CERIC
Centre for Employment Relations Innovation & Change

UNIVERSITY OF LEEDS

Delegate Handbook

2017 Centre for Employment Relations, Innovation and Change (CERIC) Doctoral Conference
'The Employment Relationship'

#cericphd2017

Wednesday 10 May 2017

Maurice Keyworth Building
Leeds University Business School
University of Leeds

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2017 Centre for Employment Relations, Innovation and Change (CERIC) Doctoral Conference

Date: Wednesday 10th May 2017

Venue: Rooms 1.01 and 1.02, Maurice Keyworth Building, Leeds University Business School

PROGRAMME

09:00 – 09:45	**Registration and Coffee** **Venue**: 1.01 Maurice Keyworth Building
09:45 - 10:00	**Opening and welcome** Professor Chris Forde, CERIC Co-director, Professor of Employment Studies, Leeds University Business School
10:00 – 10:30	**Keynote** Professor Andrew Charlwood, Head of CERIC, Professor of Human Resource Management, Leeds University Business School
10:30 – 11:30	**Session 1**
	Chair: Chris Forde **Venue:** 1.02 Maurice Keyworth Building
	Mengyi Xu (Keele University) *Preliminary findings on the Work-life balance of urban white-collar workers in Chinese SOEs*
	Anna Ozimek (University of Leeds) *Post-feminist sensibility in videogame work*
	Juliet Kele (University of Leeds) *Face of the firm: Aesthetic diversity*
11:30 – 11:45	**Comfort Break**
11:45 – 12:45	**Session 2**
	Chair: Charles Umney **Venue:** 1.02 Maurice Keyworth Building
	Sinead D'Silva (University of Leeds) *Making sense of employable Mathematics and Physical Science graduate selves*
	Marina Boulos (University of Leeds) *Whose job is it anyway? Trade Unions and Stress Management*
	Fuk Ying Tse (Warwick Business School) *Agreeing on the Wage: the Imposition of Wage Systems on the Shop Floor in a Chinese Context*

Time	
12:45 - 14:15	**Lunch & Networking** **Venue:** 1.01 Maurice Keyworth Building
14:15 – 14:45	**Poster Presentations**
	Chair: Meenakshi Sarkar **Venue:** 1.02 Maurice Keyworth Building
	Cheryl Hurst (University of Leeds) *Analysis of Current Techniques to Increase Gender Diversity*
	Moinul Islam (Middlesex University) *The impact of microcredit on health outcome in rural Bangladesh*
14:45 – 15:45	**Session 3**
	Chair: Frederike Scholz **Venue:** 1.02 Maurice Keyworth Building
	Helen Waite (University of Lancaster) *Careering through Change: the role of Personal, Organisational and Societal Context within Careers*
	Matthew Cole (University of Leeds) *Experiential Commodities, Experiential Labour*
	Nadine Gloss (University of Leeds) *Precarious Legality: Mobilisation and Representation of Sex Workers in Germany*
15:45 – 16:00	**Coffee break**
16:00 – 17:00	**Session 4**
	Chair: Jo Cutter **Venue:** 1.02 Maurice Keyworth Building
	Bo-Yi Lee (King's College London) *Decision-making Process and Variations of Human Resource Strategies and Job Quality*
	Sherif Youssef (University of Leeds) *In Search of the Entrepreneurial State in the North of England: Towards a clear policy for early stage Entrepreneurs and 'Local' Economic Growth*
	Zhonglin Liu (Keele University) *The Role of Strategic human Resource Management in Cross-border Merger and Acquisition: A case study of a German multinational company in China*
17:00 – 17:30	**Awards and Closing** Professor Mark Stuart, Montague Burton Professor of Human Resource Management and Employment Relations, Director of CERIC

Abstracts

Anna Ozimek (University of Leeds)

Post-feminist sensibility in videogame work

The problem of gendered occupational segregation in the videogame industry has been widely discussed in academic and professional literature (e.g. Prescott and Bogg, 2014; Pugh, 2014). This problem is often addressed as difficulty in achieving greater inclusivity in the industry and challenging working conditions in the industry, which are broadly associated with stereotypical perspectives on connections between gender and technology, especially in relation to videogame consumption and participation in computer science programs (e.g. Prescott & Bogg, 2013). These discussions focus on problems with working conditions in the industry such as gender pay gap, the culture of long working hours and underrepresentation of women in creative occupations (e.g. Prescott and Bogg, 2014).

Drawing on analysis of 44 in-depth interviews with Polish videogame practitioners, I will discuss problems with gender inequalities through the/a perspective of postfeminist sensibility. Post feminism sensibility is defined, following Gill et al. (2016:5), as 'the empirical regularities observable in contemporary beliefs about gender'. This critical analytical perspective can be useful in discussing gender issues in the videogame industry as it is interconnected with ideological implications of neoliberal capitalism and individualism discussed in literature about videogame industries. This perspective addresses issues beyond discussing gender inequalities in the industry in terms of relations with gaming cultures or difficulties in achieving work-life balance. It also allows researchers to present participants' 'common sense' understandings of these issues which can be not only more contradictory and complex but present also a copying strategies of women working in male-dominated industries. The discussed findings are based on analysis of 44 in-depth interviews with Polish videogame practitioners.

Bo-Yi Lee (King's College London)

Decision-making Process and Variations of Human Resource Strategies and Job Quality

Why firms differ in their human resource (HR) strategies and job quality? Existing literature mainly examine factors such as globalization, technology, national and sectoral institutions, firms' competitive strategies, and ownership structures. However, these studies tend to view them deterministic and ignore agency enabling managers to respond differently. We must investigate how managerial cognitive framework guides managers to formulate and implement HR strategies.

In this study, we apply the theory of institutional logics to reveal the decision-making process and explain variations between firms. By definition, institutional logics are rules of actions, interactions, and interpretations that constrain and enable actors to make decisions. However, existing literature tends to focus on western society; we must see whether it fits other contexts. Moreover, most of these studies consider how two incompatible logics compete in a particular context, rather than how a multiplicity of logics is interpreted and reconfigured. Lastly, there are less attention paid to the process which actors understand and respond to institutional logics.

In sum, this study is going to conduct interviews with managers who have formulated and implemented human resource strategies to answer:

(1) What are the institutional logics available for managers?

(2) What are the institutional logics which managers tend to use? Why do they use certain kinds of logics?

(3) What is the process of reconfiguring different logics?

(4) What problems and solutions are shaped and what social identities, goals, and schemas are then activated because of certain kinds of institutional logics?

Due to the data accessibility, this study focuses on Taiwanese for-profit firms' managers in one or two sectors. By generating and analyzing data from these interviews, we will reveal the decision-making process and explain variations between managers.

Cheryl Hurst (University of Leeds)

Analysis of Current Techniques to Increase Gender Diversity

Despite recent progress, women still only make up 26% of the members of the corporate boards of FTSE 100 companies. Of these 100 companies, only 20 of them have women holding executive directorships. It is not simply an issue of availability or qualifications; there are more women in professional and managerial positions than ever before, with women closing the education gap and surpassing the number of men in tertiary education. Still, barriers remain that prevent women from being represented at the top rungs of the corporate ladder. Recent literature has challenged previous notions of men having abilities more suitable for these high positions, highlighting that the barriers exist in the gendered nature of the educational courses taken, career paths, and constructed ideas of competence. While researchers and equal rights activists have focused on intervention methods such as specific quotas or voluntary targets, the present study focuses on the gendering of these intervention methods through formal and informal organizational discourse. The specific gendering of organizational settings varies greatly and can include: recruitment techniques, working hours, measures of success, and boardroom culture. Using Critical Discourse Analysis (CDA), this study considers how discourse produces and

legitimizes gender stereotypes and gendered organizational culture by focusing on gender equality techniques as they are represented, understood, and perceived by members of organizations within the UK. By concentrating on this very specific aspect of the employment relationship we can begin to understand the role of discourse in female underrepresentation. CDA will aid in uncovering trends in how members discuss appointment processes, laws/policies, negative/positive language surrounding diversity management, and formal/informal understandings of specific techniques. An in-depth understanding of the role of discourse in power relationships will help work towards the elimination of attitudinal and structural barriers that women experience in organizational settings.

Fuk-Ying TSE (Warwick Business School)

Agreeing on the Wage: the Imposition of Wage Systems on the Shop Floor in a Chinese Context

This research investigates how wage systems are designed, implemented and challenged on the shop floor in China. Previous literature focuses on developed economies where collective bargaining mechanisms are well-established. China presents a scenario where wage demands of workers or the management do not necessarily converge on a collective basis. In a non-union setting, there is not an industry-wide or region-wide collectively bargained foundation of wage level on which workers could further build up their wage demands at the plant level, which sets a very different context of wage determination for workers from past researches.

I aim at enriching wage determination literature by introducing a labour process perspective, which highlights wage as an area of contestation between the management and workers. The imposition and execution of wage systems shows employers' attempt in obscuring the extraction of surplus value in the production process. Workers' experience in the labour process, which involves managerial control, consent and resistance, either helps legitimise the wage system, or gives them insights on how it could be challenged under various constraints, such as personal capacity, workplace structure and institutions laid out in the employment relationship, as well as shop floor dynamics.

To study this, a comparative case study is conducted. I compare wage systems and how workers understand them in 3 privately-owned auto parts factories, for which the location, industry, product market and skill level of workers are taken under control. Data collection methods include in-depth interview with HR managers and workers, as well as participant observation on the shop floor and industrial zones.

Helen Waite (University of Lancaster).

Careering through Change: the role of Personal, Organisational and Societal Context within Careers

This research contributes to academic debate around the changing dynamics of work and employment, and specifically the conference theme 'the Employment Relationship', by developing understanding of the processes of 'careering', particularly with reference to instances of change within individuals' careers. The research focuses upon understanding individual career paths by studying career as a process; 'careering', to illustrate an active and continuous process throughout an individual's life-course within both work and non-work activities. Experiences of potential and actual change are explored, to demonstrate how fragments of experiences become connected to form an individual's career. In developing careering as a concept through which to understand the unique nature of individual career experiences the paper builds on the existing work of Arthur et al (1999) and the conceptualisation of careering as the enactment of careers, and Clarke and Knight's employment of the term to express "a frantic and frenetic individualistic strategy" within an empirical study of academic careers (2015:1866). This paper will argue that further development of this concept facilitates an individualised approach to the study of career which is required of contemporary careers research. The presented findings are the result of the analysis of individual career stories gathered through biographic-narrative interviews conducted with a sample of employees within a single organisation encompassing a range of occupational types including professional, managerial and support roles and capturing the entirety of participants work histories. The results reveal that a common set of factors drive change in careers, but these are experienced and negotiated in diverse ways by different individuals as personal, organisational and other factors lead to 'careering' which is unique for each individual studied. This outcome contributes to the existing Careers literature by suggesting that further theoretical development of the 'careering' concept provides a useful approach to the critique of contemporary models of career by advancing a greater understanding of the unique nature of individual career paths.

Juliet Kele (University of Leeds)

Face of the firm: Aesthetic diversity

Refinement and adjustment of the abstract and subjective concept of 'diversity' is necessary. While many diversity studies have accumulated, undecided features and values of diversity persist. Changing societal demographics generate organisational benefits and challenges in managing increasing levels of diversity; both within their workforce and client base. Nevertheless, while firms legitimise diversity management via the 'business case', they

may not be fully aware of the importance of diversity. This paper aims to question these practices; adding to the scholarship in this field.

A multi-phase qualitative research design was employed. Firstly, 44 interviews were conducted across 4 British small and medium-sized enterprises in the legal sector to analyse diversity management practices within the smaller law firm context. Secondly, both the web-pages and hard-copy marketing brochures of each firm were reviewed. Following study of these marketing strategies, the firms were again contacted and telephone conversations were held with marketing personnel. Data analysis, using the computer software NVivo, facilitated the emergence of common themes.

Reflecting upon the employer branding and impression management literatures, findings reveal the use of 'aesthetic diversity'. Firstly, this concept argues that the majority view of 'diversity' continues to be described as surface-level characteristics; overlooking more profound diversity traits – such as knowledge and experience – assimilated within the 'business case' definition. Secondly, by portraying this 'visible' workforce diversity through marketing strategies, organisations transmit an 'inclusive' image; appealing to both prospective clients and applicants. Nevertheless, thirdly, these law firms also employ a 'shallow' commitment to diversity and equal opportunities policies. The recruitment process was the only phase where these policies could be, and were, generally, used.

Via the creation of 'aesthetic diversity', this paper argues that all firms should re-formulate their diversity-management thinking, to better illustrate the advantages of tapping into the rich 'deep-level' diversity their employees possess.

Marina Boulos - University of Leeds

Whose job is it anyway? Trade Unions and Stress Management

Due to the Health and Safety Executive (HSE) Work related stress, anxiety and depression statistics in the UK from the Labour Force Survey (2014/2015), stress accounted for 35% of all work related ill health causes and 43% of all working days lost due to ill health. Stress research has increased exponentially in the past few decades due to the revelation of a need for it as the costs caused by it, as reflected by the statistics, are being recognised. There seems to be an abundance of literature regarding what causes stress, making much known about factors that contribute to workplace stress; however there seems to be little known about how these factors are to be tackled (Kelloway et al, 2008). This featured research will seek to contribute to filling this gap by exploring how stress is and should be tackled. This research mainly aims to understand the process of Stress Management Intervention (SMI) development and implementation and identifying the main drivers and

constraints of SMI success. Furthermore this study aims to determine who the main contributors are and their role in the process.

The research undertakes a multiple embedded case study approach. This study looks at two contrasting cases from the UK one being a housing association which was recognised for its efforts combating and preventing work related stress and the second case study is one of the large universities in the UK which mostly reactive, mostly implementing secondary and tertiary interventions. The researcher is taking an inductive, exploratory approach to try and understand: why particular SMIs are implemented; how are they implemented in different organisations; what factors lead to a successful (or unsuccessful implementation of SMI(s); who are the main actors involved and how do they shape the implementations of SMIs. This is done by carrying out in depth semi-structured interviews with the main drivers and participants of SMI design, implementation and evaluation. Approximately 15-20 participants will be interviewed from each organisation; participants will include HR managers, occupational health, health and safety, union leaders and employees. Participants were selected on the basis of their role (purposive sampling) and snowball sampling.

This particular paper will concentrate mainly on one of the points which seem to prominently come out of the initial stages of the data analysis. Trade unions are seen to have impacting roles in collective bargaining and pay negotiations. However, for both of the cases unions proved to have a central role in initiating the implementation of the interventions, and making the organisation accountable for the wellbeing of their employees. Primary data from the interviews and some available literature on the topic (Cooper and Smith, 1985; Gallagher and Underhill, 2012; Walters, 2006; Landsbergis et al., 1993) is used to illustrate the crucial role which unions have to maintaining employee wellbeing, specifically looking at work related stress, understanding their power and limitations regarding stress management. The researcher, in the time of the conference, will be in the third year of their doctoral degree, at the end of their data collecting period starting to formally analyse the data.

Matthew Cole - University of Leeds

Experiential Commodities, Experiential Labour

Studies of service labour processes have tended to focus on particular elements of the subsumption of social relations to capitalist production such as deskilling (Crompton and Jones 1984), emotion management (Bolton, 2005; Hochschild, 2012), routinisation (Leidner, 1993), and gendered bodies (Macdonald and Sirianni, 1996) to the neglect of questions about the influence of commodification and the product. Ethnographies such as Diamond's (1992) study of the industrial production of care and Sherman's (2007) study of the industrial production of luxury are two notable exceptions. However, none of the above

research has incorporated a proper Marxian political economy into sociological methods or analysis. I argue that a more comprehensive analysis of the labour processes involved in service work, must incorporate a proper account of commodification and the product.

Hotels sell the experience of hospitality to customers. What does it mean to commodify experience or to produce an experiential commodity? And how does this influence workers' experiences of work? My research found that the labour processes of workers were determined in the last instance by their position in the 'service assembly line' of the hotel product. Despite market segmentation and variegated organisational strategies companies there were patterns that emerged in each department. I argue that this is due to the nature of the production of the commodity itself. This product is assembled through the production of hospitable environments, services, and affects for guests. It is the collection of tangibles and intangible affects that comprise a 'satisfying and memorable experience 'Through examining workers' experience of work, this presentation introduces an analysis of the hotel as a dynamic factory with an assembly line of services producing guest satisfaction through the commodification of experience.

Mengyi Xu (Mandy) - Keele University

Preliminary findings on the Work-life balance of urban white-collar workers in Chinese SOEs

Work-life balance (WLB) issues have received considerable attention in the fields of academia, politics, business and public discourse in western countries. Recently, work-life issues in developing and newly industrializing economies are gaining increasing salience. However, the understanding on WLB in emerging countries (e.g. China) remains limited and relevant research has only been conducted in Multinational companies (MNCs) in Great China. Little has been considered in State-owned enterprises (SOEs) which employ around 30 percent of China's urban workforce. Additionally, the voices of Chinese employees, notably the white-collars, the actual experiences, perceptions and expectations of WLB and real coping strategies adopted by then were left mostly under-documented in extant WLB literature. Thus, this research aims to bridge these gaps by conducting empirical research into WLB in a distinctive Chinese context, to provide a basis for understanding the current situations, perceptions and expectations of white-collar employees and, further to identify the role, or potential role, of HR practices in addressing WLB problems.

This research is proposed examining the WLB of white collar employees by adopting a case study approach and mixed methods (documentary research, web-based questionnaire and semi-structured interview). Based upon the web-based survey, this presentation will introduce the partial preliminary, specifically, white-collar employees' situations on work and work-life balance. Research on WLB has highlighted the importance of work-related factors (e.g. working hours, workload etc.) as antecedents in shaping the employees' work-

life balance; however, few empirical researches on WLB has based and focused on western context, rather than exploring how these factors affect Chinese white-collar workers in real-world practice. The aim of this presentation is to provide a preliminary analysis of the research findings and examine the extent to which significant relationships appear between those work-related factors and WLB in response to the extant literature (linked to the job demands–resources model of Bakker and Demerouti, 2007) and contrast this with explanations which highlight the importance of cultural and institutional factors in shaping white-collar employees' WLB situation in Chinese context.

Moinul Islam - Middlesex University

The impact of microcredit on health outcome in rural Bangladesh (Poster)

Microcredit, also known as group lending, is a way of helping the poor and poverty-stricken class. This research work aims to examine the effects of microcredit on health outcome in rural areas in Bangladesh. In other words, the research investigates whether or not micro-credit programme improves the status of individual health as borrower, health situation of other family members including maternity, and child health. In literature, very little is known about the relationship between micro-credit and health outcome.   Thus this research helps understanding the dynamics of micro-credit within individual and household levels in rural Bangladesh and in particular the impacts of micro-credit on health. The research has direct policy implications to individuals in society. Findings will help firstly to understand the links between micro-credit and health, secondly, to determine the extent to which the role of micro-credit on health outcome, and finally, to identify effective hybrid models that are appropriate for Bangladesh. The study obviously helps in reducing health inequities through promoting social inclusion and the degree to which micro-credit foster improving health conditions.

Nadine Gloss - University of Leeds

Precarious Legality: Mobilisation and Representation of Sex Workers in Germany

Organising precarious workers is a complex subject of debate, as the situations of precarity in work often pose a challenge for traditional labour organising strategies historically developed within trade unions. Sex workers present an interesting case example of a population that faces challenges in effectively organising. Only recently within the past four decades have sex workers across different national contexts begun to organise formally for recognition as citizens and workers, and in protest against the criminals laws applied to their occupation. While sex workers face many of the same challenges faced by precarious workers in other sectors, including suboptimal working conditions, income insecurity, and lack of social protections, the social stigma surrounding sex work exacerbates the precarity

of sex work, posing an additional hurdle to worker mobilisation. Moreover, the high level of migrant participation in sex work poses a further challenge to collectivisation due to language barriers, significant differences in approach to sex work, and legal status among other factors. Nevertheless, a community of sex worker rights activists and allies is growing across the world with the aim of providing spaces for sex workers to come together, and lobbying national governments for decriminalisation of sex work as a prerequisite for establishing labour standards and social protections for sex workers. A main focus of my PhD project will be on the organising activities of one such organisation of sex worker rights activists, known as the Professional Association for Erotic and Sexual Service Providers (BesD) in Germany, whose aim is to mobilise sex workers to vie collectively for decriminalisation. In the presentation, I will provide an overview of the mobilising and collectivisation strategies developed by the BesD so far, based on pilot fieldwork experiences within the association, as well as a look at specific theoretical frameworks that may guide my research.

Sherif Youssef - University of Leeds

In Search of the Entrepreneurial State in the North of England: Towards a clear policy for early stage Entrepreneurs and 'Local' Economic Growth (Poster)

The main aim of this study is to investigate the key role of the UK government with regard to early stage entrepreneurs, specifically in the North of England, and how this role can be developed further.

In this study, I will draw upon diverse academic literature regarding entrepreneurship and innovation in order to develop a robust analytical framework to assess different austerity policies that were implemented under the conservative government, with specific reference to delivering on their proposed capacity to generate sustainable economic growth. The methodological approach used in this study is based on qualitative methods specifically, semi-structured interviews. 15 Interviews were conducted with early stage entrepreneurs who had already established their ventures in the North of England, enterprise officers, academics and policy makers, in an attempt to make a connection between the existing policies and future policies that could be implemented to encourage more young people to become entrepreneurs and to create an appropriate system to support the development of enterprises, specifically in the North of England.

The empirical study of the entrepreneurial state in the North of England suggests an urgent need to end a decade of austerity and to reinstitute the necessary funding support for early stage entrepreneurs. Furthermore, it highlights the importance of tax reforms to maintain state investment. Finally, it emphasises the necessity of putting the Northern Powerhouse plan into action, which can ultimately create the necessary networks and drive economic growth in various northern cities.

Sinead Marian D'Silva - University of Leeds

Making sense of employable Mathematics and Physical Science graduate selves

It appears that the employability agenda is here to stay, working as a metric for the excellence of teaching at universities ('TEF'). Although there is a practical element regarding graduate employability as 'developed' through a degree, the literature on employability, like the TEF, primarily relies on indicators from big data like the Destination of Leavers from Higher Education (DLHE). Qualitative research if often undertaken with employers or on policy changes. Where there has been involvement of students, the use of in-depth qualitative research has been limited, making research on how students make sense of employability as well as practical engagement with the agenda, is lacking.

This presentation will offer insight into my research using a case study approach to trace the experiences of 8 Final Year students in a Mathematics and Physical Science discipline at a

Northern Urban University as they prepare to transition from undergraduate students to their future selves as graduates. Another aspect of graduate employability in a neoliberalised knowledge economy is the subject-dimension both, in relation to the demands of the job market, as well as the hegemonic status of science in society. From qualitative enquiry through two sets of interviews and observations into how students negotiate their time at university to prepare for their 'graduate' selves, it is possible to observe how contrasting lives and aspirations are held together by fairly weak ties of commonality of discipline, geographical location and experience of the neoliberal university, and expectations of life after graduation.

In this presentation I will present the themes that have emerged from fieldwork at the first site (the university), and the methodological approach for this research which borrows from sociology and cultural geography. Finally, I will raise some concerns with conducting social research with some possible solutions to address them, and other open questions.

Zhonglin Liu - Keele University

The Role of Strategic human Resource Management in Cross-border Merger and Acquisition: A case study of a German multinational company in China

Research has identified that M&A have a high failure rate that reaches up to 40-60% and that simultaneous or mixed adoption methods of strategic human resource management (SHRM) approaches (i.e. the best-fit, the best-practice and resource-based view) may help

improve organisational integration. In doing this, HRM practices may facilitate the successful implementation of M&A deals. However, limited research has focused on understanding how cross-border organisation adopts SHRM practices in order to deliver competitive success. The aim of this research is to investigate the role of strategic human resource management in multinational enterprises (MNEs) across-border merger and acquisition in China. Even though developed countries now have three decades of experience in the theory and practice in SHRM, there is relatively little know about how SHRM can add value within cross-border M&A in emerging economies, especially in China. Therefore, this research will take a German manufacturing MNE as a case study as it has gone M&A activities in the past few years, and both achievement and lesson during the M&A process, particularly in the field of managing people. Mixed methods, including primarily a qualitative case study and secondary quantitative survey research will help to explore 'what' and 'why' questions, as well as providing evidence to enhance understanding. This study contributes to the development of HRM theory by providing much needed analysis on SHRM practices and in implication for performance in MNEs operating in emerging economy China. It will benefit human resource managers and policy-maker when they are considering performance improvement in the context of cross-border M&A.

Maps and directions

Directions to the University of Leeds can be found here -
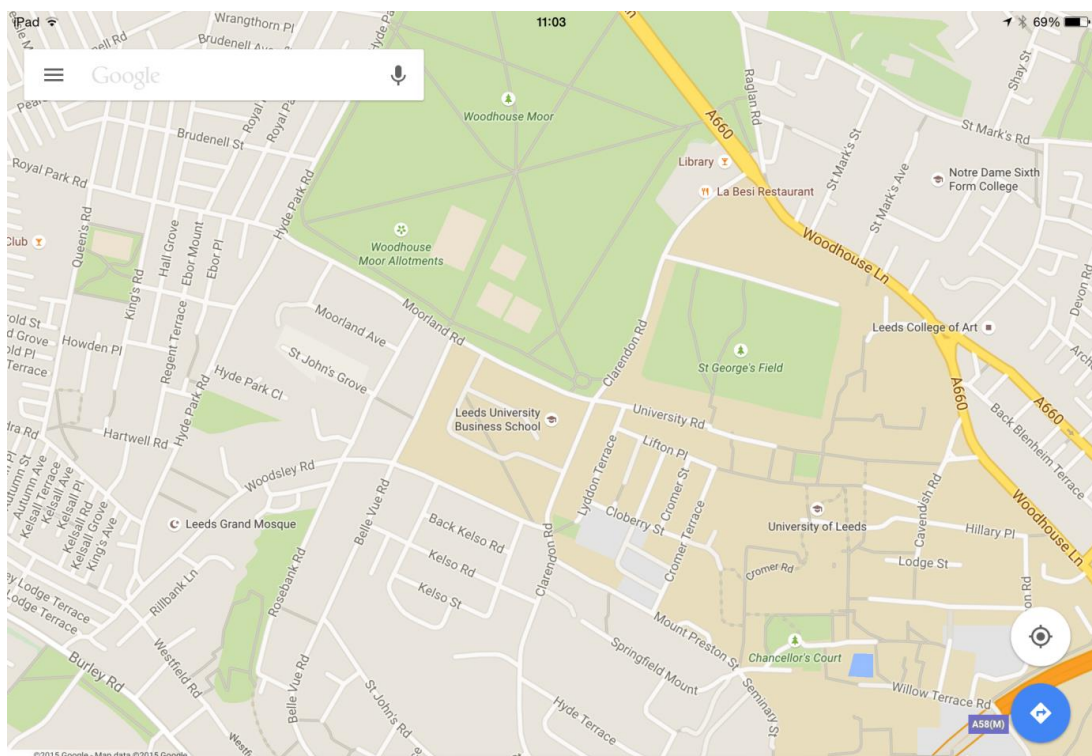http://www.leeds.ac.uk/info/20014/about/157/how_to_find_us

The main conference venue is 1.02 Maurice Keyworth Building.
Registration, refreshments and the parallel session in the afternoon are all in 1.01 Maurice Keyworth Building – both rooms are accessible by stairs or lift
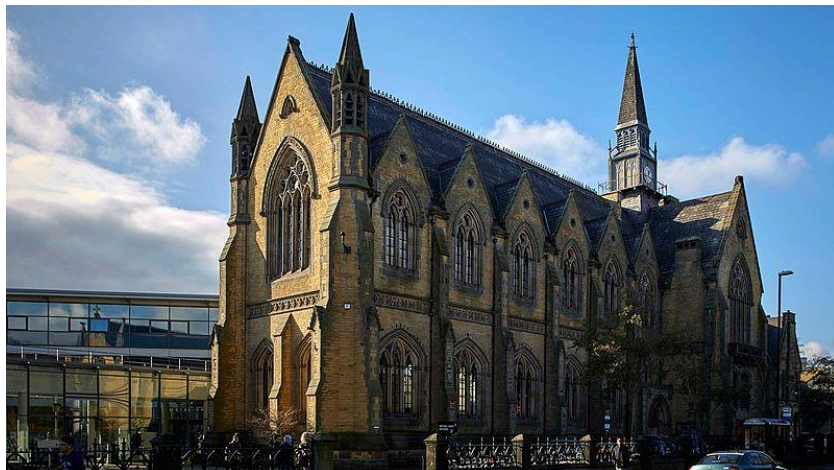http://students.leeds.ac.uk/rooms#building=Business-School-(Maurice-Keyworth)

The University campus map can be found here – Maurice Keyworth Building is No. 19 on the map –
http://www.leeds.ac.uk/site/custom_scripts/campus_map.php

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