

British Academy of Management and Partner Grant Schemes – Award Holders 2021

The British Academy of Management (BAM) is pleased to announce the award holders for the 2021 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 2021 award holders for the inaugural collaborative research awards in conjunction with the Irish Academy of Management (IAM) and Società Italiana di Management (SIMA), and a second round of collaborative research award funding with the Australian and New Zealand Academy of Management (ANZAM).

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

We received 39 applications across all schemes, many of which were of excellent quality and

The award holders are:

[Transitions 1](#)

Dr Mengyi Xu, Cranfield University - *Work-life boundary management in the hybrid working context: a case study of the Higher Education*

Project summary: This project will examine employees' experiences of managing their work-life boundaries and the consequent managerial implications of hybrid working in the Higher Education (HE) sector. COVID-19 has accelerated existing trends towards the greater digitalisation and virtualisation of how HE institutions are operated, and the knowledge work is done. Hybrid working, comprising a mixture of office-based working and remote working, is now a firmly established option for many employers. While it is understood that the resulting blurring of work and home domains poses threats to staff wellbeing, health and longer-term productivity, the problem has consistently been framed as individual responsibility (e.g. Kossek, 2016) with the result that less attention has been paid to what employers can and should also do to support staff under such a 'new normal'. The proposed project will contribute to work-life and boundary theories and will inform both policy and

management thinking around work-life/wellbeing management in the post-COVID- 19 recovery.

.....

Dr Yerzhan Tokbolat, Queen’s University Belfast - *Say on corporate political spending: empirical evidence from the UK*

Project summary: Corporate political party funding has always been a controversial issue. Public mistrust of political funding is fuelled by the perception that corporations and individuals behind them use corporate funds to exert influence over political parties, while shareholders are concerned if funds are used in the best interest of their company. This project provides a historical investigation of political donations made by large publicly listed firms in the UK since 1967 and examines determinants and consequences of shareholders votes on political donations between 2001 and 2021.

.....

Dr Nuala Ryan, University of Limerick – *A stakeholder informed evidenced based approach to understanding and informing talent management practices for international nurses in healthcare organisations*

Co-Investigator: Dr Elaine Berkery, University of Limerick

Project summary: Healthcare systems globally are facing substantial challenges in the recruitment and retention of nursing staff. WHO states that nurses and midwives account for nearly 50% of the global health workforce and the world is about 5.9 million short of what it needs. In response to this challenge healthcare organisations are designing and implementing talent management frameworks, more commonly seen in business world, to get ahead of the vacancy curve. Talent management as an integrated strategy acknowledges human capital as an organisation’s greatest asset. It is the effective use of focused activities to attract, identify, develop, and retain individuals who are considered to be talented based on an inclusive ideology. Studies indicate that better talent management practices in the public healthcare sector can lead to positive patient outcomes, more productive staff and better return on investment. Without talent management practices our ability to attract and retain ‘the best and the brightest nurses’ is hindered (Elkady et. al, 2019, pp. 1). The aim of this work is to develop and complete a research study designed to understand and inform talent management practices for international nurses in the healthcare sector, as they are a strategically important group. The NHS for example has become heavily reliant of international nurses with foreign-trained nurses accounting for 15% of the total of registered nurses in 2019. By gathering and analysing the relevant data, a stakeholder informed evidence-based approach to talent management for this cohort can be informed, as a way of improving performance of healthcare providers.

Transitions 2

Dr Maria Balta, University of Kent - *Business model pivoting and digital technologies' use among startups in turbulent environments*

Co-Investigator: Prof Athanasios Papadopoulos, University of Kent

Project summary: Over the last years startups have been faced with various disruptions, characterised by, for instance, financial crises, physical catastrophes and pandemics. In such turbulent environments, entrepreneurs are still exploiting new business and market opportunities and develop emergent strategies to survive and grow their businesses.

This proposal aims to identify the process of how entrepreneurs use business model pivoting enabled by the use of digital technologies (technology pivoting) to survive and grow their ventures within turbulent environments and to exploit and explore new opportunities. It draws on the literature of dynamic capabilities and is based on qualitative data (in-depth interviews). The proposed research aims to contribute to the literature of digital entrepreneurship as it sheds light upon the process of technology pivoting, revealing how and why pivoting is enacted within turbulent environments. The research aims to provide 'lessons learnt' and practical guidelines to entrepreneurs on how to survive and prosper through the use of digital technology in turbulent environments.

.....

Dr Pilar Velasco – Universidad de Valladolid – *Business diversification and ESG strategies: understanding their interplay to build corporate resilience*

Co-Investigator: Assoc Prof Gabriel de la Fuente, Universidad de Valladolid

Project Summary: Organisational resilience is an imperative for companies in uncertain times. This project adopts an integrating approach to corporate risk management by exploring the interplay between two insurance strategies: business diversification (BD) and ESG (environmental, social, governance). So far, these hedging mechanisms have been studied independently, overlooking potential overlaps and/or complementarities between them. First, we address the interplay between BD and ESG for corporate risk management. We tackle the different nature of risks (i.e. systematic versus idiosyncratic) that are affected by BD and ESG, and whether a firm's overall risk might serve as a mediating channel to drive an indirect effect of these strategies on firm value. Second, we broaden our perspective towards organisational resilience in order to understand firms' differing ability to cope with adversity. Since good stakeholder relationships are cornerstone to resilience, embedding ESG into BD might turn risk management into a unique driver of long-term value creation by catering to stakeholders' demands more satisfactorily and strengthening their attachment to the firm. To the best of our knowledge, this research is pioneering in studying the BD-ESG interplay under a risk-based framework. It advances from risk management towards a wider resilience perspective to better understand firm immunity to disturbances (both predictable and unpredictable). This enhances existing knowledge about what role these strategies play in value creation. Interesting implications are offered to managers and policymakers to design efficient policies for building organisational resilience which will, in turn, alleviate the portion of risk that firms bring to the economy as a whole.

.....

Dr Qing Lu, University of Hull - *Is Unexpected Termination of International Joint Ventures Legitimised?*

Project summary: The international joint venture (IJV) has become a popular type of collaboration in international business. It is, however, prone to unintended termination due to partners' commitment failure. Without effective solutions, such failure would hinder organizational performance and productivity and create obstacles to innovation and sustainable progress. This project aims to find some effective solutions to such termination by addressing one neglected fundamental question in the extant IJV termination research: is the unintended termination legitimised? It will complement the extant research by focusing on the role of IJV agreement and the bounded reliability of partners' decision-makers. These solutions also apply to other types of inter-organisational collaboration. This project, thus, has both theoretical and practical relevance.

The project adopts multiple case study design based on the unexpected termination of British banks' IJVs. It benefits from the principal investigator's pilot study about the failure of a British bank's IJV. The data are collected from British banks' Archives, the National Archives and published literature. It adopts the principle of abductive analysis and comparative analysis in analysing the data. During the 18-month project period, this project will disseminate its findings via websites, social media, BAM conference and cross-SIG events, business events and publications. This study will have a direct impact on business & management scholars, business management professionals and business leaders. In the longer term, it is expected to contribute to reducing the number of prematurely terminated inter-organisational collaborations, improving economic and industrial performance and encouraging governments to produce more suitable policies to encourage collaboration.

[MKE](#)

On this occasion the MKE scheme co-chairs decided not to make any awards but are developing new capacity building opportunities for the community ahead of the next funding call expected in 2023.



[BAM and ANZAM Collaborative Research Award](#)

The second biennial BAM-ANZAM Collaborative Research Award is given to:

Dr Blooma John (PI), University of Canberra (AU); and Prof Niki Panteli, Royal Holloway University of London (UK) - *Leading the Digital Workplace Transformation in the Covid-19 Context*

Project summary: Digital workplace transformation has been through a huge acceleration due to the enforced remote work caused by the Covid-19 pandemic. As a result, knowledge-based organisations had to swiftly use digital technologies to transform their workplaces from the traditional office environment to Work from Home (WFH). Today, as the globe target to reach 80% vaccination (National Plan, 2021; BBC News, 2021) we are on the verge of another work transformation because of the shift to hybrid workplace model as the new normal. In the hybrid workplace model, some employees return to the workplace and others continue to work from home, though variations exist within this model. In this context, leadership has been identified as critical in the success of the workplace transformation in the post Covid-19 context. Responsive leadership and employee engagement are key dimensions identified in earlier work (Chamakiotis et al, 2021). Today, as we move towards the new hybrid work environment, there is a need to understand the emerging and successful workplace leadership practices in order to keep both employees and clients engaged to business activities. Hence, the aim of this study is to explore how leaders in knowledge-based organisations are able to develop engagement with employees and clients when a hybrid workplace model is in operation. The research question addressed in this study is “How leaders in the high-tech sector develop engagement with employees and clients in hybrid workspaces?”. The empirical setting will involve a global high-tech corporation (Microsoft) that agreed to take part in the study.



BAM and IAM Collaborative Research Award

The inaugural BAM-IAM Collaborative Research Award is given to:

Dr Kelsy Hejjas (PI), Edinburgh Napier University (UK), and Dr Kelly Maguire, Technological University of the Shannon: Midlands Midwest (IE) - *Failing to Plan is Planning to Fail: Towards an Evidence Informed Approach to Tourism Planning*

Project summary: As a significant industry in both Scotland and the Republic of Ireland, tourism plays a central role in the strategic plans of both countries. The industry is an economic and social powerhouse, driving employment, economic activity, and social benefits. However, the potential for tourism to cause negative, as well as positive, impacts is well documented (Gurso and Nunkoo, 2019; Hall and Lew, 2009; Mason, 2003), with tourism seen to disrupt and destroy native ecosystems and heritage sites, and place pressure on local infrastructure (Archer et al., 2005). Therefore, while the concept of sustainable tourism has long been a topic of debate within the literature, it's application in practice still leaves much to be desired. Indeed, this has been further exacerbated by Covid-19, with some proposing that crisis learning used to develop strategies to build a more resilient and sustainable industry (Vărzaru et al., 2021).

The development and implementation of sustainable tourism policies is recognised as an effective response to sustainable development challenges. However, while there are many studies on tourism policies, research on sustainable tourism policies is still emerging (Guo et al., 2019). Yet, with the continued growth of the industry, and its subsequent impacts, there is a critical need to measure and monitor tourism policies. This research therefore aims to examine the application of the European tourism indicator system (ETIS) as a potential tool to facilitate greater sustainability and accountability within the tourism industries of Scotland and Ireland, developing an evidence-informed approach to planning for sustainable tourism development.



Società Italiana di
MANAGEMENT



**BRITISH ACADEMY
OF MANAGEMENT**

[BAM and SIMA Collaborative Research Award](#)

The inaugural BAM-SIMA Collaborative Research Award is given to:

Dr Roberta De Angelis (PI), Cardiff University (UK), and Assoc Professor Massimiliano Vesci, University of Salerno (IT) - *Doing Business in the Age of the Anthropocene: An Empirical Investigation of Circular Economy Business Models*

Project summary: The circular economy - an economy that is restorative and regenerative by intention and design seeking to eliminate the concept of waste and pollution, maintain products and materials in use and regenerate natural systems - has recently attracted the interest of business leaders, policy makers and academics alike. Whilst business models based on circular economy principles have become the subject of academic research, current literature is insufficiently developed, and most studies remain theoretical. If the transition towards a more resource efficient and circular economy requires alternative ways of doing business, more empirical research is needed to understand how circular business models are adopted at the company level and how they lead to effective and viable value creation. This research project will highlight the organisational and managerial implications of circular business models implementation at the company level, the forms and the mechanisms leading to value creation in circular business models, and the relationship among circular business models, progressive business models and humane entrepreneurship.