

Kevin Morrell (Full Academic CV)

RESEARCH CONTRIBUTION

I am fascinated by a fundamental strategic question: how can private corporations, public organizations and other stakeholders enhance the public good? My interests branch out to other fields in management such as Governance, Corporate Social Responsibility (CSR), Leadership and the relationship between business research and practice - the relevance debate.

To provide distinctive answers to this question I draw on my first degree - philosophy and am known internationally as a committed and passionate advocate of drawing on the humanities to understand organizations; for instance as the leading critic of the "evidence-based" approach to business research.

Recent career achievements:

- 2015 awarded a **British Academy Mid-Career Fellowship**. There were 35 of these awards across all the Social Sciences and Humanities.
- 2014 the *Academy of Management Learning & Education* Editor invited me to write an **Exemplary Contribution**, as the leading critic of evidence-based management. This was judged runner up for best paper of 2015.
- 2013 awarded the **Haldane Prize**, an annual best paper award, for my paper in *Public Administration* 'What is Governance in the Public Interest'.

EDUCATION

1999-2002 PhD in Organizational Behaviour, University of Loughborough.
1998-9 MSc in HRM Sheffield Hallam University, Sheffield Business School.
1992-5 BA, MA in Philosophy, Jesus College, Cambridge.

EMPLOYMENT

2017- Professor of Strategy, Associate Dean, Durham University Business School.
2012-17 Professor of Strategy, Warwick Business School.
2007-12 Reader in Organizational Behaviour, University of Birmingham, Business School.
2003-7 Principal Research Fellow in Political Leadership, WBS.
2003 Research Officer, King's College London (p/t).
2002-3 ESRC Postdoctoral Fellow, Loughborough University, The Business School.
1995-8 Xerox and Paigelaw: Business Analyst and Consultant.

JOURNAL ARTICLES

Please Contact me for details of Work in Progress

Selected Published Articles

Learmonth, M. and Morrell, K. (2017) Is Critical Leadership Studies 'Critical', *Leadership*, 13(3): 257-271 (invited contribution). ABS 2

Arikan, O., Reinecke, J., Spence, C. and Morrell, K. (2017) 'Signposts or Weathervanes? The Curious Case of Corporate Social Responsibility and Conflict Minerals', *Journal of Business Ethics*, 146(3), 469-484. ABS 3, FT Listed

Morrell, K. and Brammer, S. (2016) 'Governance and Virtue: The case of riot police', *Journal of Business Ethics*, 136(2), 385-398. ABS 3, FT Listed

Jayawardhena, C., Morrell, K. and Stride, C. (2016) 'Fair Trade and other Ethical Consumption Behaviours in Shoppers', *Journal of Marketing Management*, 32(7-8): 777-805. ABS 3

Currie, G., Tuck, P. and Morrell, K., (2015) 'Contesting, accepting, or escaping normative governance? The narration of tax inspectors' 'Professional' identity', *Accounting Auditing and Accountability Journal*, 28(8): 1291-1309. ABS 3

Morrell, K. and Learmonth, M. (2015) 'Against Evidence-Based Management, For Management Learning', *Academy of Management Learning & Education*. Runner up for **Outstanding Article** in *AMLE* of 2015. ABS 4

Morrell, K. Learmonth, M. and Heracleous, L. (2015). 'An Archaeological Critique of 'Evidence-Based Management'', *British Journal of Management*, 26(3): 529–543. ABS 4

Morrell, K. and Currie, G. (2015). 'Impossible Jobs or impossible tasks? Client volatility & front line policing practice', *Public Administration Review*, 75(2): 264-275. ABS 4

Morrell, K. and Tuck, P. (2014). 'Governance, Tax and Folk Tales', *Accounting Organizations and Society*, 39(2): 134-147. ABS 4*, FT Listed

Morrell, K. (2012) 'Evidence-Based Dialectics', *Organization*, 19(4): 461-79. ABS 3

Morrell, K. and Harrington, N. (2012) 'What is Governance in The 'Public Interest'?', *Public Administration*, 90(2): 412-428. **Won the Haldane Prize, an annual best paper award**, according to a distinguished jury. ABS 4

Morrell, K. and Clark, I. (2010) 'Private Equity and the Public Good', *Journal of Business Ethics*, 96(2): 249-263. ABS 3, FT Listed

Morrell, K. and Jayawardhena, C. (2010) 'Fair Trade, Ethical Decision Making and the Narrative of Gender Difference', *Business Ethics: A European Review*, 19(4): 393-407. ABS 2

Morrell, K. (2009) 'Governance and the Public Good', *Public Administration*, 87(3): 538-556. ABS 4

Morrell, K. (2008) 'The Narrative of 'Evidence based' Management: A polemic', *Journal of Management Studies*, 45(3): 613-635. ABS 4

Morrell, K. and C Jayawardhena (2008). 'Myopia and (Ethical) Choice: Framing, Screening, Shopping', *Journal of Marketing Management*, 24(1-2): 135-152. ABS 3

Morrell, K. (2007). 'Aesthetics and Learning in Aristotle', *Leadership*, 3(4): 497-500. ABS 2

Morrell, K. (2006). 'Policy as narrative: New Labour's reform of the National Health Service'. *Public Administration*, 84(2), 367-385. ABS 4

Morrell, K. (2006) 'Aphorisms and Leaders' Rhetoric', *Leadership*, 2(3): 367-382. ABS 2

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

Morrell, K. and Hartley J. (2006). 'Ethics in Leadership: The Case of Local Politicians', *Local Government Studies*, 32(1): 55-70. ABS 2

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

Morrell, K. (2006). 'Governance, Ethics and the National Health Service', *Public Money and Management*, 26(1): 55-62. ABS 2

Morrell, K. (2004) 'Decision Making and Business Ethics', *Journal of Business Ethics*, 50, 239-252. ABS 3, FT Listed

Morrell, K. (2004) 'Socratic Dialogue as a Tool for Teaching Business Ethics', *Journal of Business Ethics*, 53, 383-392. ABS 3, FT Listed.

Morrell, K., Loan Clarke J. and Wilkinson A (2004). 'The Role of Shocks in Employee Turnover', *British Journal of Management*, 15, 335-349. ABS 4

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. ABS 3

Morrell, K. (2004). 'Socratic Dialogue as a Tool for Teaching Business Ethics', *Journal of Business Ethics*, 53, 383-392. ABS 3, FT Listed

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. ABS 3, FT Listed

BOOKS

Monograph

Morrell, K. (2012) *Organization, Society and Politics: An Aristotelian Perspective*. (Palgrave).

Relates Aristotle's analyses of politics and ethics to the power, rhetoric and ethics of contemporary organization. Some of this has been done before, but rarely, if ever, has it been done so competently, critically, constructively and compellingly. Weaving together insights from several disciplines in arguing for Aristotle's continuing importance, Kevin Morrell here establishes himself as an incisive voice in contemporary Aristotelianism. Dr Kelvin Knight, Director, Centre for Contemporary Aristotelian Studies in Ethics & Politics (CASEP)

Amplly demonstrates the relevance of Aristotle's thought to the twenty-first century world, suggests fresh approaches to the problems of modern organizations and of society at large. Richard Stalley, Professor of Ancient Philosophy, University of Glasgow.

An original and conceptually rigorous contribution to Management and Organization Studies Iain Munro, Professor in Business Administration, Innsbruck, Austria.

It is common that texts about management pretend to be clever, and decorate themselves with a little philosophy in order to do so. In Kevin Morrell's book, we see the reverse, the intelligent and subtle use of Aristotle's philosophy to try to understand the nature of the challenges which management and governance presents us with. This is an important work. Martin Parker, former Editor in Chief of *Organization: The Critical Journal of Organization, Theory and Society*, University of Leicester School of Management.

Other Books

Morrell, K. and Bradford, B. (in press) *Policing and the Public Good: Governance, vices and virtues*. (Routledge).

Noon, M., Blyton, P. and Morrell, K. (2013) *The Realities of Work*. (4e Macmillan). I led in writing the 4th edition of this influential textbook, opening with an account of the Global Financial Crisis.

Mellahi K., Morrell, K. and Wood, G. (2010) *The Ethical Business*. (2e Macmillan). This textbook covers many aspects of CSR including chapters on Corporate Governance and Accounting, Economics and Finance

Selected Book Chapters and Reviews

Morrell, K. (in *Public Administration*). Review of Ian Dunt's book: *Brexit, What the Hell Happens Now?* - Ian Dunt is a prominent Brexit commentator, he said of this review, "Means

a lot when someone notices the core thing you were trying to achieve, but did not state. It's one of the things that makes the entire gruelling process worthwhile."

Morrell, K. and Learmonth, M. (2017). 'Evidence based management' in A. Wilkinson, Armstrong, S and Lounsbury, R. (Eds), *The Oxford Handbook of Management*, OUP: Oxford.

Morrell, K. and Heracleous, L. (2014). 'Is Shareholder Empowerment a 'good thing'?' in M. Goranova and L. Ryan (Eds) *Shareholder Empowerment*, New York: Palgrave.

Morrell, K. (2014). 'Organization as Koinōnia' in A. J. G. Sison (Ed) *Handbook of Virtue Ethics in Business and Management*, New York: Springer.

Selected International Refereed Conference Papers

Uotila, J. and Morrell, K. 'Can Strategy Be "Evidence-Based"? The Search for Actionable Knowledge in Strategy' 77th Academy of Management Conference ATLANTA, August 5-9 2016.

Fernandes, O. J., Heracleous, L. and Morrell, K. 'Bridging cognitive and sociopolitical legitimacy judgments: A host policymaker's perspective on base erosion in Multinational Enterprises, 33rd EGOS Colloquium COPENHAGEN. July 6–8, 2017.

Ozcan, P., K. Gurses, B. Yakis-Douglas and Morrell, K. "Who Owns The Airwaves? Using Cases Of Disruptive Communication Technology To Teach "Public Interest". DRUID17, NEW YORK, June 12-14 2017.

Learmonth, M. and Morrell, K 'Evidence based management and the Medicine as Management Motif'. 76th Academy of Management Conference ANAHEIM, August 5-9 2016.

Morrell, K. and Javid, B. How do we measure Public Confidence in Policing? Analysis of large scale survey data targeting *Public Administration Review*. 76th Academy of Management Conference ANAHEIM, August 5-9 2016.

Morrell, K. and Lockett, A. 'Organizational Identification In Start-Ups: An Existential Perspective' 75th Academy of Management Conference VANCOUVER, August 7-11 2015.

Heracleous, L. and Morrell, K. 'Space and Speech Act Theory' 75th Academy of Management Conference VANCOUVER, August 7-11 2015.

Kravchenko, D. and Morrell, K. 'A Narrative perspective on Materiality in Temporal Organizing' 75th Academy of Management Conference VANCOUVER, August 7-11 2015.

Morrell, K. 'Just how Impossible are 'Impossible Jobs'? The case of riot policing' 74th Academy of Management Conference PHILADELPHIA, August 1-5 2014.

Morrell, K. 'Civilianization and its Discontents? Explaining the differential effects of organizational change on middle managers' 74th Academy of Management Conference PHILADELPHIA, August 1-5 2014.

- Cooper, S., Currie, G. and Morrell, K. 'Influencing top tier internal and external executives: the case of the middle manager in shaping strategic decision making', 30th European Group of Organization Studies Colloquia, ROTTERDAM, July 3-5 2014
- Morrell, K. 'Ballet to Bolshevism', 73rd Academy of Management Conference FLORIDA, August 9-13 2013.
- Morrell, K. 'Corporate Governance and the Desperate Need for Mumbo-Jumbo', 73rd Academy of Management Conference FLORIDA, August 9-13 2013.
- Morrell, K. and Tuck, P. 'Professions and Identity during Austerity: An Archaeological, Discursive Practice Perspective' 7th Asia Pacific Interdisciplinary Research in Accounting Conference KOBE, July 26-28 2013
- Morrell, K. and Tuck, P. 'Global Crisis: Professions and Identity in Austerity' 7th International Conference on Accounting, Auditing and Management MILAN, September 4-6 2012.
- Morrell, K. 'Policing Contested Space', 7th Organization Studies Workshop, RHODES, May 24-26 2012.
- Morrell, K. and Tuck, P. 'Tax and Fairy Tales', 7th Triennial Critical Perspectives on Accounting Conference FLORIDA July 10-12 2011.
- Morrell, K. 'Governance as Narrative', 'Governing good and governing well': The first global dialogue on ethical and effective governance, AMSTERDAM May 28-30 2009.
- Purchasing Behavior', 38th Academy of Marketing Science Conference "Marketing for a Better World", (reviewed Poster) BALTIMORE, May 20–23 2009.
- Morrell, K. 'Communication, Ethics and Leadership', Confederation of Indian Industry (practitioner conference on leadership) NEW DELHI, October 8 2007.
- 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 6-8 2005.

PUBLIC ENGAGEMENT

I have a lot of expertise with different platforms and media channels. This means I am well placed to lead conversations with different stakeholders and to support and mentor colleagues in getting their work heard by different audiences. Policing (the empirical context for my British Academy Mid-Career Fellowship) is a highly contested activity and through engaging different stakeholders in conversations about policing and the Public Good I have developed skill in being able to speak to diverse constituencies on divisive topics such as privatization, austerity, public disorder and riots, use of force, counterterrorism.

As part of a strategy of public engagement, I have an active Twitter account with over 6,000 followers, and a strong LinkedIn presence of over 8,000 connections. This enables me to

promote my work and my colleagues' work and work in the *British Journal of Management* and the *International Journal of Policing and Management*, where I am on the Editorial Board.

IMPACT

As a result of my British Academy Fellowship and a strong and active social media presence, over the next 2 years I am working to develop an impact case study on public confidence in policing. The timing of the Routledge text above is also designed to help with this. I have been establishing links with academic centres of excellence in policing and criminology, at Durham, Oxford, Kent, Gothenburg and Cardiff. I have been invited to speak at a number of conferences on policing.

I have published on policing in these practitioner / civil society outlets: *Police Professional*, *Vigilance*, *Policing Insight*, *the Conversation*, *The Barrister*, *The Justice Gap*, *Criminal Justice Weekly*. Articles on policing are published and forthcoming (at the *Journal of Business Ethics*, and *Public Administration Review*).

RECOGNITION

Presentations, Awards

2018 Keynote speaker at the annual European Doctoral programs Association in Management & Business Administration (**EDAMBA**) meeting in Cologne Sep 2-4.

2017 Invited to give a research Seminar at **Keele** Management Centre on Policing Strategy

2016 Runner up **Outstanding Article Award** Academy of Management Learning & Education.

2016 Invited to give a research Seminar at the **Bristol** Leadership Centre

2016 Invited to the University of **Edinburgh** for a week to discuss pedagogy and research strategy (more detail below under Teaching and Administration)

2016 Invited Speaker to a conference at the Terrorism and Conflict Resolution research group at the Centre for Historical Research in **Wolverhampton** speaking on 5 years after the 2011 riots

2015 Keynote Speaker at the annual **NHS Providers** conference on Governance - speaking to 200 NHS Chairs, Chief Execs and Directors on "Governance and the Public Good".

2015 **Academic Fellow** status at the Chartered Institute of Personnel and Development (**CIPD**).

2015 Asked to do Vodcasts for *Public Administration Review* and *Policy & Politics*

2015 Invited to give a paper at the University of **Durham** on policing

2014 Invited to join the **Editorial Board** of the *British Journal of Management*

2014 Invited to give a paper at the second, invitation only 'Profession Fest' - an event for leading UK theorists on work and professions, sponsored by KPMG at the University of **Edinburgh**.

2014 Funded by the Gothenburg Sociology Department to visit the University of **Gothenburg** for a week in May, to work on policing research

2014 Invited speaker at the University of **Cardiff**, to talk about policing.

2014 Invited speaker at the 17th Warwick International PhD Conference in Applied Linguistics.

2013 **Haldane Prize for best paper in *Public Administration* in 2012** (above).

2013 Invited speaker British Acad of Mgt Special Interest Group on policing in **Nottingham**.

2013 Invited to speak at **Exeter** on pedagogy in business schools.

2011 Invited to do the first *Organization* podcast for my paper *Evidence-Based Dialectics*.

2011 Co-edited a Special Issue of the journal *Leadership*.

2011 Keynote speaker at a 3 day conference for PhD students across all disciplines (natural and social sciences and humanities) at **Hull** on research strategy.

2009 Academic Co-ordinator, 8th International Conference on Studying Leadership at **Birmingham**. Oversaw double-blind review for the conference, recruiting 30 reviewers, in the process offering editorial guidance to over 100 academics working in the field of leadership.

2008 Invited speaker at a 2 day conference for PhD students across all disciplines. Featured in *The Independent's* postgraduate supplement. www.independent.co.uk/postgraduate-study/how-to-make-a-success-of-your-doctorate

2008 Invited speaker at a symposium at the **London** School of Hygiene and Tropical Medicine on 'Public Sector Reform: New Forms of Governance?'

2007 Keynote speaker, Confederation of Indian Industry, **New Delhi** 'Communication, Ethics & Leadership.' One of a host of activities by UoB staff supporting establishment of a Delhi office.

2006 Co-ordinator of European Business Ethics Network (EBEN-UK) ethics conference New Hall, **Cambridge** (designing theme, web, reviewing).

2003-6 Secretary of EBEN-UK (committee membership is capped at 3 yrs).

2004 closing speaker for a 2 day PhD conference prior to the British Academy of Management conference on 'The PhD Process: Myths, Tips & Strategies'.

2002 Best Paper Award, *HRM in a Changing World*, Oxford Brookes.

Institution Building

2016 As part of the British Academy Fellowship building a network of different stakeholders interested in policing governance with links to Higher Education institutions, Police forces, regulatory bodies, Quangos and groups from Civil Society.

2015 Meeting with **Goldman Sachs** to promote our Multicultural Scholars programme and also the University's and WBS Widening Participation agenda.

2015 Approached by the **British Heart Foundation**, to discuss strategy on reviewing Prevention and support activities. Time commitments prevented carrying out consultancy.

2014 Invited to visit the **University of Gothenburg** for a week in May, to work on policing research, funded by the University of Gothenburg. Supports ongoing writing collaboration.

2011 Six day visit to the **University of Maryland** to support the development of UoB leadership centre by developing links with the home of the Burns leadership centre. Included 1 day visit to the US Naval Academy in Annapolis.

2011 and 2010 Birmingham University's Academic Representative across the College of Social Sciences at the annual PhD Fair in **Beijing**. This, and my visit to Guanzhou (below) have given me a better understanding of Chinese culture and of the relative strengths of a number of Chinese institutions as well as insight into the potential for increasing the quality of Chinese applicants and the diversity of markets from an HE perspective.

2010 Visit to the Dean and the Deputy Dean of Lingnan College, **Sun Yat Sen University Guangzhou** to explore collaboration, and development of institutional links.

Memberships - AoM; BAM; Political Studies Association; Rhetoric and Politics Society; Critical Governance Studies Network; Previous/Periodic Memberships - European Business Ethics Network (UK); Fellow of the Chartered Institute of Personnel and Development.

FUNDING

Successful Bids

- 2015 £132,000 Principal Investigator (PI) British Academy Fellowship on Public Confidence in policing. Links my impact strategy to my interests in policing and the public good.
- 2014 £3,400 University of Gothenburg visiting scholars award. Travel, subsistence and accommodation for a week long visit to the University of Gothenburg.
- 2010 £2,700 PI Advanced Social Science Collaborative - a University fund – this was a bid with 2 faculty from politics and education (equal resources and input).
- 2009 £2,550 PI. North American Travel fund (supporting UoB leadership centre by developing links at the University of Maryland – home of the Burns leadership centre).
- 2009 £5,200 Joint PI cross college bid with faculty from social policy and international development to a University fund on 'Alternative Forms of Non-Governmental Organisation: Lessons from the Commonwealth of Independent States (CIS) and East Asia'.

- 2006 £3,200 PI. Warwick Business School project on healthcare governance.
- 2004-6 c£25,000 PI. Health Services Partnership – a consortium including SHAs, Trusts, PCTs, and national peak organizations in health.
- 2003-5 c£30,000 PI. Improvement & Development Agency. 2-yr survey (4,000 local government staff at 15 authorities).
- 2002-4 £26,000 PI. ESRC Postdoctoral Fellowship.

Bids in Progress

- Collaborating with faculty at Durham in Business and in English, 3 year project currently under review with Leverhulme on "Evidence of Literature"

ADMINISTRATION, WIDENING PARTICIPATION AND TEACHING

Durham University Business School (May 2017-)

Associate Dean, Postgraduate Research

- Ensuring quality of learning and support to colleagues and Doctoral candidates, enhancing student experience across 3 Professional Doctorates and a PhD programme.
- Across these programmes we have around 250 Doctoral students. Overseeing faculty supervision and contracting for bought-in-teaching or supervision (BIT). Academic lead for 7 administrative colleagues.

PhD Programme Director Key responsibilities:

- Contributing to strategic review of Post-graduate Research. Overseeing admission, recruitment and marketing. Designing teaching and evaluation on the Integrated PhD (effectively includes a foundation year).
- Overseeing budgets for scholarships (c£220,000 pa) and postgraduate research (£40,000 pa) monitoring faculty supervision. Quality control.

Director of Research Centre for Organizations and Society Key responsibilities:

- Leading this Research Centre for around 25 faculty in Management, Marketing, Organization Studies, with interests in organizations, ethics and society. Collaboratively creating a plan to guide Centre performance in funding, research excellence, impact.
- Organising a Seminar series and providing suggestions on recruitment.

WBS (2012- Apr 2017)

Head of the Strategy and International Business Group Key responsibilities:

- From September 2014 until commencing my British Academy Mid-Career Fellowship. Supporting implementation of WBS strategy, liaising effectively with the senior management team, representing the group in the School and to external stakeholders.
- General line management responsibilities for 20 faculty (10 of whom are Full Professors) and 2 administrators, ensuring a fair distribution of work across the group, budgetary oversight of research allowance spend and expenses, conducting performance and development reviews, recommending merit pay, supporting early career researchers.
- Overseeing teaching allocation and contracting for bought-in-teaching (BIT) in relation to teaching and supervision. Recruitment of Teaching Associates and drafting recommendations for approval to Academic Services. Quality control.
- One of 3 Heads of Group chosen for a panel in an AACSB accreditation visit.

Director of the Multicultural Scholars Programme Key responsibilities:

This scheme is designed to encourage educational and career development of students from (i) minority communities under-represented in UK HE and (ii) whose parental income falls below a certain threshold. When I took on the scheme there were 4 students, there are now 22, 18 of whom were personal tutees. This is because key funders have had confidence in the governance of the programme and grown their levels of investment.

To mentor and maintain close contact with each of the MSP scholars during their time at Warwick, providing personal tutor support and termly meetings with guidance on academic work, employability and personal development. Helping with writing references and career advice after graduation.

Work with WBS UG Programme, and the Development and Alumni Relations Office (DARO) to devise a programme of social, cultural and careers-related events each year for the MSP scholars and where appropriate other WBS students. Work to retain key sponsors. Liaise effectively with current donors. Contribute to strategy in relation to social mobility.

One of my main achievements was to develop a language for discussing student social mobility now used University-wide. This is based on Bourdieu - 3 interlocking forms of capital (social, cultural, career). The main donor described this as "the best description of the aims of this programme I have ever heard" (MSP was founded 18 years ago in North America, has had around fifteen directors and over a thousand graduates).

- **One of three WBS Staff** chosen to go on the prestigious internal "Future Leaders" programme - a development initiative across the University as a whole.
- **Module Leader Global Integrated Project** Key Responsibilities:

For two years I led the largest 2nd Year Undergraduate Module at WBS. This had 430 students in 2013/14 and 441 students in 2014/15 - dozens of different nationalities and diverse educational backgrounds. I made several innovations. The core task involved students being asked to design a single country fund (a pool of money that can only be invested in assets based in one country). This developed practical skills in understanding investment banking and financial literacy and proved an effective way of introducing key ideas in strategy and international management and CSR. Another innovation was to partner with a LinkedIn contact and alumnus so the winning team for the group presentation visited the Barclays HQ at Canary Wharf in London. Shortlisted presentations were judged by a team of Investment Bankers who provided feedback to students at an end of year reception.

The role of this module in the curriculum was important as it was the only dedicated space for macro-level analysis. It combined assessed group work with individual work and encouraged creative use of information technology via user-generated content to evaluate group presentations. Owing to experience on this course I was asked onto a working group on assessing team work because I introduced peer assessment. WBS now implement peer assessment on several modules and have a number of checks and balances to strive for procedural justice and methodologies that create a strong sense of "feels fair".

As a result I was asked to be the Inaugural Speaker on Teaching in Practice ("TiPS") a cross-university scheme at the University of Edinburgh (UoE) hosted by UoE Business School. This was filmed for internal use in an interactive session including faculty from biology, medicine, management, the humanities and senior administrators. It featured in an Institute for Academic Development blog: Striving for excellence in large group teaching (<https://iad4learnteach/striving-for-excellence-in-large-group-teaching/>).

- Module Leader (ML) (for an Introductory Strategy module) on Masters in Management and on Masters in International Business, ML (Research Methods) on Masters in Management; ML (Research Methods) on Doctoral Training Centre (DTC); sessions on Strategy in the Postgraduate Diploma in Leadership; seminars on the Police Masters in Managing and Using Resources; Seminar Tutor on Philosophy of Social Science (DTC); Tutor on two groups of the final year Critical Issues in Management Module (essentially CSR).
- Supervising 6 PhD students (and another 2 to completion). Internal mentor to two final year PhD students (at their request).

Birmingham Business School (2007-12)

- **Programme Director, Doctorate in Business Administration.** Quality control issues, accreditation, budget, programme design, marketing, recruitment of students.
- **Admissions Tutor** MSc HRM.

- Module Leader on 9 modules: 5 BSc, 1 MSc, 1 DBA, 2 MBA (2 year): Organization Theory, Organizational Behaviour, HRM, Methods. Supervised 1 PhD student to completion. 2009 Shortlisted for College of Social Sciences Teaching Excellence Award.

WBS (2004-7)

- **Principal Research Fellow** Led a survey of 4,000 staff in 15 local authorities, reporting to government (DCLG) and different stakeholders (e.g. central government, Trade Unions). Work for a consortia of health authorities on governance in healthcare reporting on latest research developments. Personal tutor to around 20 Undergraduates and 8 MSc students.

Loughborough (pre 2004)

- **ESRC Postdoctoral Fellow.** Continuing research from my PhD which studied NHS nurse leavers' accounts of why they quit jobs; developing policy implications at Trust level. Various (lectures/seminars) including a 2 day Module on Business Ethics to MBAs. Two sessions (faculty-wide) inducting PhD students.

REVIEWING:

Reviewed for: *Asia Pacific Journal of Human Resources, British Journal of Guidance and Counselling, British Journal of Management, British Journal of Politics and International Relations, Business Ethics, Critical Policy Studies, Group & Organization Management, Higher Education Research & Development, Human Relations, Human Resource Management Journal, International Journal of Management Reviews, International Journal of Nursing Studies, International Journal of Public Sector Management, Journal of Business Ethics, Journal of Leadership Studies, Journal of Organizational and Occupational Psychology, Journal of Public Administration Research and Theory, Leadership, Local Government Studies, Management Learning Quarterly, Organization, Organizational Behavior and Human Decision Processes, Organization Science, Organization Studies, Personnel Review, Policy & Politics, Public Administration, Public Administration Review, Public Money and Management, Qualitative Research in Organizations and Management.*

ESRC peer reviewer, perennial conference reviewer, reviewed numerous book proposals for CUP, OUP, Macmillan, Elgar, Cengage Learning, CIPD, Pearson, Prentice Hall, Polity, Sage.