turkey August 2008. ISSN: awaited.

Conferences Attended

- 14th Conference of the European Association of Work and Organisational Psychology. May 13th. Santiago de Compostela. JFS and AD
- Leadership & Management Research Focus One Day Conference, University of Worcester, 19th May 2009. JFS, LR, AB, AD, HW, JA, MJ, CS, DC, PM, DY
- Engage HEI conference, May 2009, Birmingham City University. JFS and AB
- Society for Research into Higher Education Conference Dec. 2008. Liverpool. AB.
- PDP Conference UW – Dec.2008 AB
- Leadership Trust Forum –Public Sector Leadership– October 2008. JFS
- BASES Annual Conference, London. HW
- British Academy of Management Annual Conference, Harrogate. September 2008. JFS and AD.
- International Conference for Social Science. Izmir, Turkey August 2008

Research/KT Funding Applications

Successful

- Does gender really matter in the board room? New insights into leadership success and failure. Outline bid submitted to Leverhulme Dec 2008. £101,640. Invited to submit full bid.
- Innovation Grant – UW for market research related to commercialization of the Career Competencies Indicator.
- Fully-funded PhD studentship UW - False performance as ethical behaviour: its role in performance evaluation and work relationships – GG and JFS

Unsuccessful

- Exploring The Barriers to Women Business Angel Engagement – bid submitted in collaboration with Beer and Partners to AWM, May 2009.
- Mini-KTP with BDS
- HEA Psychology grant
- Hydratight Dudley – Level A test training
- Jaguar Land Rover – Level A test training
- WMLGA – Level A test training