Create knowledge. Make an impact.
I am delighted to introduce our new research and innovation profile. Over the last few years the mission of Leeds University Business School (LUBS) has been to make an exceptional impact on business and society globally through leadership in research and teaching. Specifically with regard to research our aim is to produce and disseminate research of world-class quality, within the School and through international partnerships, which increases knowledge, skills, understanding and impact.

Professor Peter Moizer, Dean

This Review of research and innovation covers a five-year period from 2008 to 2013. In it we highlight the contribution that the Business School is making to the knowledge and skills of the next generation of managers. Our research is informed by the real world and focuses on the problems and issues faced by industry, government and policy makers.

Our research vision at Leeds is to strengthen our centres and widen their interdisciplinary reach and engagement whilst maximising our opportunities for impact from our research.

Professor Richard Thorpe, Pro-Dean for Research and Innovation
The quality of our research is recognised by commercial and non-commercial organisations as well as government departments. This is because it is highly relevant to many of the challenging business and management issues facing decision makers today – it helps them to make better policy and strategic changes.

The collaborative nature of our work means we are able to establish strong partnerships between research, student education and executive development. Our research informs the curriculum at undergraduate, postgraduate and executive level and we ensure that the benefits of our research are widely disseminated in business and management practice. Our research teams range from top international professors to talented postgraduate researchers starting out in their academic careers. Our ability to work collaboratively spans other faculties and other universities. It is essential for our researchers to work in multidisciplinary and multi-skilled teams – in this way we can ensure that our research tackles society’s bigger problems and we can bring about change for the better.

Leeds University Business School has strong links and connections to the wider University of Leeds. We are currently working on joint research projects with the faculties of Engineering; Education, Social Sciences and Law (ESSL); Medicine and Health; and Earth and Environment. These projects often involve working with technical specialists such as engineers or doctors and this collaborative approach is extremely valuable with all disciplines contributing complementary areas of expertise.

Our research also has a strong international focus – in terms of where we collect research data, and the businesses and organisations that use our research to inform their decisions. For example, our International Business researchers have advised multinational companies on their investment strategies in China. The Centre for Innovation in Health Management (CIHM) works with organisations across Europe and we have a Marie Curie Initial Training Network (ITN) where Leeds University Business School is working with six other European business schools and a number of international technology companies to explore how emerging technologies are strategically managed. Members of the Centre for Decision Research have worked with organisations in different countries to help consumers make better decisions about their health, finances and environmental impacts.

Recognising that business and management are applied fields of study, the Business School strives to successfully translate knowledge for policy and practice. Our researchers are able to connect their knowledge to those who can make the best use of it – disseminating it through journals and conferences, practitioner publications and more widely through media communications. At the start of every research project we consider the intermediate and end users of our research, and what it will mean to them. Increasingly we involve managers and policy makers in the initial design stages of our research programmes and again once the research is underway. These partnerships with the business and the policy arena mean that ultimately we do more valuable research that is more relevant to practitioners.

Leeds University Business School’s positive and vibrant research community nurtures postgraduate and early career researchers for a new generation. Our Graduate School research training (page 36) provides a regional lead on advanced scholarship, particularly within the context of the White Rose Doctoral Training Centre (WRDTC) – a collaboration between with the Universities of Sheffield and York. Our postgraduate researchers are central to our research agendas – and we position them alongside researchers in our research centres and get them involved in decision-making and research agendas.
02 A collaborative approach

Our experience shows that collaboration and long-term relationships are key to generating and disseminating research that can make a difference. This means we are always looking for opportunities to establish strong partnerships with companies and other research institutions.

International links

Many of our research centres have international links. Collaboration is central to the Business School’s work and internationally, we undertake research through the Worldwide Universities Network (WUN), with Australia (Sydney, Monash, Griffith), Canada (Alberta), China (Beijing, Zhejiang), Hong Kong, France (Toulouse), Italy (Bologna), Japan, Spain (Salamanca) and the US (Cornell, Georgia, New York, Penn State). Over 30% of our academic staff are from outside the UK, and we have research colleagues in institutions across Europe and elsewhere in the world. We also have a large number of visiting academics who contribute to our teaching and research, enabling us to develop strong national and international relationships.

Working with business

We have established links with organisations across a range of sectors, ensuring our research focuses on their important issues. This profile features examples of our research impact – while our corporate services are detailed on page 32. Executive education, aimed at organisational decision makers, enables targeted research that can be applied to help solve issues faced in commercial organisations. Our research is also applied within the Business School to shape our curriculum. Research themes are embedded in the Leeds MBA and our 10,000 Small Businesses Programme – a programme for rapid growth businesses, sponsored by Goldman Sachs.

Partnerships and collaborations

Leeds University Business School joins with the University in developing a long-term partnership with FTSE 100 retailer Marks & Spencer. The School benefits from having the Company’s entire corporate archive of over 70,000 historical items housed directly opposite the School on the Western Campus at Leeds.

The partnership with M&S directly impacts our learning and teaching by supporting student projects, offering direct engagement with the business’ collection and providing research opportunities in the fields of technology, workforce relations and international business. These in-depth collaborations are important to the Business School as they support impact-led research and ensure that our students benefit from links with sector-leading industries. The partnership has led to connections with Leeds University Business School with commercial and marketing directors at M&S discussing areas for knowledge exchange with academics in marketing and international business.

Find out more: www.leeds.ac.uk/MandS-partnership

Examples of our interdisciplinary research

Our recently established Business and Professional Services Sector Hub operates across the financial, consultancy, health and legal sectors and incorporates members from across the University. This Hub, funded by the Higher Education Investment Fund (HEIF), helps professionals to understand and engage with the changing demands they face.

The Socio-Technical Centre (STC) works with members across the University including those from the faculties of Environment and Engineering. Researchers explore aspects of emerging technology in areas such as nanotechnology, biotechnology and green engineering.

Find out more: www.leeds.ac.uk/ftpmasterclass

NHS

Our applied work in health is led by the CIHM. Our partnership with NHS organisations has led to significant change in quality patient services, including our home city of Leeds where we lead the only city wide co-production programme in the UK and the only Medical Senate programme of its kind internationally. The partnership has led to applied research on governance, board decision-making, network leadership and the relationship between doctors and managers in the NHS.

Financial Times partnership

This has been a long-standing partnership focused into our FT Masterclass series. Through this, current and future business leaders can network while gaining an insight into contemporary challenges. This partnership links the Business School and practice at the highest level.

Find out more: business.leeds.ac.uk/ftpmasterclass

Working with other disciplines

The focus on ‘grand challenges’ (fundamental problems faced by society) reinforces the advantages of our collaborations and provides the link from science to engagement and practice.

Find out more: business.leeds.ac.uk/advisoryboard

The Center for Decision Research has collaborations with Healthcare and Earth and Environment to help consumers to make more informed decisions about their health and environmental impacts.

Our Centre for Employment Relations, Innovation and Change (CERIC) and the Centre for International Research on Care, Labour and Equalities (CIRCLE), hosted by the School of Sociology and Social Policy, are collaborating on a project which aims to significantly enhance impact and contribute to thinking.

Find out more: circle.leeds.ac.uk

The £3.6 million Marie Curie ITN combines the interests of a number of European business schools, companies and organisations by examining how strategic managers make sense of emerging technology.

Financialisation, Economy, Society and Sustainable Development (FESSUD) is a €10 million European Union initiative led by Leeds University Business School and largely funded by the European Union. It brings together researchers from 12 countries and 14 universities to examine the causes and consequences of the Eurozone crisis, examining aspects of future financial governance and financial sustainability in Europe.

A multidisciplinary team from Leeds University Business School and the faculties of Engineering and Environment is working collaboratively on the iBUILD project. This £4 million Innovative Business Models Centre project is funded by the Engineering and Physical Sciences Research Council (EPSRC) and the Economic and Social Research Council (ESRC), and led by Newcastle University. It is providing a multidisciplinary analysis of innovative business models around infrastructure interdependencies, leading to reduced delivery costs and new theories of infrastructure value.

International advisory board

Our international advisory board members provide a reflective critique to ensure we engage in quality research.

Our board members have experience across a range of industry sectors, international markets and academic disciplines. They contribute to enabling Leeds University Business School to be a top international research-led faculty and help identify current best practice and ensure practitioner knowledge finds its way into the classroom.

Find out more: business.leeds.ac.uk/advisoryboard
developing the next generation of research leaders. To ensure our research is sustainable we provide opportunities and resources to train researchers at different stages in their careers, particularly the early stages. A researcher at Leeds University Business School can expect to develop within a supportive and vibrant environment, and with access to excellent facilities. And we offer specific training and development to our postdoctoral fellows and early career researchers, including a series of seminars.

The postdoctoral fellowship gave Matt the opportunity to publish from his doctoral work, further develop his research agendas and was excellent preparation for the transition to a lecturer post that he now holds. He is pursuing an agenda on green behaviours at work and is linking this through the Worldwide Universities Network (WUN) to colleagues in Australia, The Netherlands, Canada, China and Brazil. This led to research exchanges, collaborative projects and papers with colleagues in Australia.

Find out more: www.leeds.ac.uk/info/20025/university_jobs www.leeds.ac.uk/sddu

White Rose Doctoral Training Centre (WRDTC)

At Leeds, we aim to offer the highest quality doctoral training – it’s key for us to play our part in sustaining and retaining expertise in important areas within our field.

Funded by the The Economic and Social Research Council (ESRC) and hosted by the Leeds Social Sciences Institute (LSSI), the Centre combines our expertise with that from the Universities of Sheffield and York. It is one of the UK’s largest and most successful training centres for postgraduate researchers in the social sciences. At least 48 fully funded ESRC scholarships are available each year. These are offered within specific discipline areas, linked to themed networks – and are often part of a collaboration with partners outside the Universities.

We also administer the ESRC-funded Northern Advanced Research Training Initiative (NARTI) and currently take part in an ESRC-funded National Centre for Research Methods programme.

Find out more: pages 36-39

The Research and Innovation Team

Leeds University Business School’s Research and Innovation Office and our Graduate School provide support and advice to academic staff and postgraduate researchers – grant applications, conference and seedcorn funding, study leave applications, and supporting the research centres in delivering their research agendas.

The newly formed Research and Innovation Service (RIS) provides a central support to research and innovation activities across the University, and works in partnership with Faculty based Research and Innovation Offices.

Research mentoring

All academic staff involved in research can benefit from our research mentoring scheme. As mentors, our most experienced senior staff support and advise staff who are building their research career to fulfil their potential – on suitable research outputs, like world-class journals and funding opportunities, potential collaborations, and establishing and managing a research career.

At Leeds University Business School we emphasise a team-based approach to research – individuals are supported by a research centre or group. Each centre has an established plan and considerable research expertise in its specialist area, enabling researchers to develop alongside others.

Postdoctoral fellowship case study: Dr Matt Davis

Staff and Departmental Development Unit (SDDU)

We support staff, postgraduate and postdoctoral researchers through this Unit. We also host the Yorkshire and North East hub of Vitae – an organisation promoting the personal, professional and career development of doctoral researchers and research staff in higher education institutions and research institutes. SDDU has developed a number of initiatives for research staff as UK universities’ employees. The Concordat to Support the Career Development of Researchers sets out the expectations and responsibilities of researchers, their managers, employers and funders.

Find out more: www.vitae.ac.uk www.leeds.ac.uk/sddu www.sddu.leeds.ac.uk/sddu-research-staff-as-employees.html

Working Paper Series (WPS)

At Leeds University Business School we have an established WPS, managed by our doctoral researchers. Here, staff and postgraduate researchers are able to publish early versions of their work and receive feedback in a supportive environment. Managing the stages of reviewing, editing and giving feedback, as well as disseminating the papers, gives an early insight into the processes that are involved in submitting papers to journals.

The WPS is committed to advancing theory and practice in research and education within all areas of the Business School and we are currently developing this initiative further to enhance the strong research themes within Divisions. Recent developments have capitalised on our strong links with the Universities of Sheffield and York through the WRDTC. Building on our existing initiative, the White Rose Working Paper Series will offer a valuable opportunity to a wider range of researchers.

Find out more: business.leeds.ac.uk/wps
04 Impacting on people’s lives

It is critical that we ensure our research is relevant to users. As an applied discipline, we take the view that publishing papers is a necessary means to an end – but not simply an end in itself.

Our research on understanding crowd behaviour, developing learning within the trade union movement, understanding the business implications of foreign direct investment – these all have a real impact on organisations and on policy. Our research on credit management has impacted on corporate lending and business trade – we have gained international recognition and informed policy within the UK. Research for the National Audit Office has informed government decision making on current best practice, and been discussed at the highest level.

Translating knowledge takes many forms. Our academics work together to progress their research and inform practice, collaborate with third parties to resolve organisational issues, and provide research tools and information for general use. You can find examples of our impact throughout this profile.

Research into the relationship between management and medicine underpins much of our work in the NHS, both in policy and practice, through the CIHM. This includes the Centre’s contribution to the Cabinet Office Barriers to Choice review. It also led to the creation in Leeds of the first Medical Senate programme in the country that has had direct benefit for patients including single point of access for mental health referrals and improved clinical pathways.

Transformation projects are strategic initiatives instigated and funded by the University. They address contemporary issues of societal and global importance. At Leeds University Business School we are currently involved in several transformation projects underpinned by world-leading research. Each has substantial industry and organisational engagement. The University of Leeds has invested significant funds in research that is impacting in many areas.

- STC (page 25) addresses business-related challenges – buildings’ sustainability, and producing a step change in how organisations work, particularly in designing their services and systems. It is becoming a world leader in aspects of socio-technical approaches to organisational and management development in large manufacturing companies.
- CERIC has been awarded major funding for two new strategic initiatives. ‘Work, Care and Global Transitions’ forms the largest element of Building Sustainable Societies – a new £2 million transformation fund project in the social sciences. Our research explores the challenges posed by an ageing population and global economic uncertainties for systems of work and care.
- The Business School is working with the Innovation and Knowledge Centre (IKC) on a project funded by EPSRC, Technology Strategy Board (TSB), Biotechnology and Biological Sciences Research Council, industry and the University. We are looking for new, improved processes to commercialise innovations that are coming from scientific research.
- The Centre for Decision Research (page 21) is internationally known for its work on understanding how consumers make decisions about their health, finances, and environmental impacts, as well as on designing interventions that aim to promote better decisions. The Centre is internationally known for contributing to the evidence-base of how to promote better decision outcomes.
The Accounting and Finance Division has fostered a vibrant teaching and leading-edge research culture.

With a focus on applied and empirical studies our research combines academic rigour with practitioner and policy relevance and reflects our strong relationships with the finance, credit and accounting professions, as well as the global academic community, all of which are supported by a major investment in key databases. These interfaces are a critical factor in our commitment to dynamic and relevant research, innovative teaching, exceptional postgraduate courses and knowledge transfer activity.

Our research is broadly based, encompassing applied corporate finance and financial markets, market based and public sector accounting, pension finance and accounting, corporate governance, employee ownership, business ethics, accounting and business history. These themes form the basis of collaborative links with the rest of the Business School and wider University and contribute to the research programmes of our specialist centres, which are:

- Centre for Advanced Studies in Finance (CASIF)
- Credit Management Research Centre (CMRC)
- International Institute of Banking and Financial Services (IIBFS).

Centre for Advanced Studies in Finance (CASIF)

Established in 2005 by Professor Kevin Keasey with support from the University of Leeds Strategic Development Fund, CASIF has created a critical mass of postgraduate researchers who specialise in advanced financial subjects, including maths and econometrics.

The University of Leeds designated CASIF as a Silver Peak of Excellence in recognition of its innovative research programme and approach to research. Strategic investment has led to a staffed data centre, which is firmly embedded in the research facilities of the Accounting and Finance Division, hosting online databases to support leading-edge research in finance, including the Bloomberg Financial information service and Centre for Research in Security Prices (CRSP). We apply advanced analytical techniques to the study of finance which provides opportunities for our junior academics to work with more experienced academics from across the world, in particular, academics from the US on spatial analysis of markets, the Institute of Finance Management in Tanzania and establishing a European academic network focused on the dynamic interaction in markets.

CASIF also benefits from links with a number of worldwide universities, including Tsinghua University in China, City University of Hong Kong, University of Bologna in Italy and the University of Salamanca in Spain, to name but a few. These global links, sitting alongside our own UK academic connections, form part of our strategic mission for the continued growth of high quality research academics.

Find out more: business.leeds.ac.uk/casif

Credit Management Research Centre (CMRC)

CMRC’s research combines rigour with practitioner and policy relevance – we focus on how credit markets function in consumer and corporate lending environments. Our research focuses on three main themes:

- Commercial lending – demand and supply
- Consumer credit
- Credit scoring risk and propensity modelling.

Founded in 1998, we have been funded by the Institute of Credit Management, government and commercial sponsors from the credit industry. The global financial crisis and subsequent recession have focused attention on the quality of lending decisions, managing portfolios and the role of regulators. We work closely with the credit industry to provide research that directly informs policy. We also work with lenders and other organisations associated with the credit information infrastructure including the distressed debt market, debt buyers and those involved in collecting and recovering debt.

Our research has impacted on corporate lending and business trade – we have gained international recognition and continue to inform policy within the UK. Our postgraduate researchers focus on financing small to medium enterprises, risk models for listed companies, intellectual property and firm performance, and risk ratings within public and private companies.

CMRC’s impact and engagement

Since the late 1990s CMRC has worked closely with several government departments, providing evidence on issues such as trade credit and late payment that has significantly influenced UK government policy and credit legislation. In particular, CMRC research has examined the impact of late payment on small and medium enterprises. CMRC has been instrumental in raising the profile of alternative forms of business finance, advising ministers on the extent of the equity gap (the difference between supply and demand for business finance). CMRC’s recent reports for the British Private Equity & Venture Capital Association demonstrate the positive effects of private equity finance on businesses.

Find out more: www.bvca.co.uk/research

Through another area of work we have helped large organisations and government departments be more efficient in their credit and debt management practices. For example, CMRC recommended a systematic reorganisation of systems and procedures in some key areas.

Find out more: www.cmrc.co.uk
International Institute of Banking and Financial Services (IIBFS)

Purpose
The purpose of the International Institute of Banking and Financial Services (IIBFS) is to produce and disseminate high quality research on banking and on the provision of financial services to consumers. Our research addresses policy issues in the financial industry and benefits from established links with policy makers in the UK and Europe. The Institute elaborates technical reports on management, regulation and the supervision of financial institutions.

Research areas
The research activity of the Institute covers a wide range of topics in banking and financial services. The main areas of expertise include:

- Risk Measurement and Management in Banks
- Corporate Governance
- The Structure of the Banking Industry
- Banking Regulation and Supervision.

People
The Institute is made up of a group of active academic researchers, visiting fellows and leading members of several regulatory bodies in Europe and in the UK, all of whom contribute to the many research projects, papers and reports produced by the Institute, examples of which are shown below.

Recently completed projects published in journals
1. Bank Resilience to Shocks and the Stability of Banking Systems: Small is Beautiful


2. Banking Volatility Across Europe: A Twenty Year Study

Published in Journal of Financial Services Research: February 2013, Volume 43, Issue 1, pp. 37-68. ABS ranking 3*; IF: 0.750.

3. The Risk Sensitivity of Capital Requirements: Evidence from an International Sample of Large Banks

Published in Review of Finance: Forthcoming. ABS ranking 3*; IF: 1.952.

4. CEO Bonus Compensation and Bank Default Risk: Evidence from Europe and the US

Published in Financial Markets, Institutions and Instruments: Forthcoming. ABS ranking 3*; IF: 1.952.

Ongoing research projects
1. Bank Governance and Bailout Expectations

In the aftermath of the global financial crisis numerous concerns have been raised over the effectiveness of corporate governance in the banking industry. For a sample of large international banks, we analyse the influence of the bailout expectation on several governance mechanisms.

2. Which Regulation for European Banks? Evidence from the State Aids during the Global Financial Crisis

Utilising a novel database on the state aid received by European banks from 2007 to 2010, we show that before the global crisis supported banks differed from other banks in terms of size, business focus, and capital adequacy and growth strategies. We demonstrate that the likelihood of a state intervention increases especially with bank size although a diversified business model reduces the probability that an extremely large bank receives a state aid.

3. When do Banks issue Equity? An International Study of Bank SEOs

We study the recapitalisation strategies undertaken by an international sample of banks via Seasoned Equity Offers (SEOs). We show that low capitalised banks are more likely to issue new equity. Since this is particularly true in times of banking system distress and when they are systemically large, we relate the SEO decision of low capitalised banks to the existence of strong regulatory pressures.

4. Income Diversification and Bank Performance during the Financial Crisis

Advocates of diversifying bank income sources often argue that diversification improves the resilience of banks during periods of distress. To test this proposition, we analyse the impact of income diversification on the performance of Italian banks during the recent financial crisis. Using detailed data on the composition of bank income, we show that institutions that were diversified within narrow activity classes before the crisis experienced large declines in performance during the financial crisis.

Find out more: business.leeds.ac.uk/iibfs
Within Economics we strive for excellence in research and teaching with a focus on applied economics. Our postgraduate researcher training emphasises expertise in the tools and theories of economic analysis to better understand real-world dynamics. Our research uses a diverse set of approaches and methods to understand a range of contemporary problems in business and society more generally.

Applied Institute of Research in Economics (AIRE)

AIRE is creating an interactive space wherein economists and non-economists at Leeds can build new projects and new visions about how to understand – and help solve - real-world challenges. Economics as an applied discipline is embedded across the University of Leeds. Economists conduct research within many academic departments and research units including Transport Studies, Environment, Geography, and Medicine and Health, as well as within the Business School. AIRE provides a shared identity for those using the tools of economics in academic work on applied problems and engaging in interdisciplinary investigations, both within the University and in the communities we serve. AIRE is currently sponsoring work on eco-innovation and on the Porter hypothesis in environmental economics, and on the linkages between finance and inequality in Europe and in the Americas. It is also building bridges to research partners via the World Universities Network (WUN).

In addition to research conducted through AIRE and under the auspices of the FESSUD project, members of the academic staff of the Economics Division in the Business School are conducting research on a wide range of topics, including:

- Keynesian and orthodox approaches to monetary and fiscal policy
- Monetary theory and the theory of endogenous money
- Financial development, financial crisis and financial exclusion
- Diverse forms of firm ownership and public sector reform including governance, involving employee stakeholders and performance
- Labour markets, labour relations and competitiveness
- Political economic causes, implications and responses to deindustrialisation
- Macro and exchange-rate policy in relation to inequalities between the global North and South
- How green-technology innovations can renew cities, especially by small and medium firms
- Measuring and the implications of multidimensional inequality.

Many of our members collaborate closely with other Business School centres, including CASIF (page 12), CIHM (page 30) and Centre for International Business at the University of Leeds (CIBUL) (page 19).

Find out more: business.leeds.ac.uk/economics

The Economics Division’s impact and engagement

Our Division’s engagement with public, private, and non-profit organisations locally and around the world fuels our research projects, which are often conducted with partners at the University of Leeds and around the world. Our research is demonstrating how eco-innovations and new approaches to macro policies can create more environmentally and economically sustainable employment in Europe and elsewhere. Divisional research on financialisation and financial inclusion and exclusion is generating new insights on how to reduce the number and severity of impact of financial crises. Policy initiatives in the UK, Europe, and abroad are drawing heavily on our research on the organisation of the automobile industry, on alternative approaches to employment policy and firm ownership, and on the causes of the subprime and Eurozone crises.

FESSUD is a €10 million research project over 5 years involving 14 partner institutions, with funding of almost €8 million from the Framework Programme 7 for Research of the European Union.

The project is coordinated by the University of Leeds and led by Professor Malcolm Sawyer in the Economics Division of Leeds University Business School. Members of the coordinating Committee at Leeds University Business School include Andrew Brown, Giuseppe Fontana and David Spencer.

FESSUD is a multidisciplinary, pluralistic project which aims to forge alliances across the social sciences, so as to understand how finance can better serve economic, social and environmental needs. The project brings together expertise from many leading universities to look at how the financial system affects the world around us. We need to know what can be done to make the financial system work for society, the economy and the environment and not – as has sometimes been the case – the other way round. Some central issues FESSUD aims to address are:

- What is financialisation and how has it impacted on the achievement of specific economic, social, and environmental objectives?
- What is the nature of the relationship between financialisation and the sustainability of the financial system, economic development and the environment?
- What lessons can be drawn from the crisis about the nature and impacts of financialisation?
- What are the requisites of a financial system able to support a process of sustainable development, broadly conceived?

The FESSUD Project runs for 5 years from 2011 to 2016 and aims to affect policy makers, representatives of the business sector, the social economy sector, the civil society sector, researchers and citizens based in different EU member states and beyond. The project team is made up of a team of economists and other social scientists from across Europe, South Africa and the US working at 14 leading universities and one European non-government organisation.

Contact: fessud@leeds.ac.uk
Our Centre for International Business at the University of Leeds is ranked second in the world for leadership in international business research. We offer researchers an unparalleled opportunity to develop their research capabilities alongside acknowledged world-leading scholars.

Peter J Buckley is Professor of International Business and Founder of the Centre for International Business, University of Leeds. CIBUL, UK. CIBUL was rated as the top international business research group in the world based on publications in leading journals (International Business Review 2006). He was elected a Fellow of ABI in 1985 for “outstanding achievements in international business”. He is also a Fellow of the British Academy of Management (BAM), a Fellow of the Royal Society of Arts (RSA) and a Fellow of the European International Business Academy (EIBA).

In December 1998 he was made an Honorary Professor at the University of International Business and Economics, Beijing, China. He is also an Honorary Member and Executive Committee member of the 48 Group Club. He was President of the Academy of International Business 2002-04 and served as Immediate Past President 2004-06. He is currently Chair of the European International Business Academy (EIBA).

In 2012 Leeds International Business Confucius Institute was approved by the Chinese National Office. This Confucius centre, one of a handful in Europe with a business focus, further develops the relationships between Leeds University Business School and our Chinese partner, the University of International Business and Economics in Beijing. It aims to promote educational, economic and cultural ties between the UK and China.

Our research funding comes from a range of sources including the ESRC, EPSRC, government bodies such as UK Trade & Investment, and multinationals such as Nestlé.

Mario Kafouros is a Professor of International Business and Innovation, and Head of the International Business Division. Professor Kafouros is an electronic engineer by first degree, and holds a degree in business and economics, and a PhD in innovation. He has extensive industrial and academic experience in the field of innovation and international business.

His research has received strong recognition in the form of (1) Best Paper Awards (Academy of International Business 2010), and British Academy of Management 2008), (2) funding from research councils, government organisations and multinational companies, and (3) publications in leading international journals such as the Journal of International Business Studies (JIBS), Research Policy, Organisation Studies, Human Relations, Journal of World Business, British Journal of Management, Journal of Business Research and Management International Review.
Our academics conduct their research within one of the following research centres:

- Centre for Decision Research (CDR)
- Centre for Operations and Supply Chain Research (COSCR)
- Centre for Technology, Innovation and Entrepreneurship (C-Tie)
- Socio-Technical Centre (STC)

Centre for Decision Research (CDR)

We focus on understanding how managers, consumers, groups, and organisations make decisions and how we can use this knowledge to improve those decisions. Founded in 1996, we have contributed to Leeds University Business School’s international reputation through our high-quality publications in top research journals, our grants for pure and applied research, and our specialist courses, advice and other forms of consultancy for public and private sector organisations in the UK and US. The Centre has particular expertise in the financial, health, transport and environmental sectors.

Our activities build on our expertise in judgment and decision making, decision analysis and support systems, risk management and communication, often involving interdisciplinary collaborations within the University. Our researchers have had successful collaborative research projects with colleagues in Leeds Institute for Health Sciences, Institute for Transport Studies and the wider Faculty of Environment. International partners include the Federal Reserve Bank of New York, Foundation for Informed Medical Decision Making, European Commission and Carnegie Mellon University Center for Climate and Energy Decision Making.

Find out more: www.leeds.ac.uk/decision-research

- Our research with AgeUK and the US National Institute of Ageing has studied how older consumers make decisions about their health and finances. As a result we are developing evidence-based programmes to help elderly people in financial distress.
- In projects for the Department for Work and Pensions and National Employment Savings Trust, we studied people’s attitudes to pensions and interim losses in pension saving, exploring potential communication strategies.
- In a project with Leeds Institute of Health Sciences and various international institutions, we investigated how tools developed to support health decisions affect the quality of the decisions made. This work, funded by the US Foundation for Informed Medical Decision Making, has informed the NHS about using decision aids.
- In a project funded by the Department for Environment, Food and Rural Affairs, we are working with colleagues in our School of Earth and Environment to investigate whether people are prepared for climate change. In an ongoing collaboration with Carnegie Mellon University Center for Climate and Energy Decision-making, our researchers have looked at how to help households to save electricity. Research findings have led to improved feedback through electricity bills and in-home displays.
- A project with Clydesdale Bank developed a new method for modelling customer lifetime value, and won ESRC’s Best Application of Social Science in a KTP Award for 2011.
- In a project with Leeds Institute of Health Sciences, hospital consultants, and an international collaborator, we investigated how tools developed to support health decisions affect the quality of the decisions made. This work, funded by the US Foundation for Informed Medical Decision Making, has informed the development of NHS decision aids.

Research within management focuses on aspects of organisational performance and managerial decision making.

Professor Wandi Bruine de Bruin has a Leadership Chair in Behavioural Decision Making at the Leeds University Business School, where she serves as the Co-Director for the Centre for Decision Research (CDR). She also holds positions as Associate Professor at Carnegie Mellon University’s Department of Engineering and Public Policy, Adjunct Senior Researcher at the RAND Corporation and Visiting Scholar at the Federal Reserve Bank of New York.

She has published in peer-reviewed journals in multiple disciplines, including psychology, economics, public health, environmental science, and engineering. She serves on the editorial boards of the Journal of Experimental Psychology: Applied and of the Journal of Behavioral Decision Making. She is a member of the programme committee for the annual academic meeting of the Society for Judgment and Decision Making. She has joined the Scientific & Technological Council of the International Risk Governance Council in Switzerland, which provides evidence-based recommendations about risk assessment and risk governance to international policy makers, risk managers and other key decision makers. She has contributed her expertise to advisory panels and workshops organized by institutions such as the Centers of Disease Control, the Environmental Protection Agency, the U.S. National Research Council, and the Organisation for Economic Cooperation and Development.

Wandi is delivering a portfolio of research and engagement at Leeds including understanding how people make decisions affecting their financial, health, and environmental risks, as well as developing communications aiming to improve those decisions. Her work is interdisciplinary in nature, and involves collaborations with economists, public health experts, and engineers. Current projects include a national UK survey to examine people’s perceptions of climate change risk and adaptation funded by the UK Department of Food Environment and Rural Affairs, a national US survey on consumers’ health and retirement decisions funded by the US National Institutes of Ageing, and the design of evidence-based programmes to alleviate financial distress in European elderly funded under the Marie Curie Fellowship scheme.
Centre for Operations and Supply Chain Research (COSCR)

We develop and disseminate knowledge, and improve managerial practices relevant to our user community – students, academic researchers, policy decision makers, management consultants and business managers. We focus on constructing theory – modelling, testing and developing a range of application-based tools. Our current distinctive strands are sustainable and resilient supply chains, digital supply chain and economy, technology innovation management, global value chains, inter-organisational collaboration and network analysis. New projects including greening the supply chain, supply chain sustainability, and the knock-on effects for environment policies.

Our established Technology and Innovation Group (TIGr) focuses on understanding and facilitating innovation in complex social networks, and creating improved performance from technological and managerial innovations. The group applies its engineering and computer science expertise to managing innovation programmes in industry, business analytics within the public sector and changes within digital supply networks.

A recent industry-funded project studied relationships in the supply network of a UK utility’s asset management programme. We also host a European Union-funded Marie Curie fellowship to quantitatively model sustainability and the resilience of supply chains under severe disruption.

COSCR and TIGr’s impact and engagement

TIGr has helped organisations embedded in complex supply networks to collaborate more effectively – we have worked with manufacturers to diagnose and construct pathways to high-value manufacturing and used Web 2.0 to help with creative design processes for small and medium enterprises.

COSCR and TIGr researchers are collaborating with Leeds’ Institute of Communication Studies and School of Computing, Open University and King’s College London on strategic prototyping. This work constructs strategic visions of the future that embed technological innovation, evaluating its impact on business, communities and cities. The research focuses on the interaction between technology, innovation and the environment, contributing to the future of smart cities. The network is working with the Department for Business, Innovation and Skills, Intel and Yorkshire Water. It is supported by EPSRC, New Economic Models in the Digital Economy, Digital Economy Programme, British Academy of Management and US Academy of Management.

COSCR research addresses supply chain sustainability. Supported by ESRC, it examines how environmental management practices can be integrated in a global supply chain with comparisons between supply chains in the UK, Thailand and Hong Kong. The research identifies supply chain environmental practices that reduce cost and environmental practices, and the effects of external drivers like environmental regulation and pressure from NGOs. It helps businesses make their supply chains greener while policy makers can better understand the effects of environmental regulations on global supply chains.

Chee Wong is a professor of supply chain management at Leeds University Business School. Prior to this, he held a chair in logistics and supply chain management at Hull University Business School. He teaches logistics, supply chain and operations management at undergraduate, MSc, MBA, PhD and executive levels. He has also more than nine years of industrial working and consultancy experience in operations, purchasing, production, inventory and distribution management and supply chain design with SMEs and multinational companies specialised in beverage, retail, consumer goods, toys, engineering, metal production, and polymer distribution.

His research interests lie in the areas of supply chain integration, sustainable supply chain, third-party logistics, global/ethical sourcing, and operations strategy. He has published more than 70 academic and practitioner articles, including high quality journals such as the Journal of Operations Management (JOM), International Journal of Production Economics (IJPE), Supply Chain Management: an International Journal (SCMJ), Production Planning and Control (PPC), International Journal of Physical Distribution and Logistics Management (IJPDLM).

Professor Wong has held the following academic appointments: editorial board members of the International Journal of Business Performance and Supply Chain Modelling (IJPSCM) and European Management Journal (EMJ); external examiner for Plymouth Business School’s UG Marine and Logistics Programme; programme leader’s University of Hull’s BSc Supply Chain Management and MSc Logistics and Supply Chain Management Programme; and external examiners for PhD dissertations.

Find out more: lubswww.leeds.ac.uk/coscr
lubswww.leeds.ac.uk/tigr

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Find out more: lubswww.leeds.ac.uk/coscr
lubswww.leeds.ac.uk/tigr
Centre for Technology, Innovation and Entrepreneurship (C-Tie)

At C-Tie we bring together researchers and practitioners who share an interest in innovation and entrepreneurship. Incorporating insights from strategy, leadership, organisational theory, information management and the sociology of technology, we strive for a better understanding of the activities and processes that engender innovation and entrepreneurship – particularly in scientific, technological, manufacturing and service settings.

Our focus is to explain the origins, nature and consequences of entrepreneurial and innovative efforts – and their outcomes in terms of performance, innovation, organisational capabilities and the wider impacts for society. We have received a number of research grants – the most significant is for a European Union-funded Marie Curie Initial Training Network to explore how emerging technologies are strategically managed. We are collaborating with six other European Business Schools (Aalto University, IE Business School, Erasmus University, Grenoble Ecole de Management, University of Ljubljana and University College Dublin) and a number of international technology companies including Bayer Technology Services, Intel, Lux Research and Oxford Advanced Surfaces Group.

The Medical Technologies Innovation and Knowledge Centre – another of our projects – aims to understand the innovative processes that lead to technological, manufacturing and service settings.

We seek a step change in our interdisciplinary capability to design more effective systems including new buildings, infrastructures, services, ways of working, business models and computer systems. Working closely with blue chip organisations such as Rolls-Royce, Arup, Yorkshire Water, Emergency Planning College and Cross Rail, new application areas include – crowd management, disasters and safety, energy supply and use, project management, risk management, organisational resilience, new product introduction systems, green behaviours at work and in the home, and the built environment.

A related innovative feature of the work includes the parallel development of new methods and tools to support the above, including for example, agent based modelling and simulation of human behaviour, including the behaviour of individuals, teams, crowds and systems. We are well on our way to being an international leader in organisational psychology and we are currently the only group of social scientists involved on a long-term basis with Rolls-Royce’s global research network.

Our research has been widely published in leading peer-reviewed academic journals and our research funding exceeds £1m from the public and private sectors. The work involves active international collaborations, inter alia, through our leadership of two Worldwide Universities Networks, involving academics in more than 20 countries. We are regular symposium organisers and speakers at leading international conferences and our collective citation count is internationally competitive in our field. We have an active seminar programme, a regular stream of international visitors, new MSc programmes in Organisational and Business Psychology and a thriving doctoral programme.

C-Tie’s impact and engagement

- Our research into knowledge management, management learning and leadership, particularly in small and medium enterprises, has had a significant effect on business education practice (further education colleges, private companies, government-sponsored organisations) – our knowledge of the way interventions should be designed has enabled them to better connect with their clients. At a regional and national level, policy makers have been able to design programmes that help support enterprise growth while owner-managers are able to undertake long-term strategic planning and place their businesses on a firmer footing.
- Previous research within the Business School looked into aspects of business growth, development and appropriate education for managers. As a result, the University was approached by Goldman Sachs to help design and deliver a programme for rapidly growing entrepreneurial businesses. The Goldman Sachs 10,000 Small Businesses Programme is a national programme piloted by Leeds in collaboration with Leeds Ahead.
- Our AIMTech research has led to a more informed understanding of the organisational implications of technology and its influence in organisations such as the UK police, emergency services and local government. Research findings and collaborations have led to better-informed decisions and a greater awareness of the opportunities provided by technology.

Find out more: lubwww.leeds.ac.uk/c-tie

Socio-Technical Centre (STC)

Formed in 2009, the STC is one of the University’s transformation fund projects (see page 11) and our research focuses on human behaviour in complex systems. Our core discipline is organisational psychology, but we adopt an interdisciplinary approach to problem solving, working closely with engineers, computer scientists, architects and geographers.

We seek a step change in our interdisciplinary capability to design more effective systems including new buildings, infrastructures, services, ways of working, business models and computer systems. Working closely with blue chip organisations such as Rolls-Royce, Arup, Yorkshire Water, Emergency Planning College and Cross Rail, new application areas include – crowd management, disasters and safety, energy supply and use, project management, risk management, organisational resilience, new product introduction systems, green behaviours at work and in the home, and the built environment.

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STC’s impact and engagement

STC has worked with the Cabinet Office Civil Contingencies Secretariat which is responsible for civil protection. The research, which combined practical and theoretical knowledge and in-depth investigation of several crowd-related disasters, enabled STC to make a full revision of the guidance available to the civil protection community (e.g. emergency services, local government) that is available on the Cabinet Office website (www.cabinetoffice.gov.uk/news/understanding-crowd-behaviours). The guidance means that public bodies can better plan and manage large public events.

Members of the STC have also worked with a number of large manufacturing companies. This type of organisation often has a tendency to focus on the technological aspects of their operations. STC is able to provide them with an in-depth understanding of how people and their working practices interact with the technology. STC has been able to work with top management teams to design new ways of organising and working, which in turn can lead to a cultural change within the organisation. These changes can improve both effectiveness and well-being.

Find out more: lubwww.leeds.ac.uk/stc
Within Marketing, our research focus has led to a new research centre – the Global and Strategic Marketing Research Centre (GLOSMARC). Here our skills and knowledge are more effectively focused on user communities.

Costas Katsikeas is Arnold Ziff Research Chair in Marketing and International Management and Director of the Global and Strategic Marketing Research Centre at Leeds University Business School, University of Leeds. His main research interests focus on global marketing and export management, inter-firm partnerships, and competitive strategy. He has published in the Journal of Marketing, Strategic Management Journal, Organization Science, Journal of International Business Studies, Journal of the Academy of Marketing Science, Decision Sciences, Journal of International Marketing, and other journals. He is the recipient of the 2006 Hans B. Thorelli 5-Year Research Award by the American Marketing Association Foundation and the 1999 S. Tamer Cavusgil Award for the best Journal of International Marketing article. He has taught in several executive MBA programs and has delivered executive seminars for major organisations around the world.

Recently, the American Marketing Association (AMA) – the largest marketing association worldwide, has announced that Professor Katsikeas has been appointed as Editor in Chief of the Journal of International Marketing. It is the first time that an AMA journal has appointed an Editor in Chief from within a UK academic institution.

Mat Robson is Professor of Marketing and Head of Marketing Division at Leeds University Business School, University of Leeds. He earned his doctorate at Cardiff University and served there as a member of faculty before moving to the University of Leeds. His research interests focus on cross-border inter-firm collaborative strategies, distribution channel relationships, exporting strategies, and social and structural relationship governance and maintenance mechanisms.


At GLOSMARC we operate an active seminar programme and organise workshops for our staff and postgraduate researchers. Over the last three years, research seminars have been delivered by internationally prominent speakers including Daniel Bello of Georgia State University, Adamantios Diamantopoulos from the University of Vienna, David Griffith of Lehigh University, Jaddeep Prabhu from University of Cambridge, Bulent Menguc of Kings College and Aviv Shoham of the University of Haifa.

Find out more: business.leeds.ac.uk/glosmarc

Global & Strategic Marketing Research Centre (GLOSMARC)

We are one of the leading research centres on global and strategic marketing issues in Europe – with an active research community of professors, international research fellows and postgraduate researchers. We pride ourselves on cutting-edge scholarship and international collaboration with leading marketing researchers and business schools worldwide. Our research activities are framed around distinct strands:

- Cross-border inter-firm collaboration
- Global marketing strategy standardisation and adaptation
- Sustainable marketing strategies
- Export marketing practices and performance
- Multinational company marketing practices and performance
- Sources and performance outcomes of competitive advantage positions in product-market ventures
- Marketing strategy planning and implementation
- International entrepreneurship and new ventures
- Managing brands and customer experiences.

Our members are involved in major research projects spanning a range of topics with a particular focus on global marketing strategies and performance; developing sustainable green marketing strategies; understanding aspects of organisational buyer behaviour as well as consumer knowledge, attitudes and behaviour; and various marketing aspects in relation to entrepreneurs and entrepreneurial ventures.
10 Work and Employment Relations

CERIC is an internationally respected centre of excellence for research on work and employment relations.

Centre for Employment Relations Innovation and Change (CERIC)

Through CERIC we bring together researchers from across Leeds University Business School and other social science departments to contribute to high quality research, teaching and knowledge transfer. Our focus is to address contemporary national and international debates relating to the challenging dynamics and future of work, employment and labour markets.

Our internationally renowned researchers produce rigorous research relevant to policy and practitioners’ concerns, and publish in all the leading journals in the field, such as British Journal of Industrial Relations, Human Relations, Organizational Studies, Work Employment and Society. Our network of associates and visiting professors include academics from universities in the UK and abroad, such as Dr Ed Sweeney, Chair of ACAS. We have also collaborated with researchers in the University’s School of Sociology and Social Policy.

We have extensive international links across the European Union, North America and Australia – colleagues have held visiting positions in Cornell, Sydney, Monash, Griffith and Toulouse. Supported by a WULN-funded partnership, we have led projects examining the impact of the global recession on redundancy and sustainable employment and have recently established a new international network on flexible careers. Our members are involved in the editorialship of the prestigious journal Work, Employment and Society, sit on the board of numerous additional journals and are currently the stewards of the British Universities Industrial Relations Association (BUIRA).

Our work is organised across five main research themes:

- Labour market change and regulation
- The modernisation of employment relations
- Changing structures of organisation and governance
- Equality, diversity and workplace wellbeing
- Work futures

We are funded by ESRC, European Union, government departments, charities and trade unions. Internationally we have secured funding to conduct research on community alliances in London and Sydney, and collaborative funding to investigate labour market activation programmes. The Low Pay Commission has recently supported our research on wages and contracts in domiciliary care. We have also been awarded University of Leeds transformation funding to support our research on work and care, in collaboration with researchers in the University’s School of Sociology and Social Policy.

We have extensive international links across the European Union, North America and Australia – colleagues have held visiting positions in Cornell, Sydney, Monash, Griffith and Toulouse. Supported by a WULN-funded partnership, we have led projects examining the impact of the global recession on redundancy and sustainable employment and have recently established a new international network on flexible careers. Our members are involved in the editorialship of the prestigious journal Work, Employment and Society, sit on the board of numerous additional journals and are currently the stewards of the British Universities Industrial Relations Association (BUIRA).

CERIC’s impact and engagement

CERIC researchers have examined the relationship between organisational restructuring, stakeholder partnerships and initiatives designed to raise the demand for learning. The research has shown the positive impact that union-led learning can have on employers’ learning practices and performance, particularly where it is supported by learning committees and agreements. Cited by government ministers, the research has influenced the recent funding settlement for union learning and internal practice.

Members of CERIC have conducted research that highlights how clinical leadership can be improved within the health service and how policies and practices can be devised to improve management within healthcare. Working collaboratively with CIHM, the research has led to significant increases in doctor involvement in hospital leadership. This has been achieved through several health leadership programmes, for example, the pan-London Darzi Fellows programme, the Leading Transformation programme in Yorkshire and the Humper for senior leaders across the region, and the North West region’s Board Level Director Leadership programme delivered by CIHM. The research has also influenced policy making with findings being fed into discussions on NHS reform, the Cabinet Officer Barriers to Choice Review 2013 and led to the development of an online toolkit for effective clinical and management engagement.

Jennifer Tomlinson is a Professor of Gender and Employment Relations and is Co-Director of CERIC. Her research scholarship focuses on understanding patterns of gender and (in)equalities in work, economies and societies. Her disciplinary background is sociology and her work at Leeds contributes to key debates located in a range of related fields, including employment relations, management, human resources, social policy and gender relations.

The overarching research questions that draw together Jennifer’s central interests into a coherent programme of research are how can sociological theory contribute to a better understanding of gender and inequalities in the labour market and wider society?’ and ‘how can relationships between institutions, structures and human agency help us understand the dynamics of (in)equalities in contemporary societies?’

Her work has been funded by the Department for Trade and Industry and the Trade Union Congress. She was the lead author of a major report on women returners and occupational gender segregation for the DTI that fed into the Women and Work Commission report Shaping a Fairer Future. More recently she has been working on diversity in the legal profession, co-authoring a major report on “Diversity in the Legal Profession in England and Wales” funded by the Legal Services Board and co-editing a Special Issue of Gender, Work and Organization on Gender, Diversity and Inclusion in Professions and Professional Organizations.

Jennifer recently secured a Worldwide Universities Network Fund for International Research Collaboration with the Universities of Sydney and Michigan State to establish a Worldwide Pathways Network. Jennifer is currently an Editor of Work, Employment and Society and an Associate Editor of Gender, Work and Organization.

Find out more: lubwww.leeds.ac.uk/ceric
Working with national and global partners, we generate new knowledge to be applied to delivering more efficient and effective services. A significant part of our work is in the delivery of leadership and organisational change programmes across the public and third sector. Our work is primarily focused on impact within the following core themes:

- Health and social care leadership – including a particular focus on doctors as leaders
- Co-producing health
- Increasing social value
- Governance
- Networks and systems.

Current activities

- We are working in a partnership led by the University of Sheffield and the NHS and in collaboration with the STC research centre, a number of industrial manufacturers and suppliers of assisted living technologies (Bosch, Microsoft, GE Healthcare and Philips).
- We are leading applied work on governance in social enterprises in health (as a new emerging profession) and transforming professions – all in collaboration with our Business and Professional Services Sector Hub.
- We are increasing the understanding on how networks operate effectively within the health sector to foster collaboration, learning and change.
- We have also undertaken an inquiry into ethical organisational decision making in the NHS in collaboration with the University’s Inter-Disciplinary Ethics Applied Centre for Excellence in Teaching and Learning.

At CIHM we contribute to academic research and we work with health and social care organisations to help create appropriate conditions for change.

11 Centre for Innovation in Health Management (CIHM)

CIHM’s impact and engagement

- We have supported the development of a peer leadership network spanning local authorities, NHS organisations, local government and third sector. Joint change programmes are now going ahead because of the new trust and clarity between the organisations.
- Our research on the relationship between doctors and managers is embedded in our practice – we have seen an impact in practice and improved services for patients. As one client said, “The programme has had a very beneficial impact on my leadership – it has given me time to reflect on my practice and to experiment with some new practices which have delivered better outcomes”.
- Our work around NHS service improvement is based on the belief that the citizen’s voice is central. This has had significant impact on drug and alcohol services across the North of England.
- Our evidence reviews on networks in the health sector has provided intelligence to network leaders and contributed to increased impact of NHS networks.

Find out more: www.cihm.leeds.ac.uk

Becky Malby
Becky (pictured 4th from left) is the Director of the Centre for Innovation in Health Management. Working with Leeds academics, she has a track record in organisational and leadership development in the public sector, working primarily with the NHS and with Local Authorities, in the UK and Europe. Becky leads the International Shaping Health Systems Network with hub groups in Asia, North America, Africa and Europe.

Becky is a critical friend of the New Economics Foundation Coproduction Network, and an advisor to the Cabinet Office on the Choice Agenda. She is also a founding member of the More Leaders for Leeds Network, and an advisor to the Health Foundation on Networks.

Previously Becky led the European Health Management Association Special Interest Group on Management Development, was a critical friend of the NESTA People Powered Health programme, and she has been a Director of the Northern Leadership Academy Think-Tank, prototyping effective leadership interventions in the public and voluntary sectors.

Prior to CIHM, Becky was Director of Complex Systems Associates, Head of Corporate Development at the Nuffield Institute at Leeds, and a Fellow at the Kings Fund. She started her career in clinical work, moving into managerial, research and organisational change posts in the NHS, at Trust through to Regional levels. She has an MA in Public and Social Policy, and her most recent publications include Malby B & Mervyn K (2012) Networks – A briefing paper for The Health Foundation, CIHM, University of Leeds and Malby B & Mervyn K (2012) Summary of the Literature to inform the Health Foundation questions on effective networks in the NHS. CIHM University of Leeds.
At Leeds University Business School we use insights from our research for wider social and economic benefit. This is reflected in our enterprise and knowledge transfer activities with businesses, public and third sector partners locally, nationally and internationally.

Our commitment to knowledge transfer ensures that:

- Our advice, expertise and research collaborations are accessible to businesses
- We are able to commercialise intellectual property for the benefit of businesses and social enterprises
- We develop and maintain high-quality strategic partnerships
- We continue to work with a range of organisations to ensure the University’s cultural, social and intellectual contribution maximises the quality of life within Leeds and more widely

A knowledge transfer partnership in action

A recent knowledge transfer partnership (KTP) between Leeds University Business School and Clydesdale Bank was awarded the ESRC award for the Best Application of Social Science in a KTP.

Customer lifetime value (CLV) models were developed, supporting a major shift to a customer, rather than product, focused approach to customer relationships. CLV is not a new concept but poses formidable challenges in the environment of financial services organisations.

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Choosing to do the project as a KTP allowed us to search for an innovative solution and gave us the luxury of accessing the academic skills we didn’t possess. Not only did it resolve a business need, it strengthened our relationship with the University and was personally rewarding for all those involved in the project.

Lucy Marshall, Clydesdale Bank

Corporate education and training

We recognise that organisations currently operate in difficult economic conditions and face a number of challenges. Many have had to examine their resource base – this often means they need outside support to help them explore new strategies and ways of doing business. The University is well placed to offer this expertise.

Our high-quality programmes are well recognised – we are accredited by European Quality Improvement System and the Association of MBAs. Our MA Human Resource Management is accredited by the Chartered Institute of Personnel and Development, and we are working towards an Association to Advance Collegiate Schools of Business accreditation. Our connections with the UK and international business communities are well established – and we have important strategic partnerships with companies such as Goldman Sachs, Royal Bank of Scotland, Yorkshire Bank, Financial Times and Marks & Spencer.

10,000 Small Businesses Programme

The Goldman Sachs 10,000 Small Businesses Programme enables small and medium enterprises to achieve their growth potential. It provides participants with the tools and resources they need to lay the foundation for long-term sustainable growth and job creation.

Find out more: business.leeds.ac.uk/10ksp

DirectorNet

At Leeds University Business School we have created a network tailored to the needs of small and medium enterprises. DirectorNet allows managers to work on their current company issues in a supportive environment and helps them add value to their business.

Find out more: business.leeds.ac.uk/directornet

Executive Education

Our approach to learning is firmly rooted in the workplace to enhance continuing professional development and support business development. Working closely together in partnership with you, we can identify your needs and develop workshops and programmes to support organisational issues. We offer bespoke education at all levels, ranging from short courses to full degrees. Corporate programmes are highly interactive, with workshops and practical exercises linked to reflection and feedback. Courses can lead to recognised qualifications and can be offered on campus or in the workplace.

Working with UKTI we have developed an International Business Development programme specifically for senior staff in mid-sized businesses (£25m - £500m turnover) to help them think about their core exporting issues and priorities.

The programme is designed to:

- Open up new opportunities for you to target markets further afield than the UK’s traditional export markets in the European Union
- Enhance leadership skills to take businesses forward
- Open doors to reliable and trustworthy business advice – and the skills to assess that advice
- Build a network of business peers

Highlighting the quality of our programmes and our partnership approach to working with clients, our 10,000 Small Businesses programme supported by the Goldman Sachs Foundation won the European Foundation Management Development (EFMD) Excellence in Practice Award in 2012.

A partnership with Leeds University Business School can also offer your organisation or business access to a variety of networks and events to share experiences and knowledge with like-minded people and similar organisational needs. We run a number of networks and events both on a local and international level, from which you and your company can benefit.
The professional services sector is one of the largest in the UK. It is also facing considerable change. Changing regulations and customer expectations, increased competition, globalisation and the adoption of new technologies all present challenges and opportunities for professional services businesses and social enterprise. Leeds University Business School hosts the Business and Professional Services Sector Hub which is a focal point for engagement between sector organisations and our world-class research, teaching and student talent.

Our expertise covers leadership in the professions, innovation, talent management, governance, diversity and ethics, international business and decision research. We are passionate that high quality research around these themes should underpin action to address critical issues facing business and society. We work to develop partnership with sector organisations, support collaborative research, host practitioner focused events and work in partnership with our corporate relations team offering Executive Education, business growth support and consulting services.

The Business and Professional Services Sector Hub is one of fourteen Sector Hubs that operate to help you access university expertise to bring world-class research excellence to issues facing clients and help deliver practical solutions to real needs.

professionalserviceshub.leeds.ac.uk

www.leeds.ac.uk/info/125078/sectors
We aim to create leaders of the future. Our programmes support postgraduate researchers to contribute to the challenges and opportunities facing academia and industry in the next decade and beyond.

At the forefront of research

Our research degrees aim to challenge postgraduate researchers by placing them at the heart of our research community – usually within an active research centre. They are an integral part of the academic research community with expectations to create new knowledge.

At Leeds University Business School we are committed to helping postgraduate researchers make an impact on business and society more generally – through leadership, research, teaching and influence. A thriving postgraduate research community is the lifeblood of a successful research-intensive business school and we invest in the development of our academics and researchers for the future.

Postgraduate researchers enjoy lively interdisciplinary debate within and between our Business School’s six divisions, all within a research-intensive University that offers interdisciplinary work and research opportunities. Through our consultancy and collaborations with practitioners we aim to change the way business thinks and operates.

Leeds University Business School doctoral programme

We run a large vibrant doctoral programme with training across the full spectrum of business management, accounting, finance and economics research.

Research Journey

Our research programmes provide the opportunities and training to support career development. Candidates who don’t have a Masters degree might begin their journey with an MSc Research – this gives them the opportunity to continue onto the doctoral programme and three more years of study. We encourage work placements, exchanges and flexible learning – part-time study and split-site modes are also available.

Research training

We believe in the value of training and developing our postgraduate researchers. A distinguishing feature of Leeds University Business School’s doctoral programme is the strong emphasis on formal learning and training in research methods. This training deepens the knowledge of disciplines as well as exposing postgraduate researchers to a range of methodological approaches.

The nature and scope of this research training depends on postgraduate researchers’ academic qualifications, their previous knowledge and experience. As a general rule, we expect that they take 60 credits of postgraduate research training to develop their research skills.

External training

At Leeds University Business School we coordinate the business and management pathway within the White Rose Doctoral Training Centre (WRDTC). As one of the largest social science postgraduate training centres in the UK, it offers unparalleled access to research expertise across the social sciences. All partners are members of the Russell Group.

Find out more: wrdtc.ac.uk

The University of Leeds has established Leeds Social Sciences Institute (LSSI) for interdisciplinary training and development, and specialist training and development opportunities.

Find out more: www.lssi.leeds.ac.uk

Northern Advanced Research Training Initiative (NARTI) is a management and business network of 15 research-led university business schools in the North of England – managed by Leeds University Business School. It gives postgraduate researchers access to a continuous programme of advanced subject-related research training and to leading academics in their field as well as giving them the opportunity to network with researchers working in similar areas.

Find out more: www.narti.org.uk

Postgraduate researchers can access additional training and networking through the British Academy of Management and Society for the Advancement of Management Studies – bodies delivering advanced training and funding for early career researchers. At a European level we are a member of the European Doctoral Programmes Association in Management and Business Administration.

Find out more: www.bam.ac.uk

www.socadms.org.uk

www.edamba.eu

Progression case study

Whilst working in the healthcare industry I first dipped my toe into the waters of academia on a part-time basis, fulfilling a long-term desire to gain a degree in sociology and social policy. Two years after graduating, with my goals in industry achieved, I decided to explore the academic world further and opted to study for an MA Human Resource Management at the University of Leeds. Halfway through this enjoyable and successful experience I began to think about the possibility of progressing to a PhD and was encouraged by my lecturers.

I was fortunate enough to receive a +3 ESRC doctoral scholarship, and also to be supervised by Professor Ian Kirkpatrick from Work and Employment Relations, who researches within public management, particularly health management and the professions. My doctoral research explored the impact of leadership development, including line management experience on doctors’ attitudes and behaviour, and led to my postdoctoral fellowship which will contribute to research in health management – a growing area of interest here in Leeds University Business School and one of our potential Research Excellence Framework impact case studies.

Dr Kathy Hartley, postdoctoral research fellow, Work and Employment Relations

Find out more: www.bam.ac.uk

Find out more: www.socadms.org.uk

Find out more: www.edamba.eu
Scholarships
The University of Leeds, and Leeds University Business School more specifically, offer a portfolio of scholarships for UK, European Union and international candidates – reflecting our commitment to increasing the number of high-quality researchers. Scholarships available each year include cross-School studentships, ESRC scholarships, international research scholarships and the University’s alumni fund.

Making an impact
From the beginning of their Business School journey, postgraduate researchers are part of a supported research community, embedded within a division and a research centre. Working alongside researchers who make a real impact on the world of business in the UK and internationally, we help make links between student research and the communities and policy makers they hope to influence. We are keen to link postgraduate research ideas and interests as closely as possible to our hope to influence. We are keen to link postgraduate research and the communities and policy makers they and internationally, we help make links between student research and the communities and policy makers they hope to influence. We are keen to link postgraduate research ideas and interests as closely as possible to our hope to influence. We are keen to link postgraduate research and the communities and policy makers they hope to influence.

Learning to teach
Through the Staff and Departmental Development Unit (SDDU), we provide a range of workshops and courses to help postgraduate researchers learn how to teach and put what they have learnt into practice. Once they have completed their training to a satisfactory level, researchers can apply for undergraduate teaching opportunities during their second and third year. This teaching experience is evidenced when applying for academic and other posts.

The University of Leeds Teaching Award is an internationally recognised formal qualification accredited by the Higher Education Academy – postgraduate researchers can apply for the award if they want to take their teacher training to the next level. It includes bespoke and optional workshops to suit particular disciplines and teaching responsibilities, providing credit and validation to their training and teaching experience.

Internships
A PhD is not just theory – it is also about creating and translating knowledge to make practical differences to real-world problems. Knowledge translation processes

Postdoctoral fellowships
The academic journey with the Business School doesn't necessarily end when the award of a PhD is made. Each year we invest in a number of postdoctoral fellowships for the best PhD graduates to build the next generation of world-class academics. Successful candidates are supported to further develop their research profile and teaching skills and are encouraged to engage in cross-boundary research in the Business School, University and with the wider community.

Phillipa Coan is a doctoral researcher within STC with a background in organisational psychology. Her research explores whether environmental behaviours carried out in the workplace spill over to home and vice versa. Her research aims to better understand this spillover process and how it can be facilitated. Findings from her research will feed into more holistic intervention designs that consider individuals in their multiple social contexts, encouraging more consistent environmentally sustainable lifestyles.

Phillipa’s research meets STC’s cross-disciplinary and applied objectives – it contributes to academic research and also drives forward practical solutions and develops policy about how best to promote environmentally sustainable behaviours at work and home. Phillipa also contributes to other STC projects, providing insight and expertise around environmentally sustainable behaviour.

For more information, please visit: business.leeds.ac.uk/phd

Conferences
A key part of a postgraduate researcher’s development is to take part in and contribute to wider academic networks both within and beyond their faculty. Researchers present their research to colleagues, fellow academics and invited researchers from across the region at The Annual White Rose Doctoral Training Centre Business and Management Conference. We encourage conference attendance and provide support. We also encourage postgraduate researchers to publish from the outset and hold seminars on how to publish, delivered by staff who are editors of leading business and management journals.

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Knowledge translation processes

Integrated working case study: Phillipa Coan

The Socio-Technical Centre (STC) runs a number of successful projects exploring how best to promote environmentally sustainable behaviours within the workplace. It integrates key pre-environmental techniques with existing organisational psychology and management theory.

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14 Faculty listings

Research Faculty

Accounting and Finance Division
- Dr Kevin Reilly
- Professor Malcolm Sawyer
- Dr Andrew Smith
- Dr David Spencer
- Dr Jeremy Toner
- Dr Gaston Yalonetzky
- Dr Lusia Zanchi
- Dr Kevin Reilly
- Professor Malcolm Sawyer
- Dr Andrew Smith
- Dr David Spencer
- Dr Jeremy Toner
- Dr Gaston Yalonetzky
- Dr Lusia Zanchi

International Business Division
- Miroslav Alikov
- Dr Christos Antoniou
- Professor Peter J Buckley
- Malcolm Chapman
- Professor Jeremy Clegg
- Adam Cross
- Nicolas Fonsani
- Dr Hanna Gajewski De Mattos
- Professor Mario Kafouros
- Liz Mason
- Surender Murah
- Dr Hinrich Voss
- Dr Elizabeth Wang
- Professor Wu
- Dr David Allen
- Dr Vicky Barnawi
- Dr Lee Beniston
- Lucy Bolton
- Dr Nicky Bowl
- Professor Wandu Bruine De Bruijn
- Dr Tom Burgess
- Dr Milica Callin
- Professor S Tamer Cavusgil
- Kasia Cicinomska
- Dr Jean Clarke
- Dr Gail Clarkson
- Professor Chris Clegg
- Eve Coles
- Professor Joep Cornelissen
- Professor Steve Kauken
- Professor Joep Cornelissen
- Dr Nicky Bowl
- Professor Wandu Bruine De Bruin
- Dr Tom Burgess
- Dr Milica Callin
- Professor S Tamer Cavusgil
- Kasia Cicinomska
- Dr Jean Clarke
- Dr Gail Clarkson
- Professor Chris Clegg
- Eve Coles
- Professor Joep Cornelissen

Management Division
- Dr David Allen
- Dr Vicky Barnawi
- Dr Lee Beniston
- Lucy Bolton
- Dr Nicky Bowl
- Professor Wandu Bruine De Bruin
- Dr Tom Burgess
- Dr Milica Callin
- Professor S Tamer Cavusgil
- Kasia Cicinomska
- Dr Jean Clarke
- Dr Gail Clarkson
- Professor Chris Clegg
- Eve Coles
- Professor Joep Cornelissen

Marketing Division
- Dr Nathaniel Boso
- Dr Josko Brakus
- Dr Simos Char
- Dr Magnus Hultman
- Professor Constantine Katsikas
- Dr Constantinos Leondou
- Professor Leonidas Leonidou
- Dr Zaleh Najafi Tavani
- Dr Dayananda Palhawadana
- Professor Matthew Robson
- Dr Chananampus Siardakos
- Dr Stavrakou Spyropoulou
- Dr Aristidis Tseitakis
- Dr Desmond Thwaites
- Dr Ghasem Zafarang

Work and Employment Relations Division
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- Iololia Bessa
- Zvonkis Ciprius
- Dr Hugh Cook
- Professor Chris Forde
- Jean Gardiner
- Dr Ian Greenwood
- Professor Irena Grugulis
- Dr Kate Hardy
- Professor Jane Holgate
- Dr Jo Ingold
- Professor Ian Kirkpatrick
- Professor Robert Macdonald
- Dr Jennifer Martin
- Dr Paul Mitchell
- Professor Andy Penaloza
- Professor Mark Phillips
- Professor Luke Pittaway
- Professor Robert Ranyard
- Professor Ivan Robertson
- Professor Clifford Stott
- Professor Tom Wilson
- Professor Mick Yates

Visiting Professors
- Professor Philip Arestitis
- Professor VN Balasubramaniam
- Professor Xiaowu Cai
- Professor Bert Clough
- Professor Jeff Gold
- Professor Tomas Hult
- Professor Federico Lega
- Professor Susan Marklo
- Professor Dominic Marocco
- Professor John McMullen
- Dr Nicky Bown
- Dr Elizabeth Wang
- Dr David Allen
- Dr Hinrich Voss
- Surender Munjal
- Dr Nicky Bown
- Dr Elizabeth Wang
- Dr David Allen
- Dr Hinrich Voss
- Surender Munjal

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