



**University
of Worcester**

Worcester Business School

Worcester Business School

Annual Research and Knowledge Transfer Report, 2007-08

General Overview

The year 2007-08 saw a marked upturn in the level of research and knowledge transfer activity undertaken by members of the Business School. A great deal of new work was initiated by Tim Maxfield, who has now assumed the dedicated role of Business Development Manager on behalf of the School. Assisted by Stewart Speake, Tim has brought forward a range of knowledge transfer activities, including the creation of a new CPD initiative "Leading to Excellence". Dr Colin Price and Richard Henson also take credit for winning awards in the area of knowledge transfer.

During the year, the School hosted its inaugural Annual Lecture, delivered on the theme of "Leaders are Made not Born" by Dr Frank Dick OBE, former coach to the British track and field Olympic team. A number of other public events were hosted, including sponsored Dragon's Den competitions and e-business support sessions for local business organisations.

The Centre for People at Work (CP@W) under its Director, Dr Jan Francis Smythe, engaged in numerous activities, highlighted in its annual report. The Centre continues to operate as a focal point for the research degree students of the Business School, two of whom were awarded PhDs during the course of the year.

A number of new members of staff were appointed to strengthen the School's research profile. Dr Dorothy Yen and Dr Joanne Kuzma both bring new areas of research activity to the School, and three of the new members, Klaus Oestreicher, Christian Schnee and Ian Kenny, are close to completing their doctorates.

The Business School Research Committee, under the Chairmanship of Research Director Professor Howard Cox, continued to develop the research activities of the School, with a research strategy being put in place during the year. The Research and Knowledge Transfer Committees have now merged and are in the process of further developing the School's Knowledge Transfer activities. An important initiative is now to develop strong subject groups in order to create appropriate communities of practice that can drive the Business

School's research and knowledge transfer agenda as it prepares for the move to the new city centre campus during 2009-10. A list of Business School staff forms Appendix I to this report.

Research Centre Activity

Appended to this report is the Annual Report 2007-08 of the Business School's Research Centre. The Centre for People at Work (CP@W) is based in the Business School and is a joint collaboration Business and Psychology and Health Sciences. The Director of the Centre is Dr Jan Francis-Smythe, a full-time member of staff of Worcester Business School. The Centre manages the SPHERE partnership which is a long-term collaborative project with West Mercia Constabulary. It is an important focus for the development of the Business School's group of doctoral students, with three successful completions and a further five dissertations at various stages of development. During the year the Centre has undertaken a range of consultancy projects with both new and established partners, and has successfully introduced a CPD programme based on psychometric testing. Income in 2007-08 amounted to £48,869.

Research Activity and Output

All members of Worcester Business School's academic staff engage in advanced scholarly activity. The following paragraphs outline some of the area of research output during the course of the year.

Dr Catharine Ross and Dr Gerry Palmer have continued to develop their British Academy funded questionnaire and interview-based research project on micro unions. Dr Ross has also collaborated with her successfully completed doctoral student, Sun Xiao, on a paper entitled "The Training of Chinese Managers" which has been accepted for publication by the *Journal of Chinese Economics and Business Studies*. In addition she has co-authored a paper with Dr Gbadamosi analysing the issue of performance appraisal based on evidence from Botswana for submission to the *Employee Relations* journal.

Dr Colin Price has developed a number of research outputs relating to his Medici Fellowship and Knowledge Transfer grant. Key outputs have been produced concerning the application of commercial computer game engines to the teaching of physics, including a paper published in the journal *Physics Education*, a presentation to delegates at the European Conference on Game-based Learning and a forthcoming paper in the *Journal of Computers in Human Behaviour*. Other outputs include a collaborative paper with Russian colleagues forthcoming in the *Journal of Biological Systems* and a paper produced for the Proceedings of the IASTED WBE 2008.

Dr Dorothy Yen, a newly appointed member of staff, published a paper relating to her doctoral thesis awarded by the University of Leeds on Chinese-Western Business to Business Exchanges in the journal *Total Quality Management*.

Dr Gbolahan Gbadamosi continued to develop his research into management issues in an African context. Papers were published in the 2008 conference proceedings of the Academy of International Business, the Global Business and Technology Association, and the International Academy of African Business and Development. He has also worked in collaboration with Dr Carl Evans in the area of personnel managers' perceptions of continuing professional development and with Dr Catharine Ross on the issue of performance appraisal.

Professor Howard Cox published a new paper relating to his research on the Tobacco Securities Trust in *Business History*, and had a paper relating to British American Tobacco published in the journal *Management and Organizational History*. An earlier paper published in *Business History* on British American Tobacco in China was translated into Chinese and re-published in the journal *Modern China* by the Shanghai Academy of Social Sciences. His work on the popular magazine industry resulted in the publication of a paper in the journal *Technology Analysis and Strategic Management*, co-authored with Dr Simon Mowatt of AUT University in New Zealand. This work also formed the basis for conference presentations at the annual meetings of the European Business History Association at the University of Bergen, Norway, the British Academy of Management at Warwick University and the UK Association of Business Historians at Birmingham University. During the course of the year Professor Cox was elected as a Fellow of the Royal Historical Society in recognition of his contribution to the area of Business History during the past 20 years.

Dr Joanne Kuzma published a paper relating to her doctoral thesis dealing with the determinants of consumer trust in electronic commerce.

John Colvin gave papers relating to his research on the impact of learning technologies on learning and teaching for the Workshop on Constructive alignment and for LILAC 2008.

Sue Barnes, John Gardener and Simon Quigley presented their experience of student induction sessions organised by the Business School at the Higher Education Academy Annual Conference in Liverpool, as well as at two events at the University designed to promote Lifelong Learning and Student Support.

Mark Richardson and Dr Carl Evans, with support from John Gardener and Marilyn Hunt, have produced a range of articles designed to transfer knowledge to professional managers. These have comprised a number of on-line papers for the *Journal of the International Professional Managers Association*, *E-Manager* and *Midlands Excellence*. A series of papers have also been published by Mark Richardson and Carl Evans in the *British Journal of Administrative Management* dealing with the themes of "Strategy in Action" and "How to Prepare and Manage a Budget".

Richard Henson presented a paper at the Higher Education Academy ICS Conference on recruitment which looked at ways of attracting new students. He also attended a number of conferences and networking events in support of his KTI Fellowship in Information Security.

Dr Pamela Murray-Hopkin presented a paper on Performance Leadership at the International Conference on Human Resource Development and Research Practice across

Europe held at the University of Lille, which is currently under consideration for a special issue of the journal *Advances in Human Resource Development*.

Dr Joanne Kuzma, another of the School's newly-appointed members of staff, co-authored and presented a paper on the Determinants of Consumer Trust in Electronic Commerce at the Annual Conference of the International Academy of Business and Economics held in Las Vegas, which was subsequently published in the *Review of Business Research*.

Four members of staff, Klaus Oestreicher, Christian Schnee, Ian Kenny and Richard Henson are currently engaged in doctoral research.

During the course of last year Gbolahan Gbadamosi and Shashi Misiuri gave presentations of their work in staff seminar sessions organised by the Business School Research Committee. Visiting speaker Professor John Hillman of Trent University, Ontario, gave a presentation to staff and Masters students on the rise and fall of the international tin cartel.

Publications, 2007/08

n.b. Worcester Business School Staff and Research Students appear in **bold type**

- 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.** and Mowatt, S. (2008) "Technological Change and Forms of 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) "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.
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- Cox, H.** (2007) "Review of Letto-Gillies, G. Transnational Corporations and International Production: Concepts, Theories and Effects" *Long Range Planning*, Vol. 40, No.4, pp.630-2.
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- 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 Gbadamosi, G.** (2008) "Recruiting Managers with the Lure of CPD", *International Journal of Business and Management*, Vol. 3, No. 7, pp. 117-120.
- Evans, C. and Richardson, J. M.** (2008) "How to Justify Capital Expenditure", *E-Manager*, May, Issue 3 [cited on 31st May 2008], <http://www.instam.org/emanager>
- Evans, C. and Richardson, J. 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, J. M.** (2008) "How to Give an Effective Presentation", *E-Manager*, February, Issue 1. [cited on 29th February 2008], <http://www.instam.org>
- Evans, C. and Richardson, J. 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>
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- Francis-Symthe, J. A.** (2008) "Enhancing Academic Engagement in Knowledge Transfer Activity in the UK", *Perspectives: Policy and Practice in Higher Education*, Vol.12, No.3, pp.68-72.
- Francis-Smythe, J A., Haase, S. and Mirza, M.** (2008) "Exploring Reasons For Unequal Representation Or Complaints Against Police Officers Between WMC Divisions." Report to West Mercia Constabulary.
- Gbadamosi, G.** (2008) "Identifying behavioural correlates and predictors of false performance in Botswana", in Cantwell, J. & Kiyak, T. (eds.) *Knowledge Development and Exchange in International Business Networks, Proceedings of the 50th Annual Meeting of the Academy of International Business*, East Lansing MI: Academy of International Business, [June 30 – July 3, Milan, Italy].
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For a list of conference presentations and attendance please see Appendix II.

Income for Research and Knowledge Transfer

Internal Funding for KT Activity

WBS was successful in attracting KT funding through the KT Grants scheme operating at UW, £3,000 was acquired to support an extension to an Index funded consultancy in the area of video streaming and materials production for a Birmingham based recruitment agency. A further £2,000 was acquired by MEDICI Fellow Dr Colin Price to support a market research exercise essential for the commercial development of his Serious Gaming applications. Richard Henson was awarded a KTI Fellowship to undertake research in the area of security of electronic data

A sum of £3,700 was acquired from the Lifelong Learning Network to support the developments of the Leading to Excellence Programme, aimed at senior managers and Directors in SMEs and other organisations. This was later supplemented by a further Big Project grant of £15,000 designed to engage busy employers in CPD activity. Part of this funding was used to establish a number of focus groups of employers facilitated by H&W Chamber of Commerce to inform the development of the Leading to Excellence programme. A further £3,700 was acquired from the LLN to support the validation of a BA Honours Leadership & Management top-up programme which will be used to develop further products aimed at specific employer groups and professional bodies e.g. the Institute of Payroll Professionals.

External Funding

WBS completed two Index Consultancy projects during 07/08 (see above). The second of these projects involved advice and guidance upon the production of a business plan belonging to a client who intends to develop a Worcestershire based WiFi network. A further £2,000 of funding came from sponsorship by Southco and Clydesdale Bank for the Annual Business School Lecture. During the summer of 2008, WBS tutors organised and delivered a Language Support Programme for business tutors from Halmstad University which generated approx £23,000. During the course of the period WBS prepared external funding bids for a number of projects that proved unsuccessful;

- Bid to UKTI to develop the capability of the organisation in engaging with commercial clients. Had the bid been successful, 150 training engagements would have been achieved over a 3 year period bringing in approximately £200,000.
- Business Link East Midlands, this involved sponsorship of the development of a client focused software tool to improve the strategic thinking of SME's. The bid was for £200,000 and an EU bid will be pursued on this theme in 08/09.
- ICT Cluster bid this was presented to AWM as a strategy for encouraging and supporting innovation in SME's within the West Midlands region. If successful the bid would have generated £900,000 over a two year period.

The Business School was successful in tendering to become a preferred provider of Leadership & Management development to the Welsh Development Agency. This should generate opportunities in 08/09.

John Colvin successfully applied for a grant for £500 from the ICS Subject Network of the HE Academy for a project entitled “How and by whom should Information Literacy Programmes be delivered?”

Professor Howard Cox made a joint application to the ESRC for £332,561.85 with colleagues from Birmingham University, Middlesex University and Greenwich University. The project title was “ The internationalisation of British SMEs: The role of relationships and trust-building”. Unfortunately the bid was not successful.

Research Degree Students

During the course of the year two students, Sun Xiao and Sandra Haase, successfully completed their examinations and have now been awarded Ph.D.s. Laurie Robinson completed his transfer from M.Phil. to Ph.D. Fenghua Yin and Steven Kort completed the RDB1 registration process.

Worcester Business School Research Students as at Sept 2007

<u>Student</u>	<u>Status</u>	<u>DoS</u>	<u>Internal supervisor(s)</u>
Sun Xiao*	F/T	C. Ross	J. Francis-Smythe
Sandra Haase*	F/T	J. Francis-Smythe	C. Ross
Catherine Steele*	P/T	J. Francis-Smythe	C. Ross
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

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

Two successful applications were made to the University’s Research Scholarship scheme. Jan Francis Smythe obtained a matched funding award in the area of hedonomics and manufacturing (co-funder L.G. Harris & Co.) and Howard Cox was awarded a fully funded scholarship to explore the decline of the carpet industry in Kidderminster, which will utilise the archive collection of the Carpet Museum Trust.

Research and Knowledge Transfer Activities and Collaboration

List of events 07/08

During the course of 07/08, two events were organised with Midlands Excellence (those were Nov 07, May 08) in the area of Growth Strategies (WBS case study, Mark Richardson) and Carbon Emission and Business Strategy (Nigel Hardiman), there were approximately 25 attendants at each workshop. There were two events organised in conjunction with UKITA

and the National B2B Centre at Warwick University in the area of Customer Relationship Management and E-Marketing Strategy (October 07 and March 08). These work shops were re-run at Warwick University in Sept 07 and Feb 08. There were approximately 35 attendants at each work shop. These workshops will continue in 08/09 as part of the EB4B initiative which was funded by AWM to the tune of £6,000 in 07/08, with a further £2,000 for 08/09. In February 08 we hosted an inaugural Dragon's Den event with Beer and Partners Ltd; this was attended by 80 delegates and will continue in 08/09. In January 08 the Bank of England Representative, Mr John Bartlett presented to a group of IoD members and WBS PG students regarding the work of the Bank of England and the preparation of information used by the Monetary Policy Committee, there were 50 people in attendance. In April 08 WBS hosted its inaugural Annual Lecture with a key presentation by Dr Frank Dick on the theme of Leadership. A hugely successful event attended by 120 people.

Work with Professional Bodies and Related Organisations

During 07/08 discussions have taken place with a range of professional bodies including;

- CMI – involving dual accreditation and centre approval linked to the GCLM programme to be delivered to Housing Trusts in 08/09. The decision was also taken to pay subscriptions for part-time MBA students to become associate members, and for a joint event to be delivered in 08/09.
- ILM – involving potential dual accreditation of the PG Applied Coaching and Mentoring Practice module, associated with the ILM Level 7 award in Executive Coaching and Mentoring. Discussion also took place concerning contributions from key WBS personnel (Dr P Murray-Hopkin) in the area of Leadership Research.
- CIPD – involving potential collaboration around joint events and professional recognition of awards
- CIM – involving potential dual accreditation of existing awards.
- IoD - involving joint events, mentoring of business undergraduate students by IoD members, membership of the IoD's education committee.
- FSB – Involving joint events, sponsorship of UG prizes, support in promotion of WBS events.
- West Midlands Excellence Network – involving joint events, promotion of WBS events, funded places on WMEN Excellence Champion Programme and application for the Investors in Excellence Award.
- CFE – involving application for training standards recognition.
- UKITA – involving joint events and external funding bids.
- IPMA (International Professional Managers Association) – involving guidance on quality management systems.
- ABE (Association of Business Executives) – involving accreditation discussions.

In addition WBS has been in discussion with the Rail Alliance which represents stakeholders in the Rail Industry regarding an MBA for the Rail Industry. In addition discussions have taken place regarding partnership approval of Business Development Services (Europe Ltd), a small training provider offering courses to the Automotive Sector in relation to accreditation and a tailored MBA for the Automotive Industry.

How Research and Knowledge Transfer feeds into Teaching

In WBS, teaching staff have provided numerous examples of research- and knowledge transfer-led forms of learning and teaching. The nature of these activities demonstrates a broad range of teaching approaches. Many of these involve applications of the member of staff's own research activities as an element of the curriculum. One frequently cited example involves the application of case study research to the learning and teaching process. Research undertaken into voluntary organisations has been used to consider diversity management in this sector as an element in the teaching of Human Resource Management. Research on forms of management in UK-based Japanese companies (including field visits to local firms) has been used to support teaching in the Principles and Practice of Management. A staff-authored text dealing with Heritage Marketing has provided material for Marketing Communications exercises, and a detailed study of the consumer magazine industry has provided the basis for exercises in Business Strategy. Behavioural forms of research have also proved to be valuable in supporting the learning and teaching process. Research in robotics has been used to conceptualise a level 6 Object-Oriented programming module. Work undertaken examining the significance of the concept of social networks for Marketing has been in terms of their potential application in the promotion of new products. Research into charlatan behaviour and performance evaluation has been used to explore the impact of specific employee behaviour as it impacts on employee commitment and productivity.

As well as the application of conventional academic research, WBS staff also use their practice-based experience to enhance the learning and teaching process. Examples of such practice-based teaching approaches have also been cited in a variety of applications. Research into good practice in relation to the benefits and management of placements led to the launch of a Work Placement Programme, together with supporting materials and relationships with other practitioners. Consultancy-based experience in the area of Services Marketing has enabled practical issues of developing quality/satisfaction constructs to be employed on courses dealing with Relationship Marketing. In the teaching of Finance, practical experience of the work of professional bodies has been used to disseminate latest best practice and regulations, whilst an investigation into market place developments and changes in respect of corporate public share ownership has informed teaching in the funding of Small and Medium-sized Enterprises. Experience of strategic audits has been employed to facilitate an analysis of business strategy for students engaged in post-experience MBA Strategy modules. Staff have also used their own published and on-line reviews of company's activities to provide exercises in the area of Operations Analysis, again linking these to the practices of the professional associations.

Teaching approaches adopted by WBS staff afford a wide range of opportunities to apply research-based forms of student learning. Post-graduate computing students are required to undertake focused research and present a conference paper to their peers and WBS academics. In the area of Financial Management, students are required to investigate a chosen company on the stock market for a group report and a different company for an individual report. Students are also required to go online and research sources of funding for small businesses (e.g. Business Angel Websites) and evaluate the strengths and

weaknesses. In the area of Marketing, students are required to submit 'marketing reports' and 'market presentations' after having researched a product of their choice and its profile. Such market reports can involve research, for example in relation to the operation of farmer's markets. Exercises in Strategic Analysis require students to engage in environmental scanning and database research in order to identify the key factors that affect competitive activity in a chosen industry. In Personal Development modules, students undertake research into potential areas for their futures careers, and organisations in which they may become employed.

Students are progressively taught to apply research-informed methods as they develop their approaches to learning. For example, first year undergraduates receive sessions on information sources, evaluating sources, integrating material and referencing – this is underpinned by research in Information Literacy carried out by a WBS academic and a senior member of staff from Information Library Services. Second year students studying Economics are provided with guidance in the use of the Business Source Elite database of electronic journals. All final year students are required to research an Independent Study and are equipped to do this through completion of a module in Research Methods. More generally, at final undergraduate and postgraduate level teaching, students who are required to engage in research-informed tasks, such as data gathering, are given guidance on primary research, validity and presentation. Specific research methodologies, for example observational research, are also taught as an aspect of specialist subjects.