

British Academy of Management and Partner Grant Schemes – Award Holders 2023

The British Academy of Management (BAM) is pleased to announce the award holders for the 2023 grant schemes as part of its mission to build a thriving, pluralistic research community by supporting relevant, ethical and innovative management and business research.

BAM is also pleased to announce the 2023 award holders for the third round of the Australian and New Zealand Academy of Management (ANZAM) Collaborative Research Award Scheme.

The advertised schemes were as follows.

- BAM Transitions 1 Research Grant for early career researchers (up to 3 projects, maximum £4,000 each)
- BAM Transitions 2 Research Grant for mid-career researchers (up to 3 projects, maximum £4,000 each)
- BAM Management Knowledge and Education (MKE) Award (up to 3 projects, maximum £4,000 each)
- BAM-ANZAM Collaborative Research Award (up to 1 project, maximum £6,000)
- BAM-IAM Collaborative Research Award (up to 1 project, maximum £4,000)
- BAM-SIMA Collaborative Research Award (up to 1 project, maximum £4,000)

55 applications were received for the 2023 funding round. No applications were received for the collaborative research awards with the Irish Academy of Management (IAM) and Società Italiana di Management (SIMA). An additional funding round is being run for these 2 schemes for projects to start in 2024.

The award holders for 2023 are:

[Transitions 1](#)

Dr Laura Reeves, University of Suffolk - *Who is supporting the line manager? The impact agile working arrangements has on managers' belonging in organisations.* (£3,996.98)
Co-Investigator: Prof Clare Rigg, Lancaster University

Project summary: Agile working arrangements (AWA) involve the ability to work in a space and/or time best suited to the task at hand and include non-traditional work styles (desk-sharing, flexible/flexi-working, remote working, virtual working, reduced hours, compressed working weeks, job sharing). While there has been attention to ways AWA improve individual and organisational performance, less is known on the potential negative impacts on managers. Instead, scholars focus on ways belongingness creates meaningful work for employees (Byrd, 2022). However, holding managerial roles is known to be lonely and

isolating (CMI, 2019), which has the potential to impact on a managers' sense of belonging. While these experiences already existed before the global pandemic since the easing of lockdown restrictions there has been continued (and growing) use of AWA. For example, the ONS (2022) found more than 8 in 10 workers (in England and Scotland) who worked from home during the pandemic plan to continue to practice forms of AWA. Also, since February 2022, the proportion of workers who engage in AWA has risen from 13% to 24% (May 2022). Hence, there has been attention placed on managers to seek appropriate training on how to support hybrid teams (CIPD, 2022). This implies an increased pressure on managers to provide additional support to employees in ways that may not have been emphasised before. Yet, little attention is paid to who is looking after the manager. This project aims to shed light on this, exploring the impact AWA has on managers' belonging in organisations.

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Dr Simon Oldham, Royal Holloway University of London - *Revealing the role of valuation in responsible crisis management: An analysis of the UK government's Covid-19 Personal Protective Equipment procurement practice (£3,505.00)*

Co-Investigators: Prof Laura Spence, Royal Holloway University of London, and Prof Scott Taylor, University of Birmingham

Project summary: To date 75% of the £12 billion spent on Personal Protective Equipment (PPE) in the first year of the Covid-19 pandemic by the Department for Health and Social Care has been written off, including over £4 billion worth of goods disposed of by burning (House of Commons Committee of Public Accounts, 2022). Management and governance of these procurement processes are subject to ongoing investigations; however it is already clear from interim reports and journalists' work that both ethical and commercial failings were woven into the procurement practices of public sector bodies. We see this as a failure of valuation, which resulted in poor quality PPE purchased at inflated prices from suppliers. These practices demonstrate clear failings in governance, such as a 'High Priority Lane' subsequently deemed unlawful by the High Court and purchases from suppliers subject to allegations of Modern Slavery (House of Commons Committee of Public Accounts, 2022). This resulted in significant losses to the public purse and social and environmental costs alongside the extraction of substantial profits for a handful of private sector suppliers. As part of the pandemic recovery process, this project seeks to understand how the governance context and specific decisions made not only enabled but in many cases even legitimised such poor value attribution. In this project we shed light on how abandonment of valuation practices normally embedded within procurement processes, constitutive of values including due diligence and open tendering, led to such poor value attribution and thus sub-optimal outcomes.

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Dr Joshua Haist, Cranfield University – *Should I stay or will I go? Society, organisation, and family: Embeddedness of low-status expatriates (£3,999.00)*

Project summary: This project will explore the experiences of low-status expatriates (LSEs) working as 24-hour live-in carers abroad. LSEs are often employed in precarious conditions

that regularly violate applicable labour laws, resulting in unequal employment opportunities, job insecurity, and social exclusion. Previous embeddedness literature has focussed largely on local workers and expatriates of higher socio-economic status, neglecting (international) low-status workers. Due to the different and often more difficult life and work situation, existing frameworks remain limited in their applicability to LSEs. Thus, there is little evidence about how LSEs experience their situation in the host-country, and what factors (e.g. host/home society, network, employer, family) they consider important in relation to embeddedness, social isolation, and social integration. Therefore, drawing on embeddedness and social exchange theory, this research aims to evaluate hidden inequalities and causes for a lack of well-being in the labour market of LSEs. It focuses on the roles of society, the employing organisation, the host family, and the social network in enabling and hindering societal participation, social integration, stress, and embeddedness (social, community, job) in the host-country. The proposed research will contribute to embeddedness and social exchange theories by extending the current understanding of embeddedness, exploring it across the social, community, and job level in an understudied and marginalised international workforce. It contributes to practice by providing insights that can be used to develop current policies for employing live-in carers with the aim to improve their work-life situation and increase attractiveness and retention of this crucial workforce.

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[Transitions 2](#)

Dr Azimjon Kuvandikov, University of Essex - *Do activist hedge funds transfer wealth from employees to themselves in merger and acquisition deals?* (£3,985.86)

Co-Investigators: Prof Andrew Pendleton, University of New South Wales and Prof Marc Goergen, IE University

Project summary: This project will investigate whether mergers and acquisitions (M&A) initiated by activist hedge funds (AHFs) facilitate wealth transfers from employees to short-term-oriented shareholders. AHFs typically initiate corporate restructurings, such as M&A deals, divestments, and changes in corporate governance structures. They generate substantial shareholder gains by actively monitoring the M&A deals of their investee firms and requiring large-scale post-merger restructurings, such as workforce reductions. While such M&As create short-term shareholder gains, there is yet limited evidence on the long-term shareholder gains and on the drivers of such gains after restructurings.

This project will analyse the relationship between shareholder gains and changes in the workforce when AHFs own equity stakes in an acquiring or acquired firm. It will examine the impact of AHFs on takeover premiums, short- and long-run abnormal share price returns and post-merger labour cost savings. It will also study the moderating role of corporate governance variables (such as board composition, board independence, board ownership, and large block-holders' ownership) in explaining any association between shareholder gains and AHF ownership within the M&A context.

The following are the main research questions:

1) What are shareholders' short- and long-term gains in M&A deals involving AHFs?

- 2) What are the main drivers of shareholder gains in M&As involving AHFs?
- 3) What is the impact of M&As involving AHFs on other stakeholder groups (such as employees and long-term-oriented investors)?
- 4) What are the roles of the main corporate governance mechanisms in moderating the association between AHF ownership and shareholders' short- and long-run gains?

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Dr Nicholas Burton, Northumbria University – *An intersectional perspective to meaningful/less work: disabled academics in UK universities* (£3,998.69)

Co-Investigator: Dr Padmali Rodrigo, Northumbria University

Project Summary: Disabled academics face various barriers in their work such as inaccessible physical spaces, lack of support and negative attitudes from colleagues and students (UCU, 2018). They are also underrepresented in senior management positions and face barriers in terms of career progression (ECU, 2018). Such experiences can significantly affect experiences of meaningful/less work (eg, Bailey et al., 2019, Lasser & Bolton, 2021). An intersectional perspective (Williams & Mavin, 2012) can help illuminate the impact of social categories of marginalised groups and differences in disability, gender, race, ethnicity, class, sexuality, religion, etc., (Ruiz Castro & Holvino, 2016) on subjective experiences of meaningful work. Yet, the intersection of individual differences is fragmented, and the literature has primarily relied upon exploring a single individual characteristic. This study will draw upon an intersectional lens (Collins, 1990; Crenshaw, 1991) to explore how intersecting sources within disabled academic communities in UK universities can shed new insight to the literature and propose implications for meaningful diversity initiatives in higher education institutions.

We address this interest through a qualitative study of disabled academics in UK universities (England, Scotland and Wales). We advance research on disability and meaning-making by exploring the conditions whereby disabled employees construct and deconstruct their positive, negative, or neutral experiences (Lepisto & Pratt, 2017) that could form their perceptions of meaningful/less work. Our data will enable us to construct both thematic representations of experience, as well as critical case studies that outline the key challenges facing the sector. This deeper understanding will lead to opportunities for knowledge exchange and impact.

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Dr Simon McCabe, Aston University - *Dying to work? The impact of mortality concerns on the appeal of job advertisements to early retirees.* (£4,000.00)

Co-Investigator: Dr Karen Maher, Aston University

Project summary: Labour force deficits in the UK have spiked with negative consequences for business, the economy, and consumers. These deficits were driven, in part, by 'the great resignation' – with many employees taking early retirement during the COVID-19 pandemic. In response, empirical evidence is needed to discern how best to entice early retirees back into work. We draw on terror management theory (Greenberg et al., 1986) and life span theories (e.g., McAdams, 2001) to suggest one influential factor involved in decisions to

return to work relates to existential concerns (given retirees closer proximity to death). Mortality concerns have been found to direct people towards an engagement with activities that provide a sense of personal & cultural value. Previous work indicates employment can provide routes to achieving these feelings of cultural value, which in turn, may stave off existential concerns (McCabe & Daly, 2018). However, psychological life-span theories note that as people age, and mortality draws closer, achieving cultural value may shift away from materialistic pathways (e.g., making money) towards a greater focus on social relations and bettering future generations. Synthesizing these ideas, we propose 2 experimental studies aimed at developing effective job advertisements targeted at early retirees. These studies examine how when existential concerns are activated, job advertisements focusing on non-materialistic aspects of work (e.g., social interaction/helping to craft the future) may be more effective than appeals to financial gain. We believe this research will help inform how recruitment strategies can change framing of job advertisements to attract those who have taken early retirement.

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[Management Knowledge and Education](#)

Dr Xue Zhou, Queen Mary University of London - *An investigation of the effectiveness of Peer-Led Team Learning (PLTL) in reducing the attainment gap in business analytics study (£3,974.60)*

Co-Investigator: Dr Patrick McGurk, Queen Mary University of London

Project summary: Business analytics is becoming an increasingly crucial component of the business world, and as a result, business schools around the world are placing increasing emphasises on analytics within their programmes. Due to the increasing number of students in the business analytics course, it is challenging for business educators to provide enough academic support and address on the attainment gap between students from different entry routes in UK higher education. There are a large portion of students with BTEC qualifications have markedly lower pass rates compared to other groups of students in a business analytics course. Therefore, there is a necessity to explore a proficient teaching method that can enhance academic support under the current staffing restriction in higher education in the UK. PLTL is an active-learning pedagogy that takes a workshopbased approach to student learning, and it has proven effective in increasing student engagement, reducing attainment gaps, and has significantly reduced the number of students who are not eligible to progress (Maxwell and Wiles, 2022). This project will pilot PLTL in the one of business analytics modules in the business school and examine the impact of peer-led team learning (PLTL) on students' outcomes such as subject interest, critical thinking skills and self-efficacy. The quasi-experiment method will be adopted to collect the students' academic performance between PLTL treatment groups and control groups. T-test analysis will be used to evaluate the effectiveness of PLTL in reducing the attainment gap between students with different entry qualifications (e.g., BTEC and A level).



BAM and ANZAM Collaborative Research Award

The third biennial BAM-ANZAM Collaborative Research Award is awarded to:

Dr Nadeera Ranabahu (PI), University of Canterbury (NZ); and Dr Poh Yen Ng, Robert Gordon University (UK) - *At a Breaking Point? Immigrant Entrepreneurs and Their Well-being* (£5,984.00)

Project summary: Extent hedonic and eudemonic well-being theories in entrepreneurship highlight business start-up and development as a way of achieving happiness, autonomy, and purpose in life. These existing theories on entrepreneurs' well-being are, however, developed based on the Western notions and constructs of 'well-being' without considering the circumstances under which immigrants venture into business or the racism, biases, and prejudice that they face. These factors affect immigrant entrepreneurs' well-being, particularly female immigrant entrepreneurs who are embedded in their home country's ethnic and cultural norms. Existing research acknowledges that ethnic and cultural resources help immigrant entrepreneurs to cope with challenges but does not elaborate on how ethnic migrants define their well-being, explain well-being management strategies, and gender differences in well-being management. This project aims address these issues by answering: How do immigrant entrepreneurs explain well-being and manage their well-being during the business start-up and development process? What gender differences exist among immigrant entrepreneurs' well-being management strategies? Using a multiple comparative case study design, the project will collect interview data from Indian and Chinese immigrant entrepreneurs based in the UK and New Zealand. The dual country design, with comparisons of the same ethnic-origin immigrant entrepreneurs, will add novelty to our findings. Findings will be used to: explain the notion of well-being among ethnic migrants, elaborate on culturally embedded practices in well-being management and their gendered differences, and extend well-being theories into immigrant entrepreneurship. The project will also develop a conceptual model that informs recommendations targeted for immigrant support organisations to improve immigrant entrepreneurs' well-being.