



PhD Project Areas 2017-2018 Self-Funding

These projects have been prepared by academics in areas closely related to their research interests in order to give you additional guidance when choosing your own PhD research topic. A research proposal closely related to one of these projects directly benefits from existing research initiatives and/or from wider research projects already taking place in the School.

Informal enquiries:

For informal enquiries about a specific project, including supervisory availability, please contact the relevant academic.

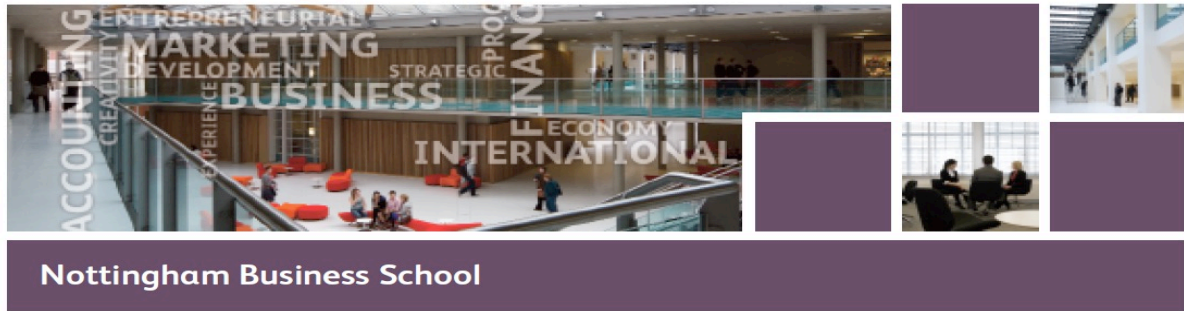
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Nottingham Business School Doctoral Project Self-Funded

Project Title: Reduction of carbon footprint in UK food retail chains

Academic Project Lead: Dr Usha Ramanathan

Food supply is a major part of world's economy. As World population is ever increasing, need for food is also increasing. However, to have sustainable food supply it is essential to have reduced carbon footprint in food sourcing, food production and also food distribution. In order to achieve this food sustainability all supply chain players need to come together to adopt a feasible approach to reduce carbon footprint (Ramanathan et al., 2014).

UK food sector has started its journey towards sustainable food supply in the past decade. Retail stores in United Kingdom sell both home grown food and World food. Leading retailers such as Tesco, Asda, Sainsbury's and Morrisons encourage fair-trade products to boost ethical sourcing. There are also other sustainability initiatives such as free-range food and home grown local food in retail food sector. The home grown local food helps to avoid carbon footprint directly by reducing 'food miles'. But due to shortage of food supply, UK is also relying on import of food from other countries.

While importing food from outside the UK, it is difficult for the UK retailers to control carbon footprint from global suppliers. Although the UK retail stores take careful measures to maintain sustainability through their suppliers, it is not possible for them to have complete control. Several supply chain management practices such as Vendor Managed Inventory and Collaborative Planning Forecasting and Replenishment have been discussed in the literature to improve production and timely replenishment (Sari, 2008). But to incorporate the idea of sustainability in formal supply chains, it is essential to revise the existing business models especially to food supply chains. New research is needed to incorporate sustainable practices that can enhance food supply chain sustainability with reduced carbon footprint through supply chain collaboration.

Research students ready to work in the area of sustainable food supply chain and supply chain collaborations using case studies and survey analysis are welcome to apply.

Some specific (but not exhaustive) topics include:

- Supply chain collaboration for sustainability such as avoiding food waste and distribution of food
- Role of food traceability in sustainability
- Role of short food supply chains in local and global food sustainability
- Reducing carbon footprint in nations' food supply chains (any country)
- Carbon labelling: A new way to maintain sustainability

Further reading:

Ramanathan, U., Bentley, Y., and Pang, G (2014). The role of collaboration in the UK green supply chains: An exploratory study of the perspectives of suppliers, logistics and retailers, *Journal of Cleaner Production*, 70, 231-241.

Sari, (2008). On the benefits of CPFR and VMI: A comparative simulation study. *International Journal of Production Economics*. 113 (2), 575-586.

Gadema, Z., Oglethorpe, D., (2011). The use and usefulness of carbon labelling food: A policy perspective from a survey of UK supermarket shoppers. *Food Policy*, 36, 815-822.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Tech Accelerators: following the money

Academic Project Lead: Dr Kostas Galanakis

Some of the most celebrated startup success stories, such as Dropbox, Airbnb, started from a tech acceleration programme. The objective of the research is to analyse the factors that are required for such organisations to realise their full potential. The aim is to transfer this knowledge to the heavily subsidised science parks in public business incubators, policy and entrepreneurial support programmes designs.

A System Dynamics Methodology to investigate different scenarios of development at regional level or internally for the accelerator units is proposed to demonstrate the effects of different scenarios

[Dirk De Clercq Pia Arenius](#). (2006). The Role of Knowledge in Business Start-up Activity. *International Small Business Journal*, 24(4), 339-358.

Druie,C. Garnsey, E., 2002. Tracking the Emergence and Progress of University Spin-out Cases. IEEE International Engineering Management Conference. Cambridge.

Gnyawali, D. R., & Madhavan, R. (2001). Cooperative networks and competitive dynamics: a structural embeddedness perspective. *Academy of Management Review*, 26(3), 431-445.

Grilo, I., & Irigoyen, J. M. (2006). Entrepreneurship in the EU: To wish and not to be. *Small Business Economics*, 24(4), 305-318.

OECD. (2009). *The impact of the global crisis on SMEs and Entrepreneurship financing and policy responses*. In C. f. e. OECD, SMEs and Local Development (Ed.). Paris.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Regional Value Generation Systems

Academic Project Lead: Dr Kostas Galanakis

The aim is to codify the process, identifying actions and priorities towards current development paths for priority sectors (e.g. biotechnology, energy, tourism, etc.) in different regions. The national innovation systems theory provides the theoretical framework that guided a series of studies. The findings demonstrate that the sustainable development of a technology- or science-based sector does not depend on the original priorities or directions, rather the level of consistency of those policies and their continuous evolution towards a complete systemic value generation system. However the selection of a path provides only limited scope for regional development. To exceed the limitations other approaches need to be integrated into the policies (e.g. networked innovation). The realisation of this evolutionary strategy may lead even a small nation or underdeveloped region to succeed.

A systems Dynamics methodology is proposed to simulate different scenarios of development.

ANGELAKIS, A. and GALANAKIS, K., (2016), "A Science-Based Sector in the Making: the formation of the biotechnology sector in two regions", *Regional Studies*, (published 20 Sept 2016), doi: 10.1080/00343404.2016.1215601

ASHEIM, B., ISAKSEN, A., 2002. Regional innovation systems: The integration of local 'sticky' and global 'ubiquitous' knowledge. *Journal of Technology Transfer* 27, 77-86.

ASHEIM, B., COENEN, L., 2005. Knowledge bases and regional innovation systems: Comparing Nordic clusters. *Research Policy* 34, 1173-1190. AUTANT-BERNARD, C., FADAIRO, M. AND MASSARD, N., 2013. Knowledge diffusion and innovation policies within the European regions: Challenges based on recent empirical evidence. *Research Policy*, 42, 196-210.

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CARLSSON, B., JACOBSSON, S., HOLMÉN, M., RICKNE, A., 2002. Innovation systems: analytical and methodological issues. *Research Policy* 31, 233-245.

CHRISTENSEN, J., 2010. The Role of Finance in National Systems of Innovation, in Lundvall, B. (Ed.), National Systems of Innovation: Toward a Theory of Innovation and Interactive Learning. Anthem Press, London, New York, pp. 151-172.

EDQUIST, C., (Editor), 1997, Systems of Innovation Approaches – their Emergence and Characteristics, in EDQUIST CHARLES, Systems of Innovation. Technologies, Institutions and Organizations, Pinter.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [A study of informal enterprising amongst marginalised migrants]

Academic Project Lead: Dr. Angelo P. Bisignano

Project Description: Migrants risk deadly sea crossings across the Mediterranean to seek refuge from conflicts as well as economic opportunities in Europe. Little is however known about the immediate post-arrival dynamics of these migration processes (Castles et al., 2014). Recent research has focused on recorded migration in the formal economy, overlooking migrants' activities in the informal economy (Dustmann and Frattini, 2014). Some categories of migrants are in fact more likely to work under exploitative conditions in the informal economy (Anderson, 2007) as their uncertain status and transitory domicile often prevent them from seeking formal work in the short term (Shelley, 2007). In addition, the transitory status of marginalised migrants means they are also more likely to suddenly relocate. This implies that the available opportunities for such research are few and often require urgent action immediately after arrival (Zontini, 2010). Thus, this project will increase knowledge on the informal activities of marginalised migrants such as asylum seekers, over-stayers, irregular, unauthorised, and undocumented migrants (Düvell et al., 2008). This is important in order to understand social integration's dynamics of the increasing number of marginalised migrants in European society. In spite of structural difficulties, migrants traditionally thrive in promoting enterprise (Smallbone et al., 2003). The notion of *Gemeinschaft* helps to explain how migrants are able to mobilise social ties within tightknit communities to access resources and competences (Ram and Jones, 2008). If this is critical for the survival of marginalised migrants, it also means that their enterprising activities often take place within the shadows of the formal economy (Ram et al., 2007). Nevertheless, informal enterprising of marginalised migrants remains an unexplored reality, (Colombo, 2013; Webb et al., 2014). Therefore, looking at migrants' post-arrival integration processes, our interest is in addressing the question: how do marginalised migrants start, promote, and sustain enterprising activities in the informal economy?

In spite of policy makers' renewed interest in the impact of informal enterprising (Williams, 2015), the attention of European governments remains focused on the macro-level (Europa, 2014). Yet, understanding the informal economy is also critically relevant at micro and meso-level (Faist, 1997).

At the micro-level, we will welcome projects that explore how informal enterprising activities shape the lives of marginalised migrants. Proposals can focus on how individuals make sense of enterprising (Cohen and Musson, 2000); on how they construct an enterprising self (Watson, 2008); and on how they make sense of social expectations (Vazquez del Aguila, 2014) or of the factors preventing formal work (Dayton-Johnson et al., 2009).

At the meso-level, we will welcome projects that investigate how the enterprising activities of marginalised migrants relate to and transform local social communities. We welcome proposals that explore how informal enterprising activities are embedded and how they shape societal meanings, expectations, and practices in the communities affected by migration. Proposals can draw upon theories such as Migration Systems (Castles et al., 2014) or Social Networks (Granovetter, 1973) to evaluate how social capital in these communities is capable of producing access to enterprising opportunities (Massey et al. 1993), of shaping, or preventing them (de Haas 2007).]

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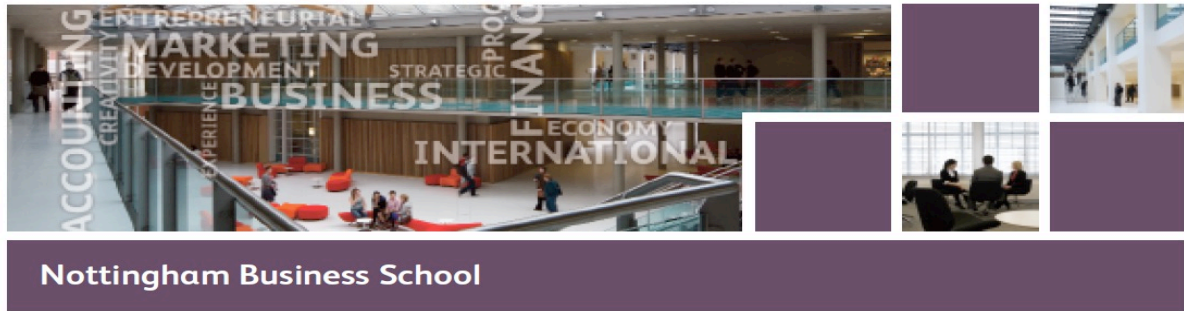
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Organising support for start-ups in shared spaces]

Academic Project Lead: Dr. Angelo P. Bisignano

Project Description: Business incubators (BIs), technology accelerators (TAs), and co-working spaces all represent solutions that policy makers and private investors have developed to support the start-ups' liability of newness (Stinchcombe, 1965). The three systems have different business models and different levels of engagement with the client start-ups. They share however the idea that start-ups success depends on critical business support services. They hence identify services such as coaching, mentoring, peer-fertilisation activities, business communication, knowledge sharing, and technology training as fundamental factors for supporting start-ups.

Business Incubators represent the most popular solution to support the development of start-ups. There are about 900 BIs in the European Union (EC, 2002) and over 1400 in the US (Knopp, 2007). There is, however, little systematic evidence of BIs' efficacy in promoting job and wealth creation (Massey et al., 1992; Phan et al., 2005), innovation activity (Colombo and Delmastro, 2002), or firm performance (Peña, 2004). They normally offer shared spaces, opportunities for training, and some funding capital. The technology accelerators' model is considered an evolution of the traditional incubator and typically focuses on new technology-based firms (Aerts et al., 2007). They comprise higher level of intervention on the start-up firms than traditional incubation schemes and offer dedicated mentoring and seeding capital (startupfactories.eu). Co-Working spaces are a growing reality appealing especially to micro-enterprises (Land, forthcoming). They offer creative environments for start-ups and facilitate knowledge sharing and opportunities for networking. In these configurations, mentoring is often available, whilst availability of capital investment is rare.

Despite their distinct peculiarities, such realities are all artificial eco-systems in which start-up companies can share not only a physical space, but also experiences and access to resources and competences. In particular, in these ecosystems, start-ups are shielded from the difficulties of accessing services and training opportunities in the open market. These eco-systems provide in fact an array of business support services and training opportunities that most start-ups would find beneficial.

These efficiency-seeking eco-systems, however, normally offer support and training following a 'one-size-fits-all' approach. Start-up companies instead often have high resources heterogeneity, follow non-linear developmental paths, and operate in diverse and ever changing industries. The entrepreneurs themselves have different levels of maturity, different experiences, priorities or level of understanding of the enterprising process. They have therefore very different training needs, requiring tailored approaches that these ecosystems' predesigned plan and services often overlook.

We will therefore welcome projects that would explore these dynamics either with a focus on the organisations offering support to start-up (BIs, accelerators, or co-working spaces) or with a focus on the need for services of hosted start-ups. With regard to the former, proposals should focus on the mapping of the different business models, on the definition and enactment of the offer of services in different socio-economic eco-systems, or on the definition of the measures for success. Proposals aiming at investigating the need for services of hosted start-ups should focus on the engagement dynamics with the organisation offering support with particular attention to phenomena such as groupthink or isomorphism or on the processes of selection and prioritisation of the services in offer.]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [The Management of Fire and Rescue Services I

Academic Project Lead: Mr Peter Murphy

The management of Fire and Rescue Services (FRS) is one of the most under-researched public services, in both the UK and elsewhere (Wankheda and Murphy 2012). This is despite FRSs being a universal international service, delivered by central and local governments, by private sector providers, and by third sector organisations and volunteer services in different parts of the world.

Between 2010 and 2015 the Coalition Government in England initiated governance and budgetary reforms designed for deficit reduction through changes to the spending review, budget, and audit and accountability arrangements (Lowndes and Pratchett, 2012). Reforms such as the Localism Act 2011, have given Fire and Rescue Authorities greater autonomy over spending decisions but not local revenue generation, which has had significant implications for service configuration and resource allocations within Fire and Rescue Services, both locally in Nottinghamshire and nationally.

In 2015 in order to assess the impact of these initiatives, the National Audit Office commissioned an overview of the current state of the audit and assurance regimes for Fire and Rescue Services in the context of the continuing austerity of the previous five years (Ferry and Murphy 2015). This report, and the subsequent NAO reports (2015), highlighted the effects of austerity on the arrangements for public accountability (including audit, performance management and regulation), and transparency (openness of data and analysis capability). It concluded that the risks to achieving Value for Money had increased, while the assurance to the public about the economic efficient and effective expenditure of public money had deteriorated.

More recently, the Conservative government has proposed significant changes to the governance, scrutiny and strategic oversight of fire services with proposals for transferring responsibility to the service to both Police and Crime Commissioners and Elected Mayors in different parts of the country included in the Crime and Policing Act 2017.

In contrast since devolution, Scotland has successfully merged its' eight former FRS into a single 'nationalised' service, generating substantial savings with an improvement in performance while at the same time having no detrimental impact on the public during the merger period (Audit Scotland 2015). Meanwhile the pattern of risks to businesses

communities and individuals continues to change not least because of environmental and technological changes.

In this rapidly changing policy and organisational landscapes NBS are interested in any aspect of management research relating to the current or future management of the service and its key collaborators. We are also interested in comparing the governance, leadership, structure and operational performance of Fire and Rescue Services in the UK with the service in selected international jurisdictions.

The study will use a mixed methods approach involving both quantitative and qualitative research, and will benefit from access to a number of existing databases. The research team have greatly benefitted from close co-operation with local Fire and Rescue Services, with the Chief Fire Officers Association, the Fire Service College, the Local Government Association and the National Audit Office.

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Ewen, S. 2010 *Fighting Fires: The creation of the British Fire Service, 1800-1978*. Basingstoke: Palgrave Macmillan

Hood, C. 2010. Accountability and Transparency: Siamese twins, matching parts, awkward couple? *West European Politics*, 33 (5): 989-1009.

Murphy, P. and Greenhalgh, K. 2013 Performance management in fire and rescue services, *Public Money and Management*, Vol. 33 (3), pp. 225-232.]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Exploration of the long-term antecedents of diversity training outcomes]

Academic Project Lead: Dr Stefanos Nachmias

Project scope: Discrimination on the basis of age, gender, ethnicity and other factors is still a major organisational issue. The challenge for organisations is to develop strategies that would enable organisations to address the changing employment relationships (Ehrke, Berthold and Steffens, 2014). Although diversity training is key method in addressing those challenges and developing individual skills (Pendry, Driscoll and Field, 2007), evidence suggests that current training activities fails to deliver change at organisational and individual level (Tomlinson and Schwabenland, 2010). However research on diversity training is disappointing, particularly around the long-term outcomes of diversity training at organisational level (Alhejji et al., 2016). It is upon this backdrop that the project aims to fulfil this knowledge gap by exploring the impacts of diversity training at organisational level. Of course organization-level outcome is complex theoretically and methodologically because of the need to establish causality. Nevertheless, the project aims to address those challenges by exploring the outcome of diversity training at organisational level and how long the outcomes of diversity training will be evident or observable. It offers the opportunity to create critical framework by providing the 'badly needed credibility and value of diversity training' (Combs and Luthans, 2007:115) and provide a more rigorously explore diversity-training outcomes in a multiplicity of contexts, including different organizational types, sectors and categories of employees.

Methodology: A longitudinal survey is required to explore the effect of investment in diversity training and develop a robust framework on organisational outcomes. The measurement of diversity-training outcomes by simply asking participants does not capture the complex effects of diversity training at different levels within the organisation (Alhejji et al., 2016). Thus, the project aims to collect data from both participants and managers.

References:

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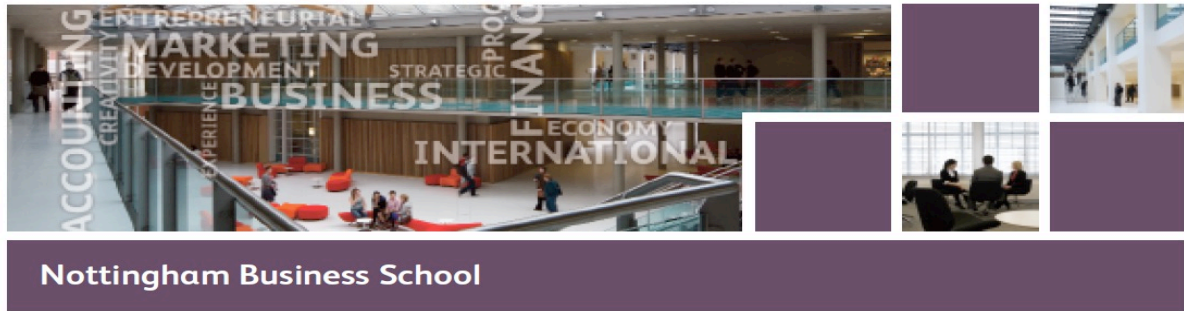
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Customer Engagement in Omni-Channel Retailing]

Academic Project Lead: [Dr Sheilagh Resnick, Professor Kim Cassidy]

[Project Description:

In recent years, there has been increasing focus on customer engagement as it has the potential for enhancing consumer relationships, profitability and growth (Hollebeek, 2011). Building customer engagement within an organisation requires some adaptation of the existing marketing mix to take advantage of new technologies and platforms and to better understand and serve customers (De Vries and Carlson, 2014). Engagement can be defined as a customer's experience of active connection or participation with a brand, an organisation or a website (Demangeot and Broderick, 2016).

The use of multiple channels for consumer shopping is of increasing importance, aided by the availability of internet enabled smartphones and other devices (Beck and Rygl, 2015). As a result, the multi-channel shopper is fast becoming the mainstream rather than the minority shopper and retail models have changed to accommodate this new consumer (Verhoef, et al., 2015). In recent years, and with the introduction of mobile technology, use of social media, the integration of channels in online and offline retailing and the increasing number of customer touchpoints, the retail environment is facing change at an unprecedented rate. The management of customers across the different channels (Neslin, et al., 2016) and their engagement with the omni channel process requires investigation.

Although a few studies have considered customer engagement in an online context (Mollen and Wilson, 2010; Brodie et al., 2011), there is limited empirical knowledge on customer engagement in the context of omni-channel retailing and across different retail organisations, This study offers the opportunity to explore these relationships and contribute to an important field of emerging research.]

References

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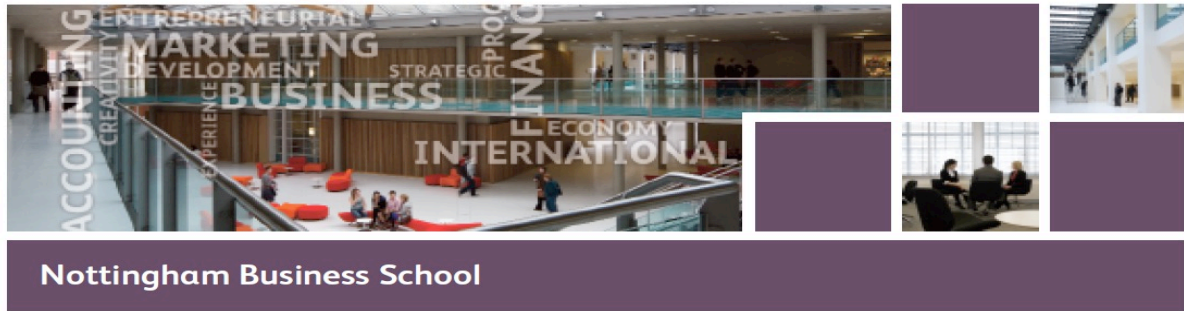
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [The Post-BREXIT Human Resource Development Era: An Investigation into the UK Banking Sector]

Academic Project Lead: [Dr Fotios Mitsakis]

[Project Description:]

The research study will examine the effect of the BREXIT referendum onto the Human Resource Development (HRD) practices of the UK banking sector. For many national economies, the banking sector is considered as one of their main pillars, while it is also characterised as a “knowledge-intensive” and “people-oriented” business sector with regards to its competitiveness, success, growth and change (Froehlich, 2017; Kor, 2016; Mitsakis & Aravopoulou, 2016). Thus, it is important to examine how its HRD practices have been affected by the BREXIT referendum outcome. Lately, there are many commentators associating BREXIT with the make of a new global economic crisis. Amongst them, the Bank of England governor Mark Carney described the post-BREXIT era as a new financial crisis (Chu, 2017; Rachman, 21016). Following such assertions, organisations reported extensive budget cuts within their HR interventions, including relevant budget allocations to their HRD strategies and practices.

Methodology:

A longitudinal survey would allow prospective applicants to examine the effect of the BREXIT referendum (and its aftermath) to the HRD practices of the UK banking sector. Following the relative lack of relevant literature on BREXIT and its effect on HRD, the project aims to offer new insights by collecting data through a multi-constituent research perspective (different stakeholders across banking organisations).

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Identity Work & Global Commuters]

Academic Project Lead: Dr Susan Kirk

[Project Description:]

Research to-date has tended to focus on expatriate work, with relatively little attention paid to other forms of global mobility (Howe-Walsh and Schyns, 2010). Global mobility can be defined as; 'movements of people across international borders for any length of time for *work-related purposes*' (Koslowski, 2011: preface). Due to mortgage concerns, family ties and dual career commitments, there has been an increasing number of employees declining such opportunities (Froese, Jommersbach and Klautzsch 2013), leading employers to consider allowing alternative forms of mobility, such as global commuting.

Global or cross-border commuters are individuals who cross national borders to work in a different country on a daily, weekly (Dickmann and Baruch, 2011), or in some rarer cases monthly basis (Kirk, 2016). Working in such conditions of turbulence and flux within the workplace can create tensions and contradictions that highlight the 'constructed quality of self-identity and compel more concentrated identity work' (Alvesson and Willmott, 2002, p.626). The impact of mobility on the identities of those involved in such careers has received little attention to date, with only limited studies focusing on expatriates and these approaching this largely from a functionalist perspective (see Habermas, 1972).

The project would be designed to explore the identity work engaged in by those who commute globally in their careers. There is little research in this field and as it is a growing area of global mobility, particularly within Europe and parts of the Asia-Pacific, this would fill a gap in the current body of knowledge.

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Nottingham Business School



Nottingham Business School Doctoral Project Self-Funded

Project Title: Trust repair in organisations

Academic Project Lead: Dr Konstantina (Nadia) Kougiannou

[Project Description:]

A trustworthy organisation is one that operates effectively, acts with due concern for the interests of its stakeholders and conducts itself with integrity. Support for trust and trustworthy employee conduct needs to be reinforced throughout the organisation: by its leaders (role-modelling), its culture (values and beliefs), its policies and procedures (task design, checks and balances, HR), and management practices (targets, incentives, supervision).

When an organisation becomes mired in a scandal, struck by a crisis, or suffers persistent underperformance, its investors, customers, regulators, and employees can lose confidence in its capacity to deliver, and disengage.

A failing organisation needs to recover trust among its employees quickly in order to survive.

Research for such a project will focus on the investigation of how organisations seek to repair trust relationships after a major failure (e.g. scandal).

Methodology & Methods: Qualitative, Quantitative, Mixed methods, Case studie

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Impact of HRM process/practices on organizational trust and organizational justice

Academic Project Lead: Dr Konstantina (Nadia) Kougiannou

[Project Description:]

Employees' perceptions of their employer as trustworthy and fair can have a powerful impact on their commitment and performance. It is believed that HRM process/practices can be designed in such a way to increase perceived trust and fairness and thus employee commitment and performance.

Research for such a project should focus on an investigation of the impact of HRM process/practices on trust and organizational justice, and consequently employee commitment and performance.

Methodology & Methods: Qualitative, Quantitative, Mixed methods, Case studies

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Nottingham Business School Doctoral Project Self-Funded

Project Title: The impact of employee voice on the employment relationship and performance

Academic Project Lead: Dr Konstantina (Nadia) Kougiannou

[Project Description:]

Organizations operate in a context where the dynamic relationship between the global economy, society and the environment is the backdrop to success, where value is co-created through the various relationships that exist within businesses - between managers and employees, as well as with the customers and with other stakeholders. In this context employee relations practitioners and academics have often argued that employee voice is of vital importance and integral to sustainable business success. Organizations will only be successful in the future if they are able to be innovative, to sustain employee engagement, and to make decisions effectively. It is argued that employee voice is essential for all three of these outcomes. However, research findings so far have been inconclusive.

This research project would focus on investigating whether in fact employee voice can improve the employment relationship and employee performance.

Methodology & Methods: Qualitative, Quantitative, Mixed methods, Case studies

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Nottingham Business School Doctoral Project Self-Funded

Project Title: The role of trust and organizational justice on the effectiveness of employee voice practices

Academic Project Lead: Dr Konstantina (Nadia) Kougiannou

[Project Description:]

It is widely accepted in the literature that one of the factors that greatly affects the employment relationship, work group performance and the level of employee involvement and engagement is trust and justice. Thus, one can assume that trust and justice will also play a pivotal role in the creation, design and future success of an employee voice scheme. It is believed that trust and justice can provide a theoretical tool that can explain the different aspects and outcomes of a voice mechanism. Additionally, both have been identified as essential qualities and requirements of any information and consultation initiative (e.g. Kougiannou, Redman and Dietz, 2015). Surprisingly enough, the current literature on the relationship between trust, justice and the effectiveness of employee voice mechanisms is rather slim.

The main purpose of such a research project would be to examine the role of trust and justice on the design of an employee voice mechanism and the impact they have on its success.

Methodology & Methods: Qualitative, Quantitative, Mixed methods, Case studies

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Nottingham Business School Doctoral Project Self-Funded

Project Title: An examination of organisational trustworthiness and stakeholder-organisation relations in challenging contexts.

Academic Project Lead: Dr Konstantina (Nadia) Kougiannou

[Project Description:] This PhD project would investigate trustworthiness and stakeholder relations; an investigation of opinions of stakeholders concerning operational decisions made by firms in challenging contexts. With a focus on the firm trustworthiness (Mayer et al., 1995), we can make a contribution by bringing together the stakeholder literature with the literature on trust (Greenwood and Van Buren, 2010).

Firms adopt corporate social responsibility (CSR) processes and practices including the language of stakeholder theory in an effort to attain and maintain the legitimacy of their organisations. Alvesson (2012) notes the social and political pressures on organisations to develop such a public image of social responsibility. Another way of conceptualising these issues of legitimacy is through whether organisations possess the trust of relevant stakeholders.

Most definitions of trust entail a three-stage process (McEvily et al., 2003): trust as a belief, where one party assesses the other party's trustworthiness (Lewicki et al., 1998); trust as a decision, where one party, based on its previous beliefs, has 'the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another' (Rousseau et al., 1998:395); and trust as an action, where, according to Mayer et al. (1995) the parties engage in risk-taking activities after having evaluated their target's trustworthiness. They propose that the level of perceived trustworthiness depends on the existence of three factors (i.e. ability, benevolence, and integrity) and emphasize that a lack of any of them would weaken trust.

When examining the trust relationship between the organisation and its stakeholders, such trustworthy behaviour would mean that the company has to demonstrate competency in its operations (ability)(A), awareness and active acknowledgment of the other party's concerns (benevolence)(B), and adherence to corporate social responsibility principles acceptable by the stakeholder (integrity)(I). According to stakeholder literature, this can threaten the long-term sustainability of firms: the aim of the project is to investigate this assumption.

The literature linking trust and stakeholder-organisation relations is scarce. Greenwood and Van Buren (2010) was one of the few that added trust and trustworthiness to the study of organization-stakeholder relations. In their theoretical paper, they argue that trust is the

only option for dependent stakeholders when interacting with an organisation. This project would empirically explore how the stakeholder-relationship unfolds when beneficial, favourable or at least not detrimental behaviour ends, and when a breach of trust is perceived by a stakeholder constituent.

Methodology & Methods: Qualitative, Quantitative, Mixed methods, Case studies

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Living with Alexa (and friends)

Academic Project Lead: Dr Tony Woodall

Smart homes are fast becoming a reality, with smart TVs, smart meters and products such as Amazon's Echo already representing a substantial domestic presence. These products – which have been termed 'smart domestic products' (SDPs - Woodall, Rosborough and Harvey, 2017) will need to be promoted, accepted, and normalised into daily routines. Despite this, the marketing canon is largely bereft of associated study, with the sustainability, information systems and engineering literatures dominating debate. Looking to correct that discrepancy it is envisaged that this project will meld ideas derived from a range of disciplines: organisational sociology, innovation diffusion and, of course, marketing, with a likely focus on recent perspectives on service dominant logic.

A four-dimensional research framework has recently been developed to explore customer engagement with SDPs (Woodall, Rosborough and Harvey, 2017), and it is envisaged that this project will help test this. The framework suggests that perceived personal advantage (a property associated with perceived customer value) represents the manifest locus of consumer, SDP and social relationships within a 'sociomaterial' (e.g. Leonardi, 2013; Orlikowski, 2009) context. The study will explore the notion of 'embeddedness' (Laud, et al, 2015; Wuenderlch, et al, 2015) as it applies to smart homes and take account of this from physical, psychological, social and informational perspectives. It is envisaged that the research will seek to capture the nature and extent of fluctuations in consumer/SDP engagement likely to occur as SDPs are incorporated into daily or practices. Essentially, the project will seek to evaluate how consumers come to 'live' with SDPs and to address the challenges associated with optimising ongoing customer/SDP relationships. Which SDP(s) and which domestic or social context(s) are to be used to frame the research are open to discussion, either at the outset or as a result of early project investigations

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Smart meters and the fuel poor: assessing perceived personal advantage at the convergence of culture, structure and agency

Academic Project Leads: Dr Tony Woodall and Julie Rosborough

Project Description:

Smart meters are at the vanguard of a new breed of intrusive domestic technologies, and are being heavily promoted by the UK government as representing a benefit for all. However, not all stakeholders are persuaded of their efficacy. Marketing researchers though, have been slow to investigate associated engagement challenges, and this remains an under-researched area for this discipline. One of the few studies to address this discrepancy - a pilot commissioned by the Cheshire Lehmann Fund (Lewis and Rosborough, 2013) - found that those most likely to benefit from the installation of smart meters were, perhaps, the least likely to welcome these into their homes. According to the UK Department for Energy and Climate Change (DoECC, 2013), "*Smart meters put consumers in control of their energy use, allowing them to adopt energy efficiency measures that can help save money on their energy bills and offset price increases*", yet these arguments are neither clear nor convincing to all. The report suggested - despite recent awareness campaigns - that through indifference, mistrust and lack of knowledge, both the elderly and the poor remained sceptical.

Recently completed conceptual work (Woodall, Rosborough and Harvey, 2017) identified a current a lack of coherent theory linking pertinent marketing and sociological concerns. Many social theories (e.g. domestication – Shove, Watson and Hand, 2007; affordance and constraint – Leonardi, 2011; sociomateriality – Orlikowski, 2009) identify practice (e.g. Schatzki, 1996) as the fundamental unit of analysis for social phenomena, but from a marketing perspective this under-represents both the consumers' role (the principal agent in the study of markets) and the impact of communication on the habits that people form. Consequently, by melding ideas derived from both organisational and consumer behaviour literatures, a four-dimensional framework has been developed that elaborates the aggregation of customer perceived value-focused cues within a defined smart meter ecosystem. This, though, is yet to be put to empirical/practical test.

Lewis and Rosborough (2013) provides a provisional insight into a problem of significant social concern and, for what is clearly both a complex and potentially transformational area of research. We are looking to progress beyond theory, and to explore, further, attitude and experience within the salient research context. It is envisaged that this will represent a substantial and challenging project for a doctoral candidate wishing to develop their understanding of how marketing might work in complex social contexts.

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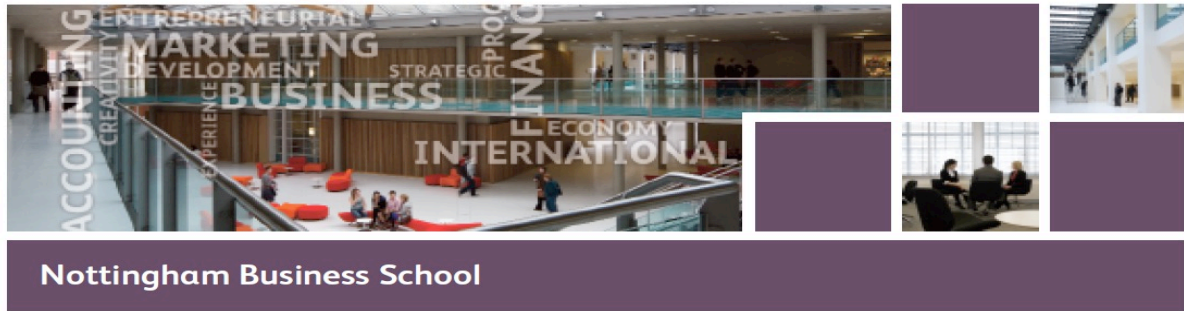
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Nottingham Business School Doctoral Project Self-Funded

Project Title: Defining and evaluating 'Marketing Character'

Academic Project Lead: [Dr Tony Woodall]

Project description:

The association between offensive marketing, defensive marketing and marketing personality has been developed over a series of recent journal articles and conference papers – Armannsdottir, Pich and Woodall (2014); Woodall (2004); Woodall (2007); Woodall (2012); and Woodall and Swailes (2009). In each instance, both literal and marketing perspectives on the terms 'offensive' and 'defensive' are combined to provide a critical perspective on the marketing domain. These articles/papers suggest that many marketers are inclined to practice in 'offensive' rather than 'defensive' ways, despite this largely normalised 'offensive' approach resulting in reputational damage to the profession

Conventionally, when issues of this nature are explored within the academic literature, concepts relating to ethics and/or morality are used as the central theoretical domain for associated enquiry. The articles/papers listed further above, however, suggest that there may be other psycho-social elements at work, and in Woodall (2012) it was hypothesised that an 'offensive' inclination may be related more to a juxtaposition of what was termed 'calling and character'; where 'calling' relates to a specific, idealised and stereotypical model of the marketers role, and 'character' suggests this holds an attraction for a particular personality type. More recent work (Armannsdottir, Pich and Woodall, 2014) has drawn on social identity theory and the notion of occupational aesthetics to further explore the nature of, and motivation for, this attraction.

We wish to expand this sphere of study further by undertaking empirical research amongst practicing marketers, firstly by modeling what might be termed 'marketing personality' (or, perhaps more correctly, 'marketing character') and, secondly, by studying how this phenomenon might be represented within the relevant community of practice. Unlike consumer behaviour, for which there is an extensive/established body of knowledge, marketer behaviour and its impact on the nature and effectiveness of customer engagement is a relatively under-explored area, and a further element of this project will be to help map out, too, the theoretical domain for the 'marketer behaviour' concept.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Investigating the Co-creation Process of Political brands from a Dual Orientation

Academic Project Lead: Dr Christopher Pich

Project Description:

The application of commercial branding theory to the political domain has become a significant area of research (Needham and Smith 2015; Nielsen 2016; Pich *et al.* 2016; Scammell 2015). Further, there is a shared understanding that political parties, pressure groups, politicians and candidates can be conceptualised as brands (Guzman and Sierra 2009; Needham and Smith 2015; Peng and Hackley 2009; Pich *et al.* 2016; Smith 2009). Further, the sub-discipline of political branding has become a 'critical' and 'priority' issue that warrants continued attention (Speed *et al.* 2015). The application of branding to politics has been described as the most appropriate way to understand the political 'product' and a mechanism to frame the deconstruction process to understand the political promise put forward by political actors (Scammell 2015). Political brands are complex, multi-layered entities which are often difficult to unbundle (Lees-Marshment 2009; Lock and Harris 1996; Phipps *et al.* 2010). However, existing research in this area has highlights the complexity of political brands and diversity of political branding research (Bale 2008; Pich and Dean 2014). For example, existing research has focused on cultural political branding (Smith and Speed 2011), development of new political brands (Busby and Cronshaw 2015), political brand identity (Pich *et al.* 2016), political brand image (Guzman and Sierra 2009; Pich and Dean 2014; Smith 2001), political brand equity (French and Smith 2010), Phipps *et al.* 2010; Smith and Spotswood 2013), political brand personality (Smith 2009), psychological profiling of politicians (de Landtsheer and de Vries 2015), political brand positioning (Cwalina and Falkowski 2015; Smith 2005), and political branding of candidates and parties (Milewicz and Milewicz 2014). Despite this breadth and depth, there are many areas that warrant further development and understanding, which ultimately will enhance political branding research (Needham and Smith 2015; Nielsen 2016; Pich *et al.* 2016; Scammell 2015).

Political brands are co-created by multiple stakeholders including both internal and external to the organisation with the aid of tangible and intangible elements (Milewicz and Milewicz 2014). Political brands need to provide a clear understandable message in order to be considered authentic and credible (Gurau and Ayadi 2011; Smith and Saunders 1990). Existing researchers in this area accept that brands are partly created in the mind of the consumer (or citizen) and deconstructed and understood through in-depth data collection tools. In contrast, political brands can be measured or reviewed by analysing discourse through the practice of content analysis (Milewicz and Milewicz 2014; Needham and Smith 2015). However, political brands are also created, developed and communicated by internal stakeholders within the political organisation (Pich *et al.* 2014). Therefore, existing research on political brands has tended to focus on a solely external perspective or exclusively on an

internal perspective (French and Smith 2010; Peng and Hackley 2009; Phipps *et al.* 2010; Pich and Dean 2015; Pich *et al.* 2016) with little attention on internal *and* external perspectives from (party and voters).

Subsequently, future research should focus on a dual orientation and explore the co-creation process of political brands and this will enhance our understanding and contribute to the development of political branding theory (Needham and Smith 2015; Ormrod 2011; Scammell 2015). Political branding has the opportunity to look beyond the world of political marketing for assistance in knowledge development and fuse insights from different research areas (Needham and Smith 2015; Baines and Harris 2011). This insight will provide political actors with mechanisms and tools to deconstruct and operationalise their political brands from a dual perspective, which in turn will support and develop the political brand management process.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Financial Institutions, Board Representation and Corporate Decision-making

Academic Project Lead: Dr Michael McCann

Project Description:

In large joint stock companies, characterised by the separation of ownership and control, corporate governance mechanisms are intended to provide shareholders with some reassurance that managers will try to achieve outcomes that are in their interests (Shliefer and Vishny, 1997). With ongoing concerns about the effectiveness of such mechanisms, considerable academic research and policy discussions on corporate governance reform has centred on the role of corporate boards of directors (Adams et al. 2010).

Corporate governance reform has emphasised the extent to which boards are independent of senior managers on the basis that such outside directors, acting as autonomous guardians of shareholder wealth, should ensure that resources are utilised effectively. (Dominguiz-Martinez et al., 2008). However, an extensive literature has analysed the impact of board independence on firm performance and shareholder value and found little consistent evidence that the monitoring is effective (McKnight and Weir, 2009; Nicholson and Kiel, 2007).

Research suggests that the key aspect regarding the effectiveness of boards is the extent of information asymmetry between independent directors and the executive directors (Holmstrom, 2005). Access to information by independent directors is hampered by the time independent directors can devote to monitoring (Fich and Shivdasani, 2006) and the eagerness of CEOs to reveal it (Hermalin and Weisbach, 1998).

However, some proponents of agency theory predict that another type of director may also help overcome the asymmetric information in corporate decision-making and curb managerial opportunism (Stearns and Mizruchi, 1993). In the UK, financial institutions are important investors, holding a large proportion of the shares issues by corporations (Kay report, 2012). Consequently, their trading decisions can have a big impact on corporations. Indeed, agency theory predicts that such institutions should have an incentive to monitor managers properly if their substantial block-holdings make the cost-benefit trade-off worthwhile. However, while such institutional investors control large amounts of equity, their holdings are well-diversified, meaning insignificant holdings in any one company. Therefore, they have been traditionally viewed as 'passive' rather than 'active' investors. Indeed, they may not see themselves as owners of corporate resources at all; equity is just another asset to be traded (Padgett, 2012).

However, there has been a long-standing view that institutional investors could be made more effective in governing corporations since such institutions have informational and analytical advantages in monitoring management. Both Brav, et al., (2008) and Clifford (2008) found that when hedge funds managers chose to follow an interventionist strategy, financial performance was improved. Recently, there has been a push by regulators in the UK, and other market-based governance jurisdictions for institutional investors to become more active stewards of companies rather than passive traders (Kay, 2012).

However, it can be argued that, if the financial institution has an ownership block, their board representatives have an incentive to incur the monitoring costs needed to overcome information asymmetries present in firms and challenge management recommendations surrounding corporate decisions (Duchin et al, 2010). However, there is little work in this area.

This project aims to address this gap in the corporate governance literature by analysing the presence of representatives of financial institutions on boards, and their influence, if any, on corporate decision-making. Through this, more can be learned about the effectiveness of boards as monitoring mechanisms.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [The Impact of Incorporating Experiments into Teaching of Economics on Student Engagement]

Academic Project Lead: Dr Piers Thompson

[A number of studies have shown that there are benefits in terms of incorporating experiment sessions into the teaching of economics (Brauer and Delemeester, 2001). The aims are to increase students' understanding of the economic theory being taught and allow them to better connect it to real life decisions (King, 1999; Haitani and Oda, 2008). However, Guest (2016) indicates there are a number of factors that need to be considered in designing classroom experiments such as the technology used (Bartlett and King, 1990), the incentives offered (Oxoby, 2001), and the topic being covered (Durham et al., 2007). Overall it is important that experiments encourage learning and are aligned with the targeted learning outcomes rather than distorting behaviour (Cheung, 2006).

The research would have to consider how experiments affect non-specialist students and students of differing abilities (Emerson and Taylor, 2004). It would also be important to take account of the extent that experiments are used in a course as there is evidence that the use of experiments is cumulative (Dixie, 2006). The study would contribute to knowledge by examining a less studied element in terms of the effect on engagement through encouraging students to design their own experiments.

This research would require the researcher to develop and adapt their own experiments for use in classes, particularly those relating to behavioural economics. It would be expected that the researcher will deliver the classes and collect data relating to how the students performed in the class, and the outcomes achieved, not just in terms of how the experiment was played, but in terms of the students' knowledge development in both the short and longer term. Relating to this longer term gains, the engagement of the students with the subject of economics as a whole would be important to get a more holistic view of the experiment(s) impact (Guest, 2016). To gather this data researchers will need to apply survey design and qualitative data collection methods to capture a deeper understanding of the impacts of experiments to be used in combination with more quantitative analysis.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [The Impact of Social Preferences on Entrepreneurial Activities]

Academic Project Lead: Dr Piers Thompson

[Project Description:

Although, many studies have explained differences in entrepreneurial activity rates between regions based on economic factors, considerable unexplainable differences remain (Audretsch and Keilbach, 2004; Freytag and Thurik, 2007). Recent studies have found the underlying community culture is closely associated with economic development including the presence of entrepreneurial activity (Huggins and Thompson, 2014, 2016). The greater presence of particular personality traits in the population has also been found to be closely associated with the development of a more entrepreneurial culture (Stuetzer et al., 2016).

At an individual level when concentrating on social attitudes, Arribas et al. (2010) find evidence that entrepreneurs display less pro-social behaviour in experiments. In addition, Estrin et al. (2016) show that the type of entrepreneurial activity individuals engage with varies depending on the type of human capital an individual possesses, but these relationships can also be affected by the strength of formal institutions present suggesting culture may have a similar role. However, human capital is found to have both a direct role on the type of entrepreneurship developed, but also it determines the social preferences exhibited by individuals, which determines their likelihood of appropriating income from others (Jakiela et al., 2015).

Less work has looked to combine the work on culture's impact on entrepreneurship with that looking at the type of entrepreneurship that develops. This study would look to combine these two fields of work by considering how aspects of culture and personality, particularly those linked to social preferences influence the types of enterprises formed, high growth, technology based, social enterprises etc.

The research will draw upon large datasets such as those from the World Values Survey (WVS), and European Social Survey (ESS) and combine these with data on enterprise formation and growth, such as that of the Global Entrepreneurship Monitor (GEM). These large datasets will be used to develop an understanding of the relationship between social preferences and entrepreneurship type with the aid of regression analysis. Primary data collection approaches based around the use of experiments such as the dictator and ultimatum games (Forsythe et al., 1994), would be used to gather a deeper understanding of the motivations behind the choices of individual entrepreneurs of different types.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Gift giving in online and offline Retailing]

Academic Project Lead: [Dr Sheilagh Resnick, Dr Ines Branco-Illodo]

[Gift giving research has been widely recognised as an important part of consumer research as evidenced by the number of papers published in research journals in the last 5 years and the number of consumer behaviour books incorporating gift giving as part of their contents. It is difficult to find an accurate definition of gift giving because the meaning of a gift and people's gift giving behaviour changes from context to context (Davies et al., 2010). Most research has focused on gift giving in physical retail, thus neglecting the importance of the digital context.

The internet provides a new environment to analyse gift giving, especially considering the possibility of creating gift lists that givers can view, sharing gift preferences and online shopping (Hollenbeck et al, 2006). More than 10% of transactions of UK department stores in 2010 took place online (£1.2 bn.), representing a growth from the previous year of more than 3% (Mintel, 2013).

Although people still buy the majority of Christmas gifts in stores (Mintel, 2013), 42% of gift givers in the UK surf the internet for ideas before buying gifts, 47% compare prices online, 43% buy a few gifts online and 13% acquire most of the gifts through the internet (Mintel, 2010). Some internet-based companies, such as Amazon, include innovations such as gift vouchers and wish-list pages to select gifts for family and friends (Keynote, 2009; Gino and Flynn, 2011). These figures suggest that the online environment has the potential to offer new alternative gift selection strategies that facilitate givers' gift choice and recipients' satisfaction with the gift. However, the literature has paid little attention to this matter.

A greater research emphasis is needed regarding givers' gift giving behaviour online to broaden the understanding of gift giving.]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Consumer's engagement with brand-related content on social media]

Academic Project Lead: [Dr Bruno Schivinski]

[Project Description:

Apart from a developing literature on the content that consumers engage with on social media (e.g., Ashley and Tuten, 2015) and the consumer-specific drivers of engagement (e.g., Muntinga et al., 2011; Schivinski et al., 2016), the current body of knowledge of brand-specific drivers and outcomes of engagement remains limited if not completely absent.

Online and social media consumer engagement has subsequently proven to be a fruitful research area (Smith et al., 2012; Maslowska et al., 2016). In the context of brand-related content, engagement remains a concept lacking of a clear delineation, which branches cognitive, emotional, and behavioural research streams (Hollebeek et al., 2014).

This research project focuses on the behavioural research stream (Muntinga et al., 2011; Schivinski et al., 2016), more specifically it aims at understanding how social media brand-related behavior can be predicted by means of brand perception factors, as well as its outcomes on relevant marketing variables (Schivinski and Dabrowski, 2014; 2015).

Method

To capture the antecedents and consequences of consumer's engagement with brand-related content on social media primary research should be conducted.

Qualitative and quantitative research methods can be applied, however emphasis will be given to developing and testing new conceptual models (quantitative methods). Therefore, knowledge on research methods and statistics are desired.

The PhD candidate will be required to undertake extensive literature review to uncover novelty and extract research questions, develop hypotheses, and operationalize the concepts in the study. Additionally, the PhD candidate is expected to design the research instruments (e.g., online survey), collect and manage data, conduct data analysis, and report the findings.

The PhD candidate will get support from supervisors with expertise in the domains of social media marketing, online branding and communication, research methods (both qualitative and quantitative), and statistics (multivariate methods). There is also a possibility to link the project with on-going projects led by academic staff at Nottingham Business School, other NTU schools (e.g., School of Social Sciences), as well as other institutions.

Please indicate in the application what skills, knowledge, or resources you can contribute to this research project.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [What factors attract FDI into a country?]

Academic Project Lead: [Dr Wenyu Zang]

[Project Description:]

The rapid increase in inward FDI and the recognition of the benefits of inward FDI have motivated the studies on the determinants of FDI locations. According to the eclectic paradigm introduced by Dunning (1977, 1988 and 1993), firms will engage in foreign production when they perceive location advantages in a foreign country. Otherwise, firms would serve domestic markets by domestic production and foreign markets by exports (Dunning, 1988). The location advantages in a host country might affect the amount of inward FDI that the country receives, which includes labour cost, trade union density, employment protection legislation, wage bargaining coordination, R&D expenditure, market size, economic growth, agglomeration, trade barrier, trade openness, exchange rate, inflation rate, corporate tax, human capital, infrastructure, political instability, country risk, corruption and rule of law etc.

A large number of studies on developing countries have been conducted on the determinants of inward FDI, but the effectiveness of developed countries in attracting FDI using aggregate country-level data has not been analysed sufficiently due to limited studies on this area. Current studies on developed countries employ firm level FDI data, industry level FDI data or bilateral FDI data. However, there are a limited number of studies using aggregate FDI inflow data from the rest of the world, including Bajo-Rubio and Sosvilla-Rivero (1994) on Spain, Billington (1999) on 7 developed countries, Globerman and Shapiro (1999) on Canada, Lipsey (2000) on 22 developed countries, Yang *et al.* (2000) on Australia, Kottaridi (2005) on 10 developed countries, Wijeweera and Clark (2006) on US, Radulescu and Robson (2008) on 19 developed OECD countries.

Using secondary data from World Bank or OECD sources, the study would use statistical and econometric analysis to examine the determinants of inward FDI in developed countries. This study would extend prior work to ascertain whether the determinants of FDI depends on the type of FDI (technology seeking FDI, resource seeking FDI etc) and different industries.

References:

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Inward FDI and domestic entrepreneurship in China]

Academic Project Lead: [Dr Wenyu Zang]

[Project Description:]

Inward FDI can make a positive contribution to the host country by supplying advanced technology, product and process innovations (Dunning, 1994). The entry of foreign firms might stimulate domestic enterprises to protect their market shares and profits, which leads to severe competition (Dunning, 1994; Blomstrom and Kokko, 1997; OECD, 2002; Hill, 2009). Increased competition may force local enterprises to use resources more efficiently, to develop product and process innovations and to promote technological upgrading, etc (OECD, 2002; Hill, 2009). Therefore, the productivity of local enterprises can be improved by imitating the more advanced technology brought by inward FDI, by exploiting existing technology and resources more efficiently or by seeking for more advanced technology (Blomstrom and Kokko, 1997, Saggi, 2000). Furthermore, inward FDI may create forward and backward linkages as foreign firms transfer technology to local suppliers of intermediate goods and customers (Blomstrom and Kokko, 1997; Saggi, 2000; OECD, 2002). However, the potential drawback is that foreign firms might out-compete local enterprises and drive local enterprises out of business (Blomstrom and Kokko, 1997; Hill, 2009). What also needs taking into account is that foreign firms may choose to locate their businesses based on the domestic enterprises and overall economic conditions present locally.

There is some literature examining the relationship between inward FDI and domestic entrepreneurship (Backer and Sleuwaegen, 2003; Javorcik, 2004; Haskel *et al.*, 2007; Barbosa and Eiriz, 2009; Kim and Li, 2014). Equally, foreign firms might be motivated to locate in areas due to the local enterprise economy. However, there are no studies on the causal relationship in China.

Using secondary data from China Statistical Yearbook, the study would use statistical and econometric analysis to establish the causal links between inward FDI and domestic entrepreneurship in China.

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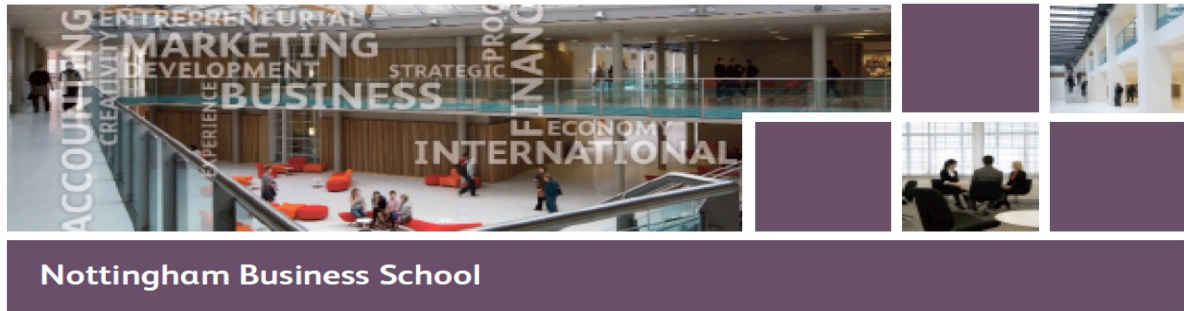
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Measuring value in the 'sharing economy']

Academic Project Lead: Dr John Harvey and Dr Tony Woodall

[Project Description:

The 'sharing economy' refers to a loosely-defined group of organisations that develop Internet-enabled services. These organisations encourage peer-to-peer interaction either online or offline. In the media coverage the catch-all term 'sharing economy' is often used indiscriminately to refer to people lending, borrowing, loaning, renting, giving and sharing their belongings. Typically, the services provide a platform for people to interact on rather than actually selling direct to consumers. The service providers rarely own the objects that circulate, but instead enable transactions between people. Websites and applications provide a means for people to search a database and subsequently interact with other people rather than the organisation. Despite the surge in people using sharing economy services the economic activity mediated by these organisations is poorly understood and the aggregate national statistics are chronically simplistic. As yet, there is no longitudinal repository of public data on the sharing economy that can be used to inform economic policy.

The broad aim of this research project is to better understand the types of value that producers and consumers derive from decentralised transactions (See Woodall, 2003; Woodall *et al.*, 2017). At present the definitions used to define the interactions between consumers in the sharing economy are hazily understood (Belk, 2014). This is problematic because policymakers in this area have arguably failed to address the disruption caused by innovation. The results of this thesis will be used to form a focal point around which academics and policymakers can coalesce.

The methods proposed for the project combine a mix of qualitative and quantitative approaches, particularly drawing on recent work in this area examining informal economic relations (Harvey *et al*, 2014; Harvey, 2016). The approach will implement a novel means of analysing economic relations at scale that departs from traditional exchange-based methods.]

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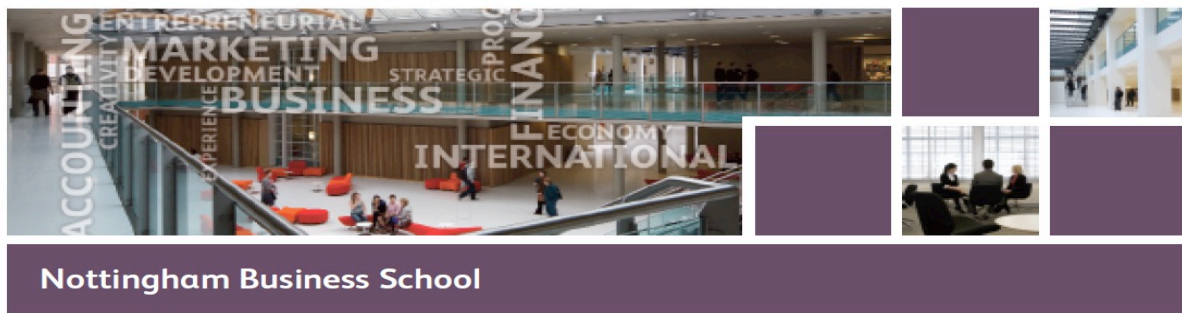
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [The role of actors in Multi-stakeholder initiatives]

Academic Project Lead: Dr Olu Aluko

[This study will investigate emerging governance approaches to multi-stakeholder initiatives (MSIs). MSIs are new governance regimes wherein the governance of societal projects occurs collaboratively, between state and non-state actors. The implication of such arrangement is that these actors may have divergent interest and diverse sources of authority and power within such arrangements. Hence a PhD thesis in this area will explore the meanings of *collaborative governance* in MSIs. It is expected that findings from such research endeavour will provide more insight to the contributions of actors in MSI and the implication of multiple actor interaction within MSIs

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Co-creating a corporate brand

Academic Project Lead: Dr Louise Spry

Project description

The success of any corporate brand is reliant on maintaining consistency between the internal identity and its external image (Dowling, 2001; Roper and Fill, 2012). Given that there are multiple internal and external stakeholders engaged with a university, there is a compelling argument for encouraging consistency through the co-construction of a corporate brand which draws upon different stakeholder perceptions (Gyrd-Jones and Kornum, 2013; Iglesias et al, 2013). Whilst the role of shared staff values in shaping corporate brand identity is recognised, there is limited research that considers the role external stakeholders play in the development process of an organisation's identity and brand. The notion of "co-creation" seems to accept that internal and external stakeholders play a role in building and framing the identities of brands. Applied to a HE context, 'customers' are most likely to be students but could also be, for example, commercial organisations or government departments commissioning research. More recently a number of authors stress that a corporate brand needs the engagement of multiple stakeholders and that multiple opinions should be involved in co-constructing values, meanings and influencing branding strategies (Gyrd-Jones and Kornum, 2013; Iglesias et al, 2013). Gyrd-Jones and Kornum (2012:1486) refer to this as "value complementarity" where synergy is created when a set of stakeholders, such as staff, students, funders and the local community, collectively generate more value than the sum of each partner creating values alone. Despite some progress in this area, there continues to be a scarcity of research that explores the co-creation process and branding from a multi internal and external stakeholder perspective (Gyrd-Jones and Kornum 2013). Existing research on co-creation and branding tends to focus on a single approach drawing upon one relationship between an internal (seller) and external (customer) stakeholder which would be typically a University and student in a HE context (Kornum and Muhlbacker 2013). This strengthens the calls for more research devoted to understanding co-creation and its relationship with corporate brands from an internal and external multiple stakeholder orientation grounded in different situations and contexts (Gyrd-Jones and Kornum 2013; Melewar et al, 2012; Vallaster and Wallpach 2013).

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Exploring corporate branding strategies in Higher Education

Academic Project Lead: Dr Louise Spry

Project description

Branding strategy, often used synonymously with the term “brand architecture” (Kapferer, 2012), refers to an explicit relationship between the corporate brand, the organisation, and its various products and services (Balmer and Gray, 2003). Branding strategies can be distinguished when an organisation either employs ‘a single umbrella image that casts one glow over a panoply of products’ (Hatch and Schultz, 2001: 129) sometimes referred to as branded house; or a collection of individual brands are presented with different names and referred to as house of brands (Ollins, 1978). Keller (2015) claims that sub-branding is a strategy that sits between branded house and house of brands which facilitates access to attitudes and associations with both the corporate brand and the product brand. Empirical studies have shown that brand architecture has a strong impact on profitability, and marketing efficiency (Morgan and Rego, 2009). However, despite the fact that ‘higher education and branding go back a long way’ (Temple, 2006: 15) few studies have explored the concept, or application of, branding strategies in universities and as a result universities tend to be more focused on such approaches as advertising and promotional material (Bunzel, 2007). What research has shown is that there are distinct pockets of specialisms which may provide the very source of competitive advantage required for a post-92 university seeking to hold a corporate brand with a distinct competitive edge (Abratt and Kleyn, 2012; Spry, 2014). These “sub-brands” in a university can make stronger connections to their students through the development of values which signal differences in specific products (Keller, 2015). Hsu et al (2015) praise sub-brands for their ability to control risks particularly in terms of negative feedback concerning the corporate brand (Muzellec and Lambkin, 2009). However if branding practices change in universities, and ‘corporatization’ (Hemsley-Brown and Gonnawardana, 2007: 945) is introduced, departments may have to align their identity with that of the university. This could result in departments losing their ‘house-of-brands approach’ (Hemsley-Brown and Gonnawardana, 2007: 946) and hence their individual branding to different target markets particularly those departments operating in niche markets. This strengthens the calls for more research devoted to understanding how corporate branding strategies might work in universities as according to Uggla (2006) a coherent and effective brand architecture can effectively be created by sub brands.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Retail internationalisation in China in the digitalisation era]

Academic Project Lead: [Dr Lisa Qixun Siebers]

[Project Description:]

China partially opened its retail sector in 1992 to foreign operations. Western retail giants have entered China since 1995. In the first decade, they expanded fast by transferring new retail formats and bringing advanced retailing methods and large capital (Coe and Hess, 2005). They captured the growing number of Chinese middle-class consumers, who were attracted by their modern formats and tailored products and services (Siebers, 2011), despite paying relatively high prices compared to urban markets. Western retailers' growth peaked in 2004 through rapid market adaptation (Siebers, 2012). However, following full liberalisation of the retail sector in 2005 after China's WTO entry, Western retailers' competitive advantages weakened instead of showing the expected faster growth. Some of their business practices received criticism, e.g. Carrefour's flouting laws and regulations and imposing illegal charges on suppliers (Siebers *et al.*, 2015). Moreover, China's economic growth leads to increasing consumer demands and rise of property rent. Consequently, some Western retailers divested from China (e.g. OBI; Best-Buy); some closed many stores (e.g. Wal-Mart; Carrefour); and others sold the majority of their shares (e.g. Tesco). These phenomena intensified from 2010, when internet shopping became Chinese consumers' new preferences for seeking low prices (Siebers and Xun, 2014). To respond to these changes, existing Western retailers have implemented innovative strategies, including renovating stores and introducing online shopping experiences. Recent research shows that Western retailers apply hybrid practices in China, focusing more on the local society and consumers, learning from their market operation experiences (Siebers, 2017). Nevertheless, some of their new strategies have already failed. For example, Tesco's new retail format—Life-space shopping centre in Qingdao, opened in 2010, was sold in 2013 due to lack of competitive advantage.

Western retailers struggle to meet the local market demands is believed to relate to their corporate social responsibility (CSR) practices. The behaviours of some Western retailers by which they deal with local suppliers and customers have exacerbated social concerns about transferring their costs to local labour and consumers, thus threatening their corporate image. For example, Wal-Mart enforced their Chinese suppliers to reduce prices for its export products due to the recent devaluation of Chinese currency. This led to social opposition by the local suppliers, because they have always been forced by Wal-Mart to provide the lowest prices, and their payments had been held for years (Liu, 2015). Wal-Mart was also fined by selling expired products, but refused to refund (Zhou, 2015). This project aims to answer two specific research questions:

(1) What are the strategies of Western retailers to respond to the latest consumer demands in post-WTO China? (2) How do Western retailers respond to local stakeholder requests for social orientation to sustain growth in China?

The applicant is expected to take an inductive, qualitative approach to gain in-depth understanding of the research issues in both Mandarin and English.

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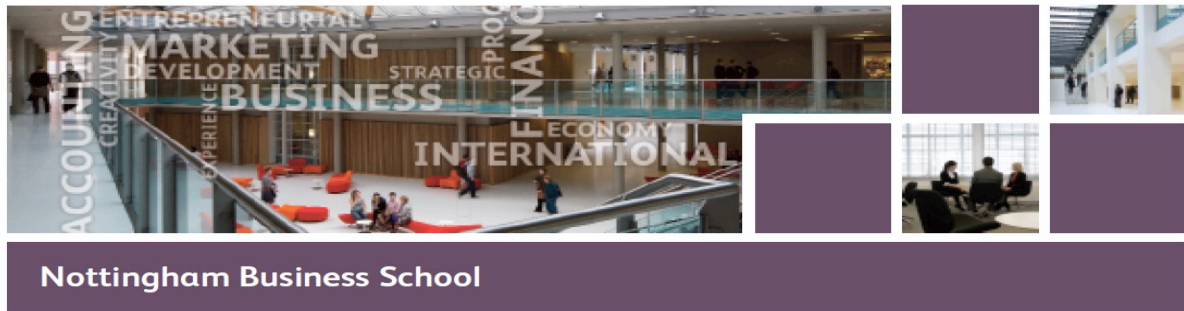
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Chinese investment in African countries]

Academic Project Lead: [Dr Lisa Qixun Siebers]

[Project Description:]

African countries have continued to attract substantial amounts of foreign investments, thus becoming an attractive proposition, particularly at this stage of economic development, many sectors in developed markets and other large emerging economies (such as China) become saturated. Yet, the mystery of how to do business in African countries and the risk of market failure across the continent remains, caused by various uncertainties associated with political instability, poor infrastructure, cross cultural challenges, external global shocks, and so forth. Foreign firms face challenges of understanding the institutional environment, including the investment climate, employment issues, and local consumers in Africa. African agencies have also become equally important, because they determine the success of foreign investment (Mohan and Lampert, 2013). Therefore, to gain a good understanding of local knowledge of African countries becomes vital.

Potential research proposals should focus on strategy, management, and marketing issues in African countries, preferably sub-Saharan African countries, covering inter-related topics including transfer of management practices, firm internationalisation, and marketing strategies. An example of expected research orientation can be obtained by reading Kamoche and Siebers (2015). Your proposals should consider both external environment and consumers, because these have become different for Chinese firms entering an African market. It is significant to make knowledge work, which can lead to a larger degree of success. Chinese firms have gained greater learning experience from multinational enterprises (MNEs) expanding in China. Moreover, these firms more likely understand the local knowledge of an African market better, because they have faced a similar home market environment.

Recent years have seen fast shifts of institutional demands from businesses to local consumers and society in China (see Siebers, 2017). These changes urge Chinese firms to learn local knowledge in African markets at a profound level, combining their learning in the home market and from global experiences to effectively respond to African local markets. Therefore, your key research questions can be chosen from the following: Are there best practices in an African market? How do Chinese firms differentiate themselves in African markets? To what extent are hybrid management practices effective in African markets? What are the strategies of Chinese firms implement in African and are these strategies sustainable? How competitive are Chinese firms compared to developed market firms and other emerging market firms in a particular African market? How do Chinese firms use their learned knowledge and gain new knowledge in Africa? How do local institutions encourage

or impede Chinese firms' expansion in Africa? What are the recent changes of consumers and society in an African market and how do Chinese firms respond to these changes? Considering these questions, theoretical foundations can be drawn from firm internationalisation into emerging markets; transfer of management practices; localisation strategies; cross-cultural issues in emerging markets; consumer and social changes in African markets; retailing and use of social media in African markets; the growth of service sector in African markets; CSR as strategies. Comparison studies across markets (one should be from Africa) are welcome.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Relational Approaches to the Implementation of Sustainability in Dyadic Supply Chain Relationships

Academic Project Lead: Dr. Cagri Talay

Project Description: SMEs play an important role in the development of many economies therefore, their role is also undeniably important for achieving an optimum level of sustainability in supply networks. Consequently, large firms and governments put more emphasis on increasing SME firms' engagement in sustainability programmes (Jenkins, 2009). However, Pedersen (2009) argued that without considering the heterogeneous characteristics of SMEs, imposing or merely transferring sustainability programmes to them by large buyers has been found inappropriate because the engagement of SMEs in sustainability programmes may be different than larger buyers and other SMEs in different sectors. On the other hand, business relationships are found vital in sustainability implementation in supply networks. Some studies support the use of power in supplier-buyer relationships, a large buyer can coercively enforce its suppliers to respond to its requirements (Vachon, 2007). In contrast, Simpson and Power (2005) found that a relational approach is more powerful than coercion when considering environmental performance while other studies emphasize trust and cooperation are essential elements for sustainability implementation (Geffen and Rothenberg, 2000). Although partial relational views attempt to explain how collaborative relationships would influence sustainability in supply chains, the relational view has been applied to a limited extent in sustainable supply chain research. Hence, there is a strong evidence in the sustainability literature for adopting the relational view for exploration of how collaboration enhances sustainability in supply chain relationships (Toubolic and Walker, 2015). Furthermore, there is a dearth of research in dyadic relationships from the perspective of SME suppliers as well as large buyers in the area of sustainability research Brindley and Oxborrow (2014).

Method: It is anticipated the exploratory nature of this research will use qualitative approach and case study method in dyadic relationships of suppliers and large buyers.

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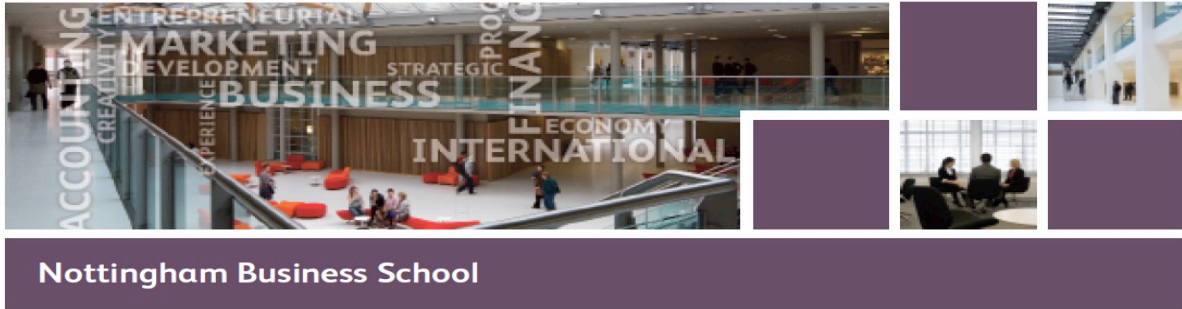
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Bank performance]

Academic Project Lead: [Dr Thao Nguyen]

[Project Description:

Based on the non-structural model – disequilibrium approach (Goddard and Wilson, 2009), this research presents an empirical assessment of the degree of competition within the banking system. We examine a greater number of environmental covariates and different dependent variables compared to previous applications of this model. Moreover, we use lagged input prices (to avoid endogeneity) and exclude assets (to avoid specification bias) in our models.

Goddard, J.A. and Wilson, J.O.S. (2009). Competition in banking: A disequilibrium approach. *Journal of Banking and Finance*, 33, 2282-2292]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Bank efficiency

Academic Project Lead: [Dr Thao Nguyen]

[Project Description:

This study analyses bank efficiency. We apply an advanced methodological approach introduced by Simar and Wilson (2007) to examine bank efficiency. The objective of our study is threefold. First, we analyse bank efficiency in by applying an advanced semi-parametric two stage method introduced by Simar and Wilson (2007). Second, we identify the determinants of bank efficiency. Third, we provide a detailed analysis of bank efficiency for different ownership structures and bank size.

Simar, L. and Wilson, P.W. (2007). Estimation and inference in two-stage, semi-parametric models of production processes. *Journal of Econometrics*, 136, 31-64]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [An examination of the role of doctors in the financial management of healthcare: the case of the English NHS]

Academic Project Lead: [Dr Donald Harradine]

The history of the involvement of doctors in the management of hospitals and their financial control has been at the heart of many of the reforms in healthcare since the 1970s in the UK, which have mirrored approaches in other developed countries. The main initiatives are as follows:

- Specialty Costing (Prowle & Jones, 1982);
- General Management (Griffiths, 1983; Prowle & Jones, 1982);
- Clinical and Management Budgeting (Perrin, 1988);
- Market based systems (Ellwood, 1996; Flynn & Williams, 1997; Lovell, Rowe, Harradine, Jones, & Ball, 2001);
- Clinical Directors (Ashburner, 1996); and
- Service Line Reporting (SLR) (Harradine & Prowle, 2012; Monitor, 2006).

Each of these initiatives encouraged doctors to be involved in the management of hospitals and especially the financial aspects of management. These initiatives, however, when reviewed, have not provided the benefits originally intended in terms of performance and cost savings. The above approaches in the UK were attempts to harness the abilities and understanding of the doctors in a healthcare environment; to bring them into the management process. The most recent of initiative in England, SLR, when reviewed, which is still in its relatively early stages of development, indicates some initial evidence that there are limitations to what has been achieved (Harradine & Prowle, 2012). The reason for the lack of achievement for these systems, in most instances, is the doctor/managerial interface, which appears to be problematic.

There can be little debate concerning the importance of the medical profession to healthcare organisations. Doctors are the most highly trained professionals within these organisations and indeed their profession is at the core of the activities of those organisations. They have an intimate knowledge of the workings of these organisations and therefore are in a unique position to understand the issues of the organisation and more importantly how they might be overcome. Their longevity within their organisations is considerable compared to that of their managerial counterparts, where the average tenure of a chief executive in the English NHS is approximately twenty months. A consultant may be in post for over twenty years in one particular organisation. Commentators in the management of the NHS (Atun, 2003) tend to agree, therefore, that there is a considerable argument

given the training and their potential understanding of the organisation and how it works make senior doctors ideal to be involved in the management of their organisations. These points indicate a need for the inclusion of senior doctors, however, the above review of systems in the UK designed to draw this group into the management process, appear from previous studies, to have and continue to experience difficulties in maintaining involvement (Brown, Alaszewski et al., 2011). Studies indicate that professional validation is unlikely to be achieved through the involvement in the management process: indeed this may lead to conflict between the clinician and his/her clinical colleagues.

The proposed study therefore is to examine the issues concerning the managerial roles of senior medical staff in particular their role within financial control.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Young Entrepreneurs Scheme (YES!)

Academic Project Lead: Dr Petra Molthan-Hill

The overall aim of YES! is to empower young people in their personal and professional development whilst contributing to local, regional and global challenges. Evidence from industry (Accenture, 2016), government (European Commission 2013) and students themselves (Yale et al 2016; Drayson et al 2012) suggests that young people could be better prepared to deal with a world of supercomplexity (Barnett 2000). This includes in terms of skills, knowledge, mindset and competencies and applies to individuals in employment as well as budding entrepreneurs.

The main objective of YES! is to develop a toolkit in entrepreneurial and innovation education for 8-16 year olds in Europe based on the EntreComp: the Entrepreneurship Competence Framework and principles of life design and using the UN Sustainable Development goals as a point of reference. The combination of these elements supports both sustainability literacy and entrepreneurship. Young participants will be provided opportunities to grapple with 'wicked problems' (Martin and Murray 2011) in the form of authentic sustainability challenges which may require innovative and/or entrepreneurial solutions. These opportunities will be situated within a global context, and will create a new channel for dialogue on such issues between a young audience and other stakeholders.

The scheme will be delivered by a consortia led by Nottingham Trent University (UK), ABIS (Belgium – Co-ordinators), ESADE (Spain), Technical University of Munich (Germany), University of the West of England (UK), University of Padova (Italy), Kozminsky University (Poland), University of Malta, Hamburg University of Applied Sciences (Germany) and the Aldridge Foundation (UK).

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Do female marketers expect less success? Exploring the challenges facing newly recruited marketers]

Academic Project Lead: [Dr Guja Armannsdottir]

Purpose

Prior studies from the UK have revealed that marketing as a profession is dominated by women but the majority of them occupy lower, customer facing positions (Maclaran and Catterall, 2000; Lane and Crane, 2002; Broadbridge, 2008). This seems not to affect number of women wanting to study marketing at university, as marketing is considered to be highly popular subject. While gender gaps in employment and wages has fallen in the UK in last 20 years a gap still exist which can be explained by factors such as caring for children and/or working part-time (Lovejoy and Stone, 2012). Remaining gender differences in the labour market might be due to discrimination by employers who treat otherwise identical workers differently depending on whether they are a man or woman. This project will explore the challenges newly recruited women in marketing face in their workplace.

This project will draw on a work done by Armannsdottir, Pich and Woodall, (2015) which highlighted differences between how level one female and male marketing students look at their profession and the skills/ characteristics associated with the role as well as work done by Brindley, Foster and Wheatley, (2014) on marketing women in industry.

The study is likely to use a mixed methods approach involving both quantitative and qualitative research. NBS Marketing alumni will be approached to participate in this study.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: The perception of cycling and cyclists amongst non-cyclists: exploring opportunities for social marketing interventions to increase commuter cycling rates in the UK.

Academic Project Lead: Dr Seamus Allison

Project Objective: The aim of the research is to explore the perception amongst non-cyclists of cycle commuting and cyclists in order to gain insights to inform social marketing interventions designed to increase cycling rates. The insights gained and interventions highlighted should be accessible to and have policy, and planning relevance for, practitioners in this area.

Policy background and research rationale

In 2014 the UK Government drew up a plan to invest £214m to promote (Deputy Prime Minister's Office, 2014) - to address such issues as obesity, the nation's health, EU emissions targets, road safety and congestion. The Government has also made a strong economic case for increased cycling, citing a positive cost-to-benefit ratio of around 5:1 (Department for Transport [DfT], 2015).

There is evidence to suggest that following long-term decline more people are now cycling (Paton, 2015), but relative to use of motor transport cycling is still a minority activity amongst commuters.

Research already points to a range of situational barriers to cycling, such as infrastructure, traffic volumes and cost (Pooley, 2011), but there is limited research exploring less tangible concerns, such as how cyclists and cycling is perceived. Perceptions that are held of people, institutions, products and activities, and especially of peers and reference groups are important and unless cycling can be seen as both attractive and aspirational efforts to increase participation will be hampered. This research seeks to provide insight in this area.

Theoretical perspective

The research seeks to view cycle commuting from three theoretical perspectives: *social marketing*, *consumer culture theory (CCT)* and *social/personal identity formation*. In this configuration CCT and identity formation are seen as the lenses by which consumer behaviour is analysed to gain insight and social marketing is the device to create meaningful behaviour change interventions.

Social marketing is an individual-oriented marketing approach designed to deliver benefits to society (National Social Marketing Centre, 2015). The UK Government seeks to "kickstart a cycling revolution..." such that "...cycling levels rival those in Denmark, the Netherlands and Germany" (DfT, 2014:p4). The achievement of such ambitious goals would involve

considerable behaviour change amongst key population groups; social marketing's focus on individual level behaviour change (Hoek and Jones, 2011) suggests its application has a part to play in supporting policy implementers to achieve these goals.

Consumer culture theory is defined by Arnould and Thompson (2005) as a composite doctrine that addresses consumer identity, marketplace culture, socio-historic patterning and consumer ideology. Of especial interest is understanding the associations that exist between identity formation and personal development, and how the notion of what might be called 'cycling culture' (Rosen, Cox, and Horton, 2007; Kuipers, 2012) might impact this relationship.

Identity formation involves both continuous self-evaluation and social comparison (Neff and McGehee, 2010). Social identity needs a social context, and 'being at one' with a certain group or tribe (Maffesoli, 1995), or being similar to that defined group, is key. These people represent the 'in' group, whilst all others are the 'out' group (Stets and Burke, 2000). Identifying with, and feeling part of, a positively perceived social category (or reference group) helps in the affirmation of personal identity but if a chosen category (e.g. cycling fraternity) is perceived to be at odds with positive self-definition then this will be perceived as the 'out' rather than 'in' group. Understanding how to align the multiple identities of self and 'cyclist' may well offer some insight into how commuters can be encouraged to engage with cycling. Key to gaining an insight into how this might be achieved is to understand how 'cycling culture' is perceived by target groups.

Method

Research in the areas of social marketing, CTT and identity formation often takes a qualitative approach but in keeping with the views of Arnould and Thompson (2005) this is not a prerequisite. Current work by faculty in this area includes both qualitative research (focus groups based on projective techniques) and quantitative work involving large sample sizes. We are open-minded regarding well planned and executed research taking either approach.

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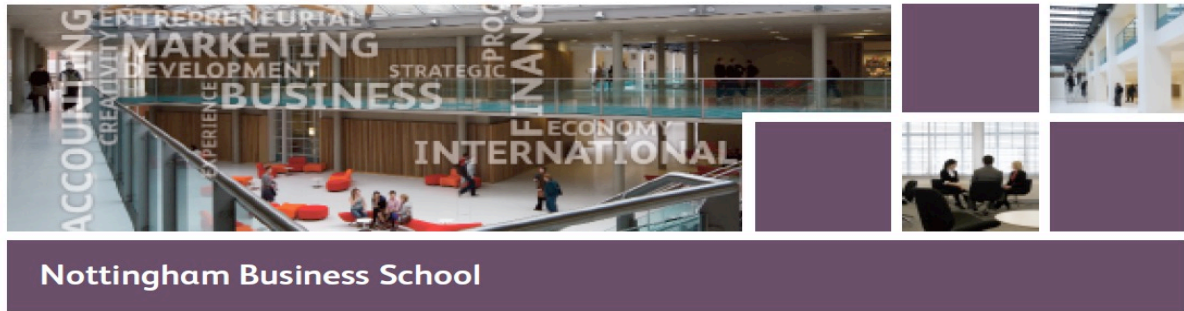
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Lean and agile construction]

Academic Project Lead: [Dr Roy Stratton]

[Project Description:]

Purpose

The Toyota Production System (TPS) introduced a paradigm shift in thinking to automotive manufacture (Womack et al., 1990) that has since been applied to more complex flow environments including healthcare and construction under the label 'lean'. These environments are characterised by much higher variability and uncertainty requiring greater agility and very different tools and approaches to those adopted by Toyota, however, the underlying paradigm shift from local cost optimisation to systems based flow thinking is still very applicable.

This research aims to better understand the origins of flow management in a manufacturing setting before evaluating the issues in transferring these concepts and tools to a construction setting. The research will particularly focus on the management signalling tools (eg Kanban) that underpin a flow based management system of Toyota. The research is anticipated to investigate the role of related signalling tools in construction, such as Last Planner (Koskela et al., 2010) in facilitating flow control in the short to medium term. Alternative management signalling tools such as CCPM (Stratton, 2009) will also be explored to better understanding how longer term planning can be flow focused.

Method

It is anticipated the exploratory nature of this research will involve case study or action research across one or more construction projects that have or are undertaking systems approaches concerned with adopting a flow management signaling tools.

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Biography

Dr Stratton is a Reader in Operations and Supply Chain Management at Nottingham Business School, Nottingham Trent University. His research interests focus on managing flow across complex supply chains such as healthcare and construction. More recently this has been developed to explore the supply chain issues associated with servitisation and sustainability. He is the Director of studies of a number of doctoral students and teaches largely at post graduate level. Until recently he ran a specialist MSc in Theory of constraints and is launching an EMBA (TOC) specialist pathway.

Previously, Roy worked for Rolls Royce Aero Engines in an internal consultancy role and has since been actively involved in a wide range of industry-based and government funded knowledge transfer research projects. He has published widely in both professional and academic journals and has co-authored two educational books.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Reframing sustainability in the wake of the new global political dispensation]

Academic Project Lead: Dr Tabani Ndlovu

[Project Description:

The current framing of sustainable development as conceptualised by the Brundtland Commission (WCED, 1987) has been superseded by the new global developments around political sustainability, equitable distribution of global wealth and the resultant displacement of people in poorer parts of the world. Adger (2000) examined social resilience as an ability of social groups to withstand disturbances in their environment. While political turmoils and resultant wars affect poor developing countries, the impact forces emigration which results in influxes of migrants in more peaceful parts of the world. Thus then means that societies in recipient countries face the strain of having to play host to these new communities. While some societies cope well with this, others struggle socially, economically and this results in possible impacts on development. Thus despite such countries being in the more affluent parts of the world, untouched by famines and wars, the globalised nature of the world means that what happens in one part of the world will have ramifications on other parts of the world. A localised view of sustainable development is therefore untenable in this new world order.

This project will seek to investigate the political determinants of sustainability and postulates that unless there is political sustainability, other strands of sustainability i.e. environmental, economic and social are in vain]

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Portfolio Optimisation and Risk Management

Academic Project Lead: Dr. Linzhi Tan

Project Description:

This project mainly focuses on employing advanced robust portfolio optimization techniques and quantitative risk models to construct portfolios with better performance through empirical studies of broad asset classes such as commodities, currencies, equities and fixed incomes etc. It would also contribute to develop the design of trading strategies and methods of estimation of expected returns, volatilities and risks, which are three important parameters inputted in asset allocation. In terms of performance evaluation, the project would contribute to enhance performance measures to better fitting features of financial assets in the portfolio.

Specifically, the recent research topic for this project is Investment Strategies in Commodity Futures Market. Commodity futures have become commonly used for strategic and tactical asset allocations due to their equity-like return, role of inflation-hedging and risk diversifiers (Bodie and Rosansky, 1980; Erb and Harvey, 2006; Gorton and Rouwenhorst, 2004; Chong and Miffre, 2010). Bessler and Wolff (2015) investigate if commodities could add value in multi-asset portfolios for different investment strategies, and find that the portfolio gains greatly vary between different types of commodities and sub-periods. Commodity futures have also been proved to generate abnormal returns by using momentum, term structure signals and trend following (Erb and Harvey, 2006; Miffre and Rallis, 2007; Fuertes et al., 2010; Clare et al., 2012; Narayan et al., 2014; Bianchi et al., 2015). Rachev et al. (2007) demonstrate that momentum strategies based on reward-risk criteria could show better risk-adjusted performance with acceptable lower tail risk. Gorton and Rouwenhorst (2004) find that the distribution of commodity returns has positive skewness and positive excess kurtosis reflecting fat tails relative to normal distribution. Therefore, there is motivation to examine what type of investment strategies could be used in commodities to improve portfolio performances.

Please note: Other related research topics are also welcome.

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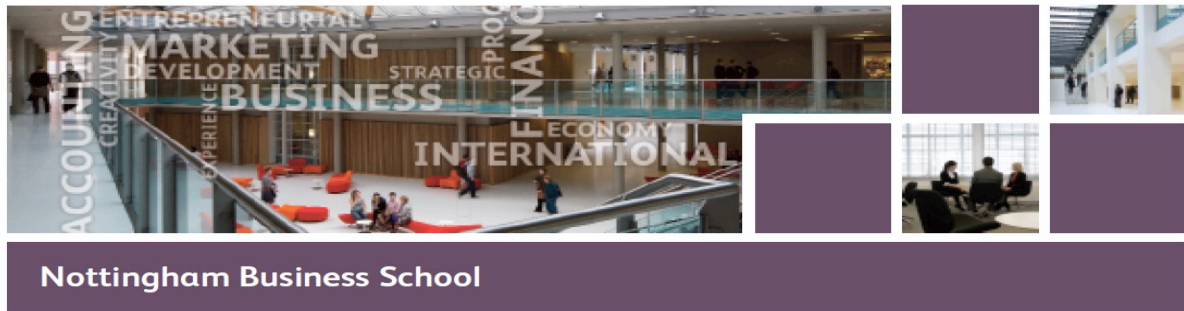
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Nottingham Business School Doctoral Project Self-Funded

Project Title: [Business Models: Identifying drivers of performance]

Academic Project Lead: [Dr. Michael Ehret]

[Entrepreneurs, managers and researchers are showing a growing interest into the potential of novel business models, such as sharing-offerings or industrial services (e.g. Ehret et al. 2013). While there is no shortage of works on the promises of business model innovation, there is neither evidence nor a sufficient conceptual foundation for factors that drive the performance of business models (see for example Eggert et al. 2014; Ehret/ Wirtz, 2017; Ndubisi et al. 2016). This project seeks to fill this gap with a systematic conceptual approach and its analytical and empirical validation. It will be part of a collaboration network of high-profile publishing researchers and industrial partners.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: UK Local Authority Financial Resilience During the era of Austerity

Academic Project Lead: Dr Martin Jones

Project Description:

This project is part of a wider ongoing international comparative study of local authority financial resilience in response to the financial crisis of 2007 and associated austerity period within the public services.

This element focusses on the responses of local government in the United Kingdom to the austerity era, adopting a longitudinal and mixed methods approach of both qualitative and quantitative data analysis. Primarily, the study will analyse and evaluate publically available data on the finances of local authorities over a 15 to 20 year period.

The PhD project would have access to a wider set of comparative data currently being collected through two funded European wide projects, with the PhD student also playing a key role in contributing to these projects.

The specific aims of this project to:

1. Using publically available financial datasets, identify and analyse key financial variables of local authority financial performance before and after the introduction of the austerity policy measures
2. Provide comparative analysis of the impact of austerity measures across individual local authorities by type and location
3. Provide comparative analysis of financial responses to austerity across individual local authorities by type and location
4. Establish a model to measure the financial resilience of local authorities

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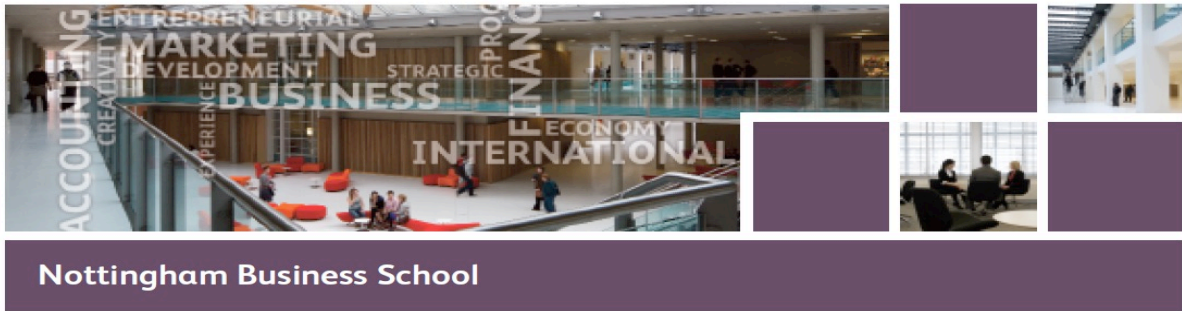
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Nottingham Business School Doctoral Project Self-Funded

Project Title: Exploring the emergence of new forms of resistance to the implementation of socio-ideological controls in the workplace

Academic Project Lead: Dr Ofelia A. Palermo

Project Description:

Concepts of organizational control mechanisms and forms of resistance to them have been at the centre of organizational studies research. This project would focus on investigating actors' resistance to contemporary organizational control mechanisms in the workplace. Although, an expansive and well established literature documents contemporary control mechanisms, little empirical research has been devoted to the understanding of new forms of resistance to them (Fineman, and Sturdy, 1999; Gabriel, 1999, 2008; Raelin, 2011). This is surprising given that organizational scholars have long noted that new organizational control mechanisms always give rise to new forms of resistance (Braverman, 1974; Burawoy 1979, 1985; Gabriel, 1999; Ashcraft, 2005; Gabriel, 2008; Lonsdale et al. 2015). Ashcraft (2005) argued that control and resistance are intertwined. Similarly, over a decade ago, Gabriel (1999, p. 192) noted that "new forms of control generate new forms of resistance, resistance which may go un-noticed if one goes about looking for it in the way that earlier sociologists did". Gabriel (2008) suggested that new forms of resistance may take new forms that are subtle and often hard to detect. He further added that "in spite of the formidable disciplinary mechanisms ... today's workplace creates its own possibilities of opposition, with employees displaying a bewildering range of responses which qualify, subvert, disregard or resist managerial calls for flexibility, commitment and quality... At times, fear and insecurity may dominate their responses, yet frequently they show ingenuity in supplanting and contesting management discourses, turning them into objects of amusement, cynicism or confrontation". Although Gabriel (2008) touched on a number of possible 'new' forms of resistance, he did not investigate them empirically, nor did he explore how the 'new variants of opposition and dissent' are used by employees. Therefore, it is not at all clear what forms the resistance is taking and how it is used by employees. Against this background, this project is designed to uncover and explore de novo forms of resistance in response to new control mechanisms. The study would focus on the workplace as well as on the 'uncontrolled spaces' or what Gabriel (2008) calls "unmanaged and unmanageable" spaces because they are "the natural starting point for understanding how, why and when workers contest" (Roscigno and Hodson, 2004, p. 15).

This project is driven by one significant theoretical observation. Extant studies that have highlighted the presence of new control mechanisms (Braverman, 1974; Burawoy, 1979; 1983; 1985; Edwards, 1979; Knights, 1990, 1992; Knights & Vurdubakis, 1994; Marsden, 1993; Barker, 1993; Peters and Waterman, 1982; Mumby and Putnam, 1992; Fineman, 1993; Kets de Vries, 1988; Krantz, 1989; 1990; Oglensky, 1995; Lonsdale et al., 2015) mainly looked at the different modes of those new controls (e.g. personal vs. impersonal), and the different levels at which they can occur (e.g. at the level of the customer-provider

relationship; at the level of the manager-employee relationship). Research on employees' resistance and dissent to new forms of control mechanisms is very limited and represents no more than anecdotal observations. For instance Gabriel (1999 and 2008) carefully articulated why new forms of resistance have emerged, but did not elaborate in details on the forms of this resistance. Furthermore, the limited studies that have focused on organizational actors' response to new control mechanisms (Collinson, 2003; Fleming, 2005) particularly looked at the implications of those mechanisms on individuals' subjectivity. These contributions show a notable lack of focus on actors' collective responses to new control mechanisms. This project aims to close this gap by exploring actors' collective response to new control mechanisms.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Anti-Smoking Television Advertising Study

Academic Project Lead: Dr Abraham Brown

Project Description:

Second-hand smoke (SHS), or smoke emitted by burning tobacco products, causes premature mortality and morbidity (Centers for Disease Control and Prevention, 2017). Several jurisdictions that have enacted legislation to ban smoking in indoor public places have been successful in protecting people from SHS (Becker et al., 2017). However, because smoke-free laws are either not comprehensive enough or are poorly enforced, SHS exposure continues to be high, particularly in low- and middle-income countries (Xi et al., 2016; King et al., 2013). In some developing countries such as Ghana and Nigeria, levels of SHS exposure in public places were comparable to those measured in developed countries (Agbenyikey et al., 2011; Desalu et al., 2011). This is not surprising as across African countries, an estimated 43,375 deaths in children are due to SHS exposure compared to 9,514 in adults (Tobacco Control in Africa, 2010).

Apart from enacting comprehensive smoke-free legislation, mass media campaigns are a proven tobacco intervention to reduce SHS exposure (Wakefield et al., 2010). In addition to reducing tobacco uptake and prevalence, they can also serve a crucial role by creating awareness of the harm related to SHS, changing social norms and smoking beliefs, and encouraging cessation. Likewise, through awareness-building and perceptual change, they provide policy makers with a powerful advocacy tool to enacting strong tobacco control policy (Alday et al., 2010; Durkin et al., 2012).

Nonetheless, for mass media campaigns to be effective they must be well designed (Durkin, Brennan, and Wakefield, 2012). Message style has been found to be a critical indicator of effective mass media campaigns. For instance, anti-smoking messages with strong, graphic, negative-emotion arousing messages have been found to be most effective in encouraging smokers to quit (Durkin et al., 2012). More so, adverts with graphic health focused messaging perform well in low- and middle-income countries, as they do in high-income countries (Wakefield et al., 2013). These and other findings have resulted in a cost-effective mechanism of reducing the tobacco burden in high as well as low- and middle-income countries (Cotter et al., 2010).

To date however, less is known about the extent to which tobacco advertising messages are likely to be effective in influencing social attitudes, beliefs and behaviour around SHS exposure (Kosir and Gutierrez, 2009), especially in low- and middle-income countries. This study is intended to test the acceptability, relevance, and perceived effectiveness of five television advertisements on SHS harms that have high potential to change smoking

perceptions and influence quitting. Ads will be selected from four study countries (i.e. Nigeria, Kenya, Ghana and South Africa) via the Ministry of Health in each country. Ad selection would be based on their suitability, appropriateness, and ease of remembrance (Kosir and Gutierrez, 2009; Perl, 2008). The proposed countries are selected based on their varied smoking prevalence and relatively high exposure to SHS, and cultural dissimilarity.

Design

We intend to use a quantitative design (a prompted questionnaire approach via online or face to face survey) to examine smokers' thoughts and beliefs about anti-tobacco ads shown in the past 6 months on television. The proposed study would be conducted in two universities in each country: Nigeria, Kenya, Ghana, and South Africa. Participants would be asked to rate the effectiveness of five ads. The ads that would be shown in all countries would be selected and approved by local stakeholders (mainly Health Professionals/Advocates or Health Ministers – initial contact has been made).

Participants

300 participants from each country (comprising 150 smokers from each university), aged 18-40 years will be recruited using either convenience-sampling or random sampling procedure via university students' register. Depending on the degree of internet usage in the respective countries, either online or face-to-face surveys will be used to administer the questionnaires. Eligible smokers are those who smoke at least 1 cigarette daily, 5 cigarettes in the last 30 days, or fewer than 100 cigarettes in their lifetime.

Prior to completing the questionnaires students will be shown anti-smoking ads (i.e. SHS warning) messages. Upon completion, students will be asked to place their completed surveys in a large envelope which will be sealed after all students have placed their survey in the envelope. Those who will complete the online questionnaire will be prompted to click on the complete button upon completion, and will receive an automated email as an indication that their completed questionnaires have been received.

Expected Outcomes

This study is expected to unravel why some interventions may be more effective in changing normative beliefs and attitudes towards smoking, and consequently encourage cessation. It is also expected to assist health advocates to design effective interventions that will positively shape smoking culture. Target journal is the Journal of Advertising.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Smart meters and the fuel poor: assessing perceived personal advantage at the convergence of culture, structure and agency

Academic Project Leads: Dr Tony Woodall/Dr Julie Rosborough

Smart meters are at the vanguard of a new breed of intrusive domestic technologies that will, ultimately, need to be promoted, accepted, and normalised into daily lives. Despite this the marketing literature is largely bereft of associated study, with the sustainability, information systems and consumer culture literatures dominating debate. One of the few studies to address this discrepancy - a pilot commissioned by the Cheshire Lehmann Fund (Lewis and Rosborough, 2013) - found that those most likely to benefit from the installation of smart meters were, perhaps, the least likely to welcome these into their homes. According to the UK Department for Energy and Climate Change (DoECC, 2013), "*Smart meters put consumers in control of their energy use, allowing them to adopt energy efficiency measures that can help save money on their energy bills and offset price increases*", yet these arguments are neither clear nor convincing to all. The report suggested - despite recent awareness campaigns - that through indifference, mistrust and lack of knowledge, both the elderly and the poor remained resistant to this apparently invaluable energy solution.

Research (Wright, 2004), funded by both British Gas and Help the Aged, suggested that causes of fuel poverty were many and complex and were exacerbated by both structural and sociological factors. Further research, since (Boardman, 2010), reported similar findings, identifying the problem to be both acute and chronic. Government statistics (DoECC, 2015) suggest a recent reduction in fuel poverty, but this is against a background of revised calculation and of a general decrease support for the less well off, and despite apparently well-intentioned government intervention, in 2013 there were still 2.35 million households that qualified for the description, 'fuel poor', the constituency on which this PhD proposal centres.

Recently completed conceptual work (Woodall, Rosborough and Harvey, undated) identified a current lack of coherent theory linking pertinent marketing and sociological concerns. Many social theories (e.g. domestication - Shove, Watson and Hand, 2007; affordance and constraint - Leonardi, 2011; sociomateriality - Orlikowski, 2007) identify practice (e.g. Schatzki, 1996) as the fundamental unit of analysis for social phenomena, but from a marketing perspective this under-represents both the consumers' role (the principal agent in the study of markets) and the impact of communication on the habits that people form. Consequently, by melding ideas derived from both organisational and consumer behaviour literatures, a four-dimensional framework has been developed that elaborates the aggregation of customer perceived value-focused cues within a defined smart meter eco-system. This, though, is yet to be put to empirical/practical test.

Lewis and Rosborough (2013) provides a provisional insight into a problem of significant social concern and, for what is clearly both a complex and potentially transformational (Gustafsson, et al 2015) area of research, we are looking to progress beyond theory, and to explore, further, attitude and experience within the salient research context. It is envisaged that this will represent a substantial and challenging project for a doctoral candidate wishing to develop their understanding of how marketing might work in complex social contexts.

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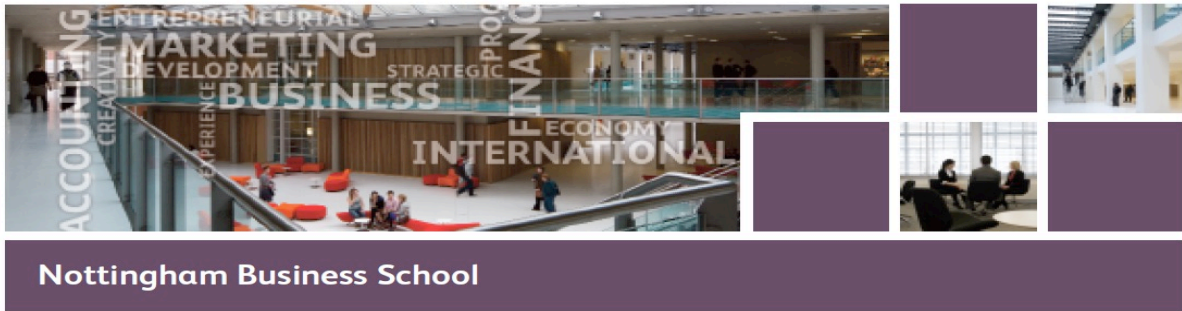
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Nottingham Business School Doctoral Project Self-Funded

Stakeholder Engagement and Systems Thinking (SEST): Service Design

Academic Project Lead: Dr Néstor Valero-Silva and Prof Anthony Kent

Project Description:

Service Design is the design of the overall experience of service, as well as of the process and strategy to provide that service (Moritz, 2005). It is an emerging practice that actively promotes multidisciplinary research while taking advantage of the insights and tools developed in a wide variety of disciplines, including art, architecture, the natural and social sciences, and business and management. The driving force combining these areas of knowledge and practice derives from a commitment to providing services in a systemic (holistic) and inclusive manner. The systemic dimension highlights how the experience of good service design emerges from the combination of many elements, including objects, human interactions, and organisational processes. The inclusive dimension emphasises that good service design is experienced by all of those involved, not only by its users and staff but by other stakeholders. As an emerging practice, the parameters of service design research are still open to debate.

An early proponent, Shostack (1984) proposed creating a visual representation that she called a "blueprint" of a service design. It represents both that which happens in front of the customer engaging with service personnel and service "evidence", and events behind a "line of visibility" where others support service delivery. Kimbell (2011) assumes service design to be a "socio-material" configuration involving people, technologies, and objects; a process of enquiry and exploration during which meaning is constructed *with* diverse stakeholders, and a systemic view avoiding the problem-solving approach that separates products and services. Typical design methods incorporate an emphasis on visualisation throughout the process, idea generation, interviews, observations, focus groups, prototyping solutions, and the evaluation of their effectiveness (Buchanan 2004), i.e., a mixed methods approach.

A recent scoping study commissioned by the Arts and Humanities Research Council in the UK recommends a design anthropology approach to researching the field of practice (Sangiorgi et al. 2015). This recognises that Service Design requires examination within a particular context, product/service, and specific individual experiences, with different contexts providing specific challenges/opportunities for research.

For example, service design faces idiosyncratic methodological and ethical challenges in

the context of the provision of mental health services. Traditional techniques of stakeholder engagement, such as focus groups, interviews, and questionnaires, and overt/covert observational techniques, need to be carefully adapted, tested, and ethically scrutinised to take account of the acute emotional, psychological, and psychiatric circumstances of the various stakeholders.

Key themes that could be considered for a potential PhD research proposal: As service design projects require multidisciplinary teams, interdisciplinary tools, and complex methods, the following indicative list highlights the scope of a multidisciplinary approach and its application to health and wellbeing: co-design/-creation/-management; the design of touchpoints, privacy, and self-management; personalisation of services; local/regional stakeholder engagement facilitation and mediation design toolkits; systems thinking; applied technology/IS including pilots and prototypes; fostering key partnerships including health, housing, sustainability, and organisational learning. Exploring literature/methods (as is an interest in working) across academic boundaries is required; an emphasis on the production of multidisciplinary publications and case studies is essential.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Engaging in sickness presenteeism: How do people decide? The decision-making process behind sickness presenteeism, and implications for its management.

Academic Project Lead: Dr Zara Whysall

Co-Supervisor(s):

Dr Maria Karanika-Murray (Department of Psychology, Nottingham Trent University),

Professor Sir Cary Cooper (Manchester Business School, The University of Manchester)

Project Description:

Presenteeism, defined as the act of attending work when ill, is an extremely costly phenomenon in terms of both employee health and business productivity. However, existing understanding regarding the phenomenon, the mechanisms and processes that can lead to it, and how it should be dealt with remains underdeveloped.

Reported to be 1.8 times to three times more costly than absenteeism, presenteeism is not only associated with significant business costs due to lost productivity, but can also exacerbate existing medical conditions, impair quality of working life, and invite feelings of ineffectiveness at work (Johns, 2010). Research has identified it as a stronger predictor of health than sickness absence, yet progress towards managing it is hampered by a distinct lack of practical and theoretical understanding of the phenomenon.

Whilst there is substantial interest in presenteeism from the media and employers, academic research and conceptual insights remain underdeveloped. We know that presenteeism is a complex phenomenon with multiple antecedents, mediators, and consequences. Associations have been found between presenteeism and a variety of individual and organisational factors, including psychosocial factors such as job dissatisfaction, perceived job insecurity, lack of social support and high job demands. However, the extent to which these factors are a cause or consequence of presenteeism is unclear.

A small amount of qualitative research has reinforced this notion that presenteeism is a multi-dimensional construct, and one that can be determined by both workplace and individual factors. These influence the decision between alternative attendance behaviours (absenteeism and presenteeism) when he or she is feeling unwell.

Despite its importance, the decision-making process behind presenteeism behaviour has received very little research attention. This PhD programme will build on the supervisors' collective work to examine how individuals choose between absenteeism or presenteeism, the criteria they use for this decision-making process, the outcomes of this decision for recovery and productivity, and the implications for management.

This PhD programme will involve the generation of much needed and innovative research to inform our understanding of the decision-making process behind sickness, drawing upon established psychological and organisational theory, to develop a conceptually-grounded understanding of presenteeism behaviour. This research will provide a valuable basis for practical, evidence-based guidance for policy makers, practitioners, and employers, regarding the most effective ways in which to manage employee health and productivity.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Innovation, entrepreneurship and institutional change of China

Academic Project Lead: Dr Zhongmin Wu

Project Description:

The proposed research aims to inform public policy concerning the role governments can play in fostering innovation in commercial enterprises. As part of the plan for post-Brexit Britain, the UK Government has spearheaded a new "modern industrial strategy" and published a Green Paper, Building our Industrial Strategy. At its core, the government wants to understand what role it should play in fostering innovation in commercial enterprises and how to help them develop into the next Arm Holdings. Four decades of laissez faire economics means that there is very limited data on industrial strategies in the UK. China on the other hand is a treasure trove of information. Previous research on this topic has been limited and the existing work do not differentiate between industries. By looking within specific industries, we can compare like with like thus yielding results that are more accurate. Our research will focus on the data rich manufacturing and technology sectors to determine the magnitude and effectiveness of innovation between state owned enterprise and private enterprises

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Financial Capital, Human Capital, and Self-Employment in the UK

Academic Project Lead: Dr Zhongmin Wu

Project Description:

Why become self-employed and what are the key factors causing the utility from self-employment to exceed that from paid employment? Mark Taylor (1996) has shown that higher expected earnings in self-employment relative to paid employment are a major attraction. The independence and freedom offered by self-employment are clearly appealing. However, those who desire job security prefer paid employment. Ajayi-Obe and Parker (2005) mentioned that "the self-employed enjoy a non-pecuniary benefit from work itself (e.g., independence) that makes a given amount of work in that occupation relatively less unattractive than the same amount of work would be in paid employment". Schmitz (1989) presents a model in which endogenous entrepreneurial activity is the key determinant of economic growth. The theory also differs from standard model in that growth is driven by the imitative activities of entrepreneurs.

Evans & Leighton (1989) found liquidity constraints play a role when setting up a firm, as the availability of capital is a significant barrier to self-employment. However, the human capital model indicates that the more educated and skilled self-employed are likely to find it easier to raise external finance for their business. Therefore, Cressy (1996) has argued human capital and not finance is the main constraint on self-employment. This project will test whether financial capital and/or human capital is the main constrain of self-employment in the UK.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: The Future of Sustainable Mobility: markets, technologies and policies

Academic Project Lead: Professor Rob Ackrill

Project Description:

As ever more countries seek to address the challenges of anthropogenic climate change, particular attention is being directed at personal mobility. Transport is now the largest source of global greenhouse gas emissions and is the only sector where they continue to rise. Despite recent efforts to decarbonise transport, however, this sector remains over 95% dependent on fossil fuels.

The world's major carmakers continue to operate largely as they have been doing for decades, under market pressures that have created path dependency properties around the principal products demanded by consumers. These products continue to be dominated by the internal combustion engine. Even though these companies have considerable capabilities for technological innovation, these market conditions have limited the level of investment in these new technologies, given uncertainty over market conditions for these new products. Given this, there is a particular role for policymakers to play, in helping to create the right conditions for market growth of low-emissions products and technologies. This needs action to develop both the supply and demand sides.

Decarbonisation efforts have tended to take two simultaneous directions. First, alternative fuels compatible with current engine technologies – biofuels – are being promoted in many countries around the world. Second, new fuel sources are being developed which require different engine technologies. The growth of biofuels in the last two decades has been enabled not only by its compatibility with existing engines, but also the fact that the technology to produce biofuels, at least those derived from crops, is well-known and long established. Alternative engine technologies have, therefore, had greater technological hurdles to overcome to bring them to market. Government policies therefore have important roles to play, to promote research and development on the supply side, but also to promote uptake on the demand side. In recent years, however, especially in the context of the global economic crisis, governments have been unable or unwilling to devote resources to policies which are sufficiently robust and with adequate long-term stability to promote new technologies, products and markets.

The aim of this project, therefore, is to analyse the critical interplay between markets, technologies and policies in the decarbonisation of transport.

The specific focus of this project is deliberately being kept open, to allow for applicants and potential supervisors to agree a specific focus aligned with interests and experience, subject only to the supervisory capacity available in Nottingham Business School. You will be joining a growing group of researchers and doctoral students working on sustainable mobility. This group of researchers possess a wide range of methodological supervision capacity including

both quantitative and qualitative methods, scenario analysis and dynamic modelling. In addition, the group members are from multi-cultural background which not only helps widen our research perspectives but also benefits from international collaboration. As a result, we are comfortable with research proposals adopting either quantitative or qualitative methods, or indeed a mixed-method approach. We would expect potential applicants to demonstrate in their proposals a combination of critical thinking, through a critical literature review, and rigorous methodology, through a clear description of planned research strategy and methods.

So how might applicants develop this initial brief further? Markets can be defined by technology (eg biofuels, ultra-low emissions vehicles, etc), by geography (individual countries or regions, for example – but also even individual cities and local efforts to decarbonise transport, considering supply-side but also demand-side factors. Technologies can be considered individually (such as biofuels, plug-in technologies, etc), but also how different technologies may interact (including the evolution of different engine and fuel technologies), which compete on emerging markets as companies pursue their own strategies. Further, how do these factors evolve over time? For example, in the long term, will governments' efforts to promote ultra-low and zero-emissions vehicles, in time, eliminate demand for biofuels? The experience of biofuels policy development has revealed the dangers for policymakers of not taking sufficient account of end-consumers' preferences for new technologies. Is there, therefore, a particular need to embed consumer preferences in the supply-side development of new technologies and products?

These are given here as an indicative list of potential research projects, rather than a fixed and definitive list. We very much welcome enquiries from anybody who wishes to discuss their ideas around the future of sustainable mobility. (700 words)

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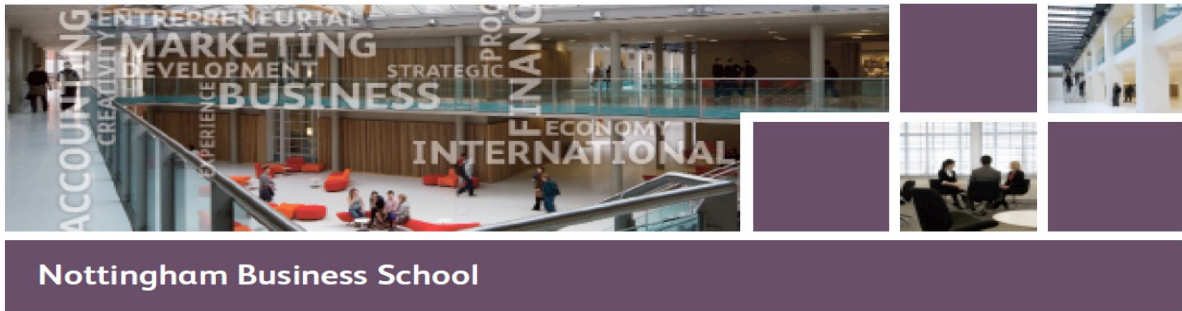
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Nottingham Business School Doctoral Project Self-Funded

Project Title: The implications of organisational redundancy

Academic Project Lead: Dr Gwen Chen

When the redundancy announcement was made, individual's view of themselves in the organisation starts to change (Patvardhan *et al*, 2015). The change includes both attitudinal and behavioural aspects, individual (de Jong, Wiezer, de Weerd, Nielsen, Mattila- Holappa and Mockatto, 2016) group and organisational levels. Being through redundancy and being a survivors working in the same organisation has proven to be a stressful experience, for some survivors, despite being lucky to stay retain their job, they in fact are experiencing higher level of stress compare to redundancy victims (Snorradóttir *et al*, 2015). After change, it implied survivors needed to adapt a new work structure, work system, units, and colleagues. Under the new changing regimens, new form of team- work based system was introduced (Bacon *et al*, 2010), it was to believe would be more efficient for the firm. This project attempts to explore the implications of organisational redundancy, especially the long- term impact among the redundancy survivors on the following themes; employee relations (Bryant and Higgins, 2010), trust attitude (Mishra and Spreitzer, 1998) and organisational commitment (Battistelli, Montani, Odoardi, Vandenberghe, and Picci, 2014).

In regarding to the research method, this project is taking explanatory perspective in understanding the implications of organisational redundancy thus wider range of methods could be considered. The project is welcome both traditional and creative, innovate approaches in exploring the topics, this including explanatory interviews, mixed methods, visual, drawing, photography, videos and etc. The prospective PhD candidate who is interested in taking on the project is encouraged to make the initial contact to the organisation(s) which can be part of the empirical study. The research questions are as described below but not limited to:

1. How redundancy experience impact on individual's work attitude and behaviour?
2. How have my work relationships changed with my team members and line manager?
3. The trust in my full- time colleagues, contractors and agency staff.
4. The change of organisational commitment (or not?)
5. Are redundancy implications different between different business sectors?

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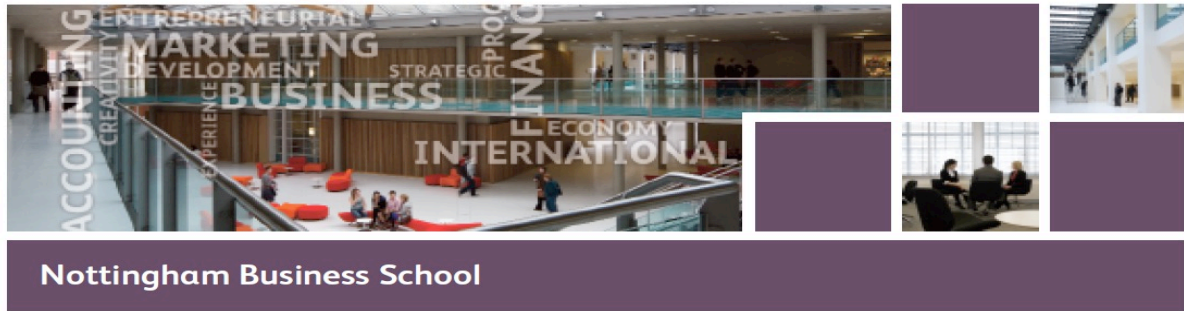
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Nottingham Business School Doctoral Project Self-Funded

Project Title: Effectuation and exaptation in entrepreneurial settings
Academic Project Lead: Dr. Marco Furlotti

Generating novel ideas, new products, and innovative ways of doing things is a key concern of modern business. Accordingly, for various fields of business scholarship, such as strategic management, entrepreneurship research and innovation studies, it is of paramount importance to understand how to approach these non-routine, uncertainty-laden processes in a rational way. Unfortunately, when uncertainty is high, traditional prescriptive decision-making models, that emphasize goal setting, prediction and comprehensive representations of the problem, come under strain (March, 2006). Therefore, various strands of business research have begun to explore approaches to decision and action that significantly depart from such paradigm. Among them, effectuation research (Sarasvathy, 2008, Sarasvathy, 2001) has found that experienced entrepreneurs focus their action on the means they control, and downplay the importance of pre-set goals, significantly more so than novices and managers (Dew et al., 2009). Such strategy, has also been observed and found to be viable in organizational settings, such as small firms (Berends et al., 2014) and R&D teams (Brettel et al., 2012).

Innovation studies, for their part, have highlighted the potential for innovation of an approach called "exaptation", that consists in the attribution of a new functionality to an existing artefact (or organization, scientific achievement, or cultural model) (Bonifati, 2010).

Effectuation and exaptation have obvious similarities, as the search process they engage in, moves from existing means towards possible effects, rather than from pre-set ends towards the means that can achieve them. Such similarity creates a research opportunity. As research on exaptation has progressed to the point that its mechanisms have been operationalized and implemented in computer simulation models (Bonfani and Villani, 2013, Villani et al., 2007), insights on exaptation can be used for clarifying the micro-foundations of effectuation.

Promising as they are, both approaches require further development before they can be prescribed as valuable approaches to specific business problems. Firstly, it needs to be ascertained how these approaches relate to a variety of organizational outcomes that are relevant to innovation studies (e.g., the speed, the number, the novelty of ideas generated, etc.) and entrepreneurship (e.g., time to first sales, time to new venture foundation, survival of new ventures, etc.). Secondly, it is of interest to investigate the process by which innovators move from the initial attribution of a function, to a new function, as well as the process by which entrepreneurs find new effects for their effectual means.

For the empirical study of both approaches, it is essential to have research access to settings characterized by uncertainty (e.g., new venture gestation, research and development, new market entry, networks of innovation, etc.). Contexts that enable the observation of many subjects (e.g. projects, ventures, teams) are well suited to

investigations concerning outcomes. Context that allow in-depth, possibly longitudinal, observation of a few cases, are appropriate for investigations focusing on process. Finally, contexts that allow interventions (i.e., experiments) of the researcher (e.g., samples of entrepreneurship students) enable the drawing of firmer conclusions regarding causal relationships between variables, though at the cost of lower ecological validity.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: How does clustering affect SME growth in the Creative and Digital Industries?

Academic Project Lead: Dr. Lynn Oxborrow

Background and objectives

The challenge for this research is to establish the extent to which business growth in the creative and digital industries is enhanced by networks, clusters and ecosystems; to explore the essential aspects of such ecosystems and the constraints for both individual businesses and local economies. The context should involve the Creative Quarter, the physical manifestation of Nottingham's (UK) creative and digital ecosystem.

Extant research

Early studies (Chaston, 2008; Bagwell, 2008) suggested that the creative industries are distinct in fostering micro-businesses with life-style objectives. However both the definition of creative industries and the characteristics of the businesses that make up the sector, have changed, and some subsectors of the creative and digital industries now demonstrate rapid growth and complex competitive challenges (Hotho and Champion, 2011). Building on Porter's iconic concept (1998) extant literature is generally consistent that local concentration of activity supports firm growth and subsequent economic development. However, there is less consistency of approach, with the Creative and Digital Industries context ranging from networks (Oxborrow, 2012) to clusters (Porter, 1998; Bagwell, 2008) and ecosystems (Bramwell et al., 2012; Hearn et al., 2007). In other sectors, there has been extensive recent research to explore how concentration has supported firms, for example in biotechnology industries (Angelakis and Galanakis, 2016; Simba, 2014) but there has been little recent research that reflects both the latest arguments in support of ecosystem development and the dynamic and growing nature of the creative and digital industries.

Approach and Recommendations

An innovative approach is suggested, potentially based on comparative cases such as Nottingham's Creative Quarter and other analogous concentrations of creative and digital activity, in the UK or overseas. The successful candidate will be assisted to access businesses and organisations within Nottingham's Creative Quarter and their findings and recommendations could have far reaching impact within the local economy.

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Nottingham Business School Doctoral Project Self-Funded

Project Title: Regional Variations in the generation and success of high growth businesses.

Academic Project Lead: Dr Lynn Oxborrow

Objectives

High Growth or Scale-up firms are those which grow at 20% or more in employment or turnover, over a consecutive 3-year period, with 10 or more employees at the start of this growth. The project should focus on a gap in extant research, by investigating why the provision of support varies across regions in the UK (and comparisons overseas if applicable); the circumstances that lead to the creation and sustain the growth of high growth firms; and the limitations or obstacles faced by both the firms themselves and the organisations that support them.

Background

In the D2N2 area (UK East Midlands) the proportion of Scale up or High Growth Businesses is disproportionately low when compared to other English LEP areas (Deloitte, 2014) and when considered per 100,000 population. Furthermore the UK lags behind the US and other leading economies in the rate at which businesses scale-up (Coutu, 2014). Research by Deloitte and Nesta shows that increasing the number of businesses capable of rapid growth could significantly increase job creation and GDP (Deloitte, 2014; Nesta, 2013), and evidence suggests that from 2010-13 UK Scale-ups accounted for 1% of job-creating firms, but 18% of the jobs those firms created. However, the actual number of Scale-up jobs created has fallen since 2008 (Anyadike-Danes et al., 2014) and yet the D2N2 region, like others, lacks specific support for high growth businesses. The Scale-up report concurs that a focused approach is needed, targeting support to high-growth businesses and those with the potential to grow. One obstacle is that evidence of the nature and characteristics of such businesses is limited and/or dated (Smallbone et al., 1995; Anyadike-Danes et al., 2014).

Barriers to growth among the high growth business community are variously identified as effective leadership and management constrained by limited management time, capability, and access to external support; clear routes to market since effective management is a key factor in generating sales growth (Barclays, 2016); access to talent and skills, and those with the capacity to work within a high growth environment; and inadequate investment readiness among the target groups, in part because of a lack of financial support to SMEs wishing to grow, combined with limited capacity for small firms to generate internal or external sources of finance for growth (Coutu, 2014). One potential solution to these limitations is creation of an ecosystem that promotes the largest Scale-ups, raises awareness and enhances the talent pipeline and leadership and

management development, as well as celebrating successes and actively promoting opportunities (Isenberg, 2016).

Methodology and Recommendations

Researchers could propose a number of methodologies for exploring issues surrounding the regional success or otherwise of scale-up firms, though well justified innovative approaches should be considered. Opportunities can be facilitated for successful candidates to liaise with a range of policy makers, businesses and delivery bodies, and their recommendations could be far reaching in influencing future business and economic growth.

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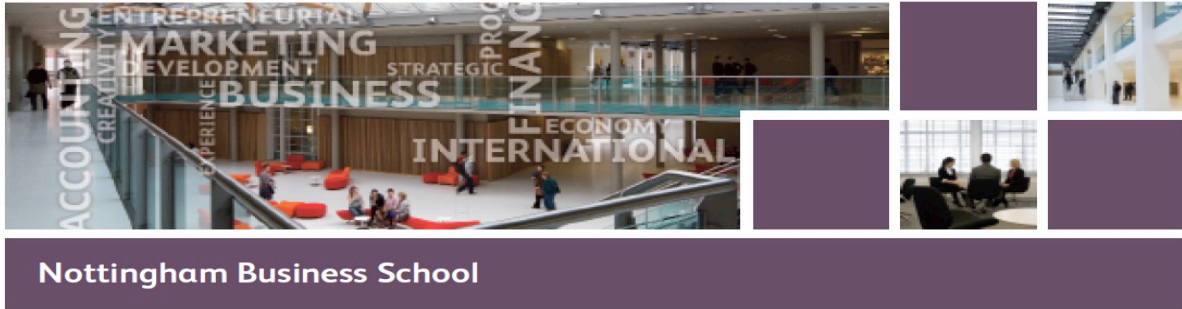
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Nottingham Business School Doctoral Project Self-Funded

Project Title: Engagement and communication strategies for sustainable food and nutrition literacy

Academic Project Lead: Professor Christian Herzig

Project Description:

The overall aim of the project is to understand the public view on nutrition and food production & consumption (sustainable food and nutrition literacy). More specifically, it is envisaged to investigate how the value of and trust in food is related to what people know about nutrition and food production and consumption and how they learn about it. Related to the latter, the project wants to analyse what role institutional and organisational actors play in communicating the complexity of food production, consumption and nutrition and to understand why existing information strategies of institutional and organizational actors do not lead to the expected outcomes (gap between consumer behaviour and attitudes). Recommendations will be given to food businesses, retailers, associations and other protagonists in developing strategies for effective communication and engagement with stakeholders. The PhD is part of a collaborative project between Nottingham Business School (Prof. Dr. Christian Herzig) and the University of Gießen, Germany (Prof. Dr. Jasmin Godemann, Chair in Communication and Engagement). Travel costs (for interviews and project meetings) as well as transcription costs will be through the project. The project follows a three-stage data collection process:

1. Exploratory interviews in the UK with key actors to enhance understanding of their roles for developing sustainable food and nutrition literacy
2. Case-study based research (4-5 UK retailers) to understand how retailers perceive their role for sustainable food and nutrition literacy and what stakeholder engagement and communication strategies they use
3. A survey on sustainable food and nutrition literacy (recipient perspective) and possibly further case study research on communication and engagement strategies by different protagonists of the food industry, related associations, food and consumer agencies, ministries, etc. (sender perspective)

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