

Dr Kevin Morrell, Senior Lecturer in HRM and Organisational Behaviour

An original, yet systematic and logical thinker, my research and teaching interests concern behaviour in organisations, particularly the topics of governance and leadership. In both these areas I am interested in using narrative to examine how power is controlled in organisations of different kinds. The context for much of my empirical work has been the UK public sector, particularly the NHS. However, many of my contributions are theoretical or methodological which means this work has considerable reach.

EDUCATION:

- Loughborough Univ.: (Oct 99-Apr 2002). PhD in OB / HRM. University scholarship.
- Sheffield Business School: (Sep 98–Sep 99). MSc in HRD (top in class of 24).
- Jesus College Cambridge: (Sep 92-Jul 95). MA, BA Hons in Philosophy, 2.1.

ACADEMIC WORK EXPERIENCE:

- Birmingham Business School: (Sep 2007-present) Senior Lecturer in OB / HRM
- Warwick Business School: (Dec 2003-Aug 2007) Senior Research Fellow, promoted to Principal RF 2007.
- King's College London: (Mar 2003-Jan 2004) Research Officer (p-t) on 'Evidence Based HRM in the NHS'.
- Loughborough University: (Oct 2002-Feb 2004) ESRC Postdoctoral Fellow (work on employee turnover).

OTHER WORK EXPERIENCE:

- Analyst at small IT law firm (Feb–May 98) Some financial analysis for clients. Also personnel issues.
- Business analyst at Xerox (IHQ) (Sep 96-Oct 97) Reports for senior mgt; problem solving, Quality tools.
- Nursing Asst. (p/t in vacations) (91-96) in various NHS Trusts and roles, patient care.

PUBLICATIONS:

Refereed Journal Articles (author order as shown)

Morrell, K. 'Governance and the Public Good', *Public Administration*, forthcoming.

Morrell, K. (2008) 'The Narrative of 'Evidence based' Management: A polemic', *Journal of Management Studies*, 45(3): 613-635.

Morrell, K. Loan Clarke, J., Wilkinson, A.J. and Arnold, J. M. (2008) 'Mapping the decision to quit', *Applied Psychology*, 57(1): 128-150.

Morrell, K. and C Jayawardhena (2008) 'Myopia and Choice', *Journal of Marketing Management*, 24(1-2): 135-152.

Morrell, K. (2007) 'Aesthetics and Learning in Aristotle', *Leadership*, 3(4): 497-500.

Morrell, K. and J Arnold (2007) 'Look after they leap: Illustrating the value of retrospective reports in employee turnover', *International Journal of Human Resource Management*, 18(9): 1683-99.

Morrell, K. (2007) 'Re-defining Professions: Knowledge, organization and power as syntax', *Electronic*

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Journal of Radical Organization Theory, Critical Management Studies Proceedings (full paper).

Morrell, K. (2006) 'Aphorisms and leaders' rhetoric', *Leadership*, 2(3): 367-382.

Morrell, K. and Hartley J. (2006) 'A Model of Political Leadership', *Human Relations*, 59(4): 483-504.

Morrell, K. (2006) 'Policy as Narrative: New Labour's reform of the National Health Service', *Public Administration*, 84, 2, 367-385.

Morrell, K. and Hartley J. (2006) 'Ethics in Leadership: The Case of Local Politicians', *Local Government Studies*, 32, 1, 55-70.

Morrell, K. and Anderson M. (2006) 'Dialogue and Scrutiny in Organisational Ethics', *Business Ethics: a European Review*, 15, 2, 117-29.

Morrell, K. (2006) 'Governance, Ethics and the NHS', *Public Money and Management*, 26, 1, 55-62.

Morrell, K. (2005) 'Towards a Typology of Nursing Turnover', *Journal of Advanced Nursing*, 49, 3, 315-22.

Morrell, K. (2004) 'Decision Making and Business Ethics: the implications of using Image Theory in preference to Rational Choice', *Journal of Business Ethics*, 50, 239-252.

Morrell, K., Loan Clarke J. and Wilkinson A (2004) 'The Role of Shocks in Employee Turnover', *British Journal of Management*, 15, 335-349.

Morrell, K. (2004) 'Enhancing effective careers thinking: scripts and Socrates', *British Journal of Guidance and Counselling*, 32, 547-558.

Morrell, K., Loan-Clarke J. and Wilkinson A. (2004) 'Organisational Change and Employee Turnover', *Personnel Review*, 33, 161-173.

Morrell, K. (2004) 'Socratic Dialogue as a Tool for Teaching Business Ethics', *Journal of Business Ethics*, 53, 383-392.

Morrell, K. and Wilkinson A. (2002) 'Empowerment: through the smoke and past the mirrors', *Human Resource Development International*, 5, 119-130.

Morrell, K. Loan-Clarke J. and Wilkinson A. (2001) 'Unweaving leaving: the use of models in the management of employee turnover', *International Journal of Management Reviews*, 3, 219-244.

Also (book) Mellahi K., **Morrell, K** and Wood, G. *The Ethical Business* (2e Palgrave).

Refereed Conference Papers

- (Forthcoming) Morrell, K. a paper on 'Governance as Narrative', is to be incorporated in 'Governing good and governing well': The first global dialogue on ethical and effective governance in Amsterdam 28-30 May 2009.
- Morrell, K. 'The Science of the Good and the Business of Ethics', 12th European Business Ethics Network Conference: "Organisations, Ethics and Misbehaviour", New Hall College, Cambridge, 2008.
- Morrell, K. 'Re-defining Professions: Knowledge, organization and power as syntax', 5th International Critical Management Studies Conference: "Reconnecting Critical Management", Manchester Business School, 2007
- Morrell, K. and Hine, J., 'Ethical Myopia and the Four Premises of the Myopalypse', 11th European Business Ethics Network Conference: "Organisations, Ethics and Misbehaviour", The Business School, Cheltenham, 2007.
- Morrell, K. 'Public Value and public health: a new analytical approach?', 10th European Business Ethics Network Conference, New Hall, Cambridge, 2006.
- Morrell, K. 'Public goods, public value and the public good: Governance and service delivery in the public sphere.' 10th European Business Ethics Network Conference, New Hall College, Cambridge, 2006.
- Hartley J.F., Z Radnor, Rashman L and K Morrell: Audit and inspection compared with inter-organizational learning as approaches to improvement and innovation at British Academy of Management, Oxford 2005.
- Morrell, K., Hartley J and S Parker 'Evaluating the effect of the Beacon Council Scheme on front-line staff', 20th Employment Relations Unit Conference, Cardiff University, Cardiff, September 2005
- Hartley J., Rashman L., Radnor Z. and Morrell, K. 'Rich aunts and poor cousins', 9th International Research Symposium on Public Management, Bocconi University, Italy, April 2005.
- Morrell, K., and Arnold J 'In defence of retrospective reports in turnover research', 20th Employment Relations Unit Conference, Cardiff University, Cardiff, September 2005
- Morrell, K. and M Anderson 'Radical, Ethicist, Problem-finder: Reading Socrates for leadership', 9th European Business Ethics Conference, Royal Holloway, London, March 2005
- Hartley J., Fletcher C. and Morrell, K. 'Look at it from my angle', British Psychology Society Division of Occupational Psychology, Annual Conference 12 - 14 January 2005.
- Morrell, K. and J Hartley 'Ethics In Leadership: The Case Of Local Politicians', 9th European Business Ethics Conference, Royal Holloway, London, March 2005
- Morrell, K., 'A Technology of Aphorism', Leadership Refrains: Encounter, conversations and enchantments, Exeter, 2004, 76-77.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Shocks, Images and Nurse Turnover', Democracy in a Knowledge Economy - Academy of Management, Seattle, 2003.
- Morrell, K., 'Virtues, Images, Choice and Ethics', European Business Ethics Conference, Selwyn College, Cambridge, 2003, 199-215.
- Morrell, K. and Cohen, L., 'Bringing Virtue to Light: Socratic Midwifery and Career Counselling', Inaugural Reason in Practice Conference, St Anne's College, Oxford, 2002.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Organisational Change and Employee Turnover', HRM in a Changing World, Oxford Brookes University, Oxford, 2002, 125-129.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Understanding Employee Turnover: The Case of Nurses in the National Health Service', British Academy of Management Conference, London, 2002.

Departmental Working Papers

- Morrell, K., 'Governance, Reform and Rhetoric in the NHS', University of Warwick Health Services Partnership (UWHSP), No. (2005): 4
- Morrell, K., 'Governance, Ethics and the NHS', (UWHSP), No. (2005): 5
- Morrell, K., 'Why and How Nurses Decide to Leave their Jobs: The Role of Shocks', (UWHSP), No. (2005): 6
- Morrell, K., 'Analysing Professional Work in the Public Sector', (2004), Loughborough University Business School (LUBS), No. (2004):1.
- Morrell, K., 'Socratic Dialogue and Careers', (2004) LUBS, No. (2004):2.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Go Forth and Replicate', (2004), LUBS, No. (2004):3.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Unweaving Leaving', LUBS, No. (2001): 1.
- Morrell, K., Loan Clarke, J. and Wilkinson, A.J., 'Lee and Mitchell's Unfolding Model of Employee Turnover', LUBS, No. (2001): 2.

Book Reviews / Contributions in Edited Books

Morrell, K. 4 book reviews in *Personnel Review*: 'Personnel Psychology and HRM: A Reader for Students and Practitioners' (Eds Cooper & Robertson), 'Trends in Organizational Behavior Vol 8: Employee Versus Owner Issues in Organisations' (Eds Cooper & Robertson), 'Well-Being in Organisations: A Reader for Students and Practitioners' (Eds Cooper & Robertson), 'A Manager's Guide to Hiring the Best Person for Every Job' (Rosenberg), 'Human Resource Management' (Dessler).

Morrell, K. (2001) Fourteen entries in The Informed Student Guide to HRM, Thomson: e.g. 'Hard' and 'Soft' HRM, 'Business Strategy and Contingency Approaches to HRM', 'Employee Involvement', 'Globalization', 'Models of HRM', 'Postmodernism/Postmodernity'.

Wilkinson, A.J and Morrell, K. (2001) 'Developing Empowerment at Packagoco', Contemporary Human Resource Management, Financial Times/Prentice Hall, 353-354.

FUNDING:

- 2008-9 Part of an inter-disciplinary (management, social policy, urban studies) successful bid to the ESRC as part of their festival of social science c€2,600 and to lead a public workshop about narratives and the social world.
- 2007-8 Centre for Leadership at the University of Birmingham (CLUB) c€65,000. Co-authored successful bid and academic coordinator for the forthcoming Leadership conference in 2009.
- 2005-6 Warwick Business School successful bid for grant on governance c€4,000. A small sum but these are very competitive.
- 2002-5 Improvement & Development Agency (public sector) c€40,000. A large grant was awarded before I joined. I successfully negotiated and managed this level of spend for a 2-year survey (over and above my salary cost which was in the original award).
- 2002-3 King's College Postdoc (p/t) joining a Department of Health funded project (c€160,000).
- 2002-4 ESRC Postdoctoral Fellowship c€34,000. Salary and superannuation plus conference expenses.
- 1999-2002 Loughborough University PhD Scholarship c€38,000. Bursary and Fees for 3 years, this was the only University Scholarship awarded to the Business School that year.

TEACHING AND FACILITATING LEARNING:

2008-9

- 2 Days on Qualitative Methods for the PhD / DBA students - *Research Methods*
- Module leader on the MSc in HRM and International Business – *Research Methods*
- Module leader on the 2nd year BSc in Business Administration – *Critical Organisational Theory*
- Module leader on the 1st year BSc in Business Administration – *Managing Organisations*
- Module leader on the Graduate Diploma in Business Administration – *Organisational Behaviour*

2007-8:

- Module leader on the 2nd year Combined Sciences BSc – *Human Resource Management*
- Module leader on the 1st year BSc in Business Administration – *Managing Organisations*
- Module leader on the Graduate Diploma in Business Administration – *Organisational Behaviour*
- Module Co-ordinator on the MSc in HRM – *Research Methods*

2006-7

- Co-teaching the research module of the full-time Masters in Public Administration (MPA) (5 days total: lectures, group work, facilitated discussion, case study etc).
- Co-teaching the dissertation workshops of the part-time MPA (5 days total: mix of teaching modes).
- Doctoral Programme, 'Analysing Documents' (3, 2.5 hour sessions) + 'The role of philosophy in organisational research' (1, 2.5 hour session).
- MPA core module on OB and change, 'HRM and the Public Sector' (1, 3 hour session)
- Undergrad seminars for 1st-year groups in 'Business in Society' module (eight, one hour sessions for two groups i.e. 16 hours total).
- Supervising and marking 4 MPA dissertations and 7 Postgraduate Diplomas.

2005-6

- Co-teaching the research module and the dissertation workshops of the full and part-time MPA (10 days total, as above, although I had more input into course design in 2006/7).
- Teaching the quantitative methods element of the research methods module on 2 Masters programmes in a different subject group (the MA in Organisation Studies and the MA in Industrial Relations) – (three, 3 hour sessions on each course i.e. 18 hours total).
- Doctoral Programme, 'Language, Discourse and Text' (one, 2.5 hour session).
- MPA Healthcare elective, 'The Sociology of the Professions' (one, 3 hour session).
- Dissertation coordinator for the Warwick full-time MPA and the part-time MPA (an administrative role matching students with supervisors based on their proposals).

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- Supervising and marking 2 MPA dissertations and 2 Postgraduate Diplomas.

Pre 2005 (at Loughborough Business School)

- 3, half-day sessions on Business Ethics ('Ethical Decision Making in a Business Context') to MBAs (12 hours total).
- Preparing and delivering 2hr Lectures to undergraduates and postgraduates (MSc and MBA) on mainstream HRM/OB topics including: HR Planning, Employee Turnover, Recruitment and Selection, Motivation, Individual Learning, Organisational Learning (estimated total 30 hours of lectures).
- Two, one hour sessions to PhD students (faculty-wide) introducing them to PhD research; one, 1 hour session to the doctoral students at the British Academy of Management conference on 'The PhD Process: Myths, Tips and Strategies'.
- 2002 designed CIPD 'Employee Relations' module: a work file providing 16 hours of remote learning.
- During my PhD – leading different groups of seminars (first / second year undergraduates from various degree courses) on HRM, IR and Personal Development. Indicative topics: HRM - reward, culture, appraisal; IR - the IR context, frames of reference, Trade Unions; Personal Devt – teams, PDP's; using two set texts: Sennet's *The Corrosion of Character*, Bradley et al's *Myths at Work*. Marking for related courses (coursework & exam) and other modules (e.g. International HRM).
- Continuing to develop and update a website which makes some of my teaching materials more widely available (www.kevinmorrell.org.uk). This gets regular positive feedback from students and lecturers, a large proportion of which is from overseas. Since it was launched (July 2005) it has had approximately 250,000 hits from over 18,000 unique users.

MEMBERSHIPS, PROFESSIONAL ACTIVITIES, AWARDS:

Reviewer for: *British Journal of Management, British Journal of Guidance and Counselling, British Journal of Politics and International Relations, Business Ethics: a European Review, Human Relations, International Journal of Management Reviews, Journal of Business Ethics, Journal of Organisational and Occupational Psychology, Leadership, Local Government Studies, Organizational Behavior and Human Decision Processes, Organization, Organization Studies, Organization Science, Personnel Review, Public Administration, Public Administration Review.*

- 2009 Academic co-ordinator of the 8th annual international conference in leadership at Birmingham (co-authored our successful bid to hold this prestigious conference)
- 2009 Reviewer for the Academy of Management Annual Meeting in Chicago
- 2008 Invited speaker at a symposium at the London School of Hygiene and Tropical Medicine on 'Public Sector Reform: New Forms of Governance?' Gave a talk on 'Governance as Narrative'
- 2008 Invited opening speaker at a cross-disciplinary conference in Hull (social and natural sciences and the humanities) for c120 PhD students at different Universities on 'Understanding The Research Process'.
- Merit Increment for outstanding research 2008 Birmingham Business School
- Foundation Trust Member – NHS Direct since 2008
- 2007 Invited Keynote speaker at the Confederation of Indian Industry, New Delhi on 'Communication, Ethics and Leadership'
- Promoted from Senior Research Fellow to Principal Research Fellow 2007 Warwick Business School – the basis for the case was research excellence and good citizenship
- Voluntary work via REACH developed social network facilities for a charity for people with mental illness and a community action group since 2007
- Merit Increment for outstanding research 2006 Warwick Business School
- 2006 a coordinator of EBEN-UK ethics conference New Hall, Cambridge (designing theme, web materials, reviewing)
- 2003-6 Secretary/Information Officer of European Business Ethics Network (EBEN), UK chapter.
- Member of the Academy of Management since 2003
- Best Paper Award 2002, *HRM in a Changing World*, Oxford Brookes
- 2002-4 Some consultancy/training for a niche, high-tech market research firm: consultancy on learning / HR strategy; training in SPSS and analytical techniques e.g. cluster analysis, regression
- 2002 ESRC Postdoctoral Fellowship
- 2002 Some consultancy for Diageo (desk-based research) on choice and decision making
- 2001-2 Wrote the guidance for tutors for the CIPD core text *Human Resource Management at Work*.
- Graduate of the Chartered Institute of Personnel and Development (CIPD) since 1999
- 1999 University Scholarship Loughborough University