

MANAGEMENT AND BUSINESS DEVELOPMENT SCHEME FELLOWSHIP (UP TO 2 POSTS) (SAMS/UKCES/ESRC) Job Ref: R-576891

Faculty: Humanities and Social Sciences, University of Liverpool Management School

Salary: Depending on qualifications and experience

Range: £36,862 - £46,696 pa

Location: University Campus

Hours of work: Full-Time

Tenure: up to 3 years

Grade: 8

Closing Date: 16 January 2012
confirmed

Interview Date: To be confirmed

Informal enquiries to Professor Steve Baron on 0151 795 3803, email:
j.s.baron@liv.ac.uk

Application Procedure

Applications should comprise:

*A completed **applicant information form**

* A copy of your **full curriculum vitae**

*A statement indicating the reasons for applying for this post and how your training and experience is relevant.

If you have any particular requirements should you be invited to interview, please make this clear in your application.

Submitting Applications

Applications may be submitted by e-mail to jobs@liv.ac.uk or by post or in person to: The Director of Human Resources (Recruitment), The University of Liverpool, Hart Building, Mount Pleasant, Liverpool L3 5TQ

ROYAL MAIL – Postal Pricing System. Please ensure that postal applications carry the correct postage according to the weight and measurement of the item, as items with insufficient postage will be held and delayed by the Royal Mail. Details of their pricing system are available online at www.royalmail.com or from a Post Office branch.

Acknowledgement of Applications

Please note that we are unable to acknowledge postal applications. If you would like an acknowledgement please enclose a stamped addressed card or envelope, and place it at the front of your application. If you e-mail your application you will receive an automated acknowledgement.

Shortlisting and Interviews

Shortlisting and interview arrangements are the responsibility of the recruiting Department. Please contact **Mrs Stephanie Readey**, email: stephanie.readey@liv.ac.uk if you have a query after the closing date.

Outcome of Applications

Vacancies at the University often attract a large number of candidates and it is not always possible to respond individually to every application. If you have not heard from the recruiting Department by **late January 2012** please take it that your application has not been successful.

Asylum & Immigration

The University will comply with the Immigration, Asylum and Nationality Act 2006, which requires all employees to provide documentary evidence of their legal right to work in this country prior to commencing employment. Please be aware that you will be required to bring your passport (and visa if applicable) to interview so that it can be copied and verified by a member of the Selection Panel. For posts requiring a recognised degree level or equivalent qualification, and where there is no suitable UK or European Economic Area candidate, the University will take the necessary steps to secure UK Border Agency permission for a foreign national to take up employment.

Should a candidate require a Certificate of Sponsorship in order to take up a post they will need to meet the UK Border Agency Tier 2 Points Based Criteria. A self assessment tool can be found on the UK Border Agency website at: www.ukba.homeoffice.gov.uk/pointscalculator

A candidate may also be required to undertake an English Language test prior to commencing work at the University. Details of Home Office approved tests can be found at: www.ukba.homeoffice.gov.uk/sitecontent/newsarticles/pbsapprovedenglishlanguage

Further information on the eligibility criteria for Certificates of Sponsorship can be found at: www.ukba.homeoffice.gov.uk/employers/points

Diversity and Equality

The University of Liverpool is committed to diversity and equality of opportunity. All employees and applicants for jobs will be considered on their abilities and will not be discriminated against on the grounds of age, caring responsibilities, colour, disability, employment status, gender, gender identity, marital status, nationality, race or ethnic origin, religion or belief, sexual orientation, socio-economic status or any other irrelevant distinction. Training is available to support career progression within the University.

Two Ticks Disability : Guaranteed Interview Scheme (GIS)

The University of Liverpool is committed to the employment of disabled people, and as part of our commitment, we guarantee to interview all disabled applicants who meet the essential criteria for a post and consider them on their abilities. If your disability prevents you completing the application form by the specified closing date, or when the vacancy closes early, due to a high volume of applications, please call the Recruitment Team to discuss alternative arrangements.

To apply for a post under the disability GIS, you must disclose your disability (as defined by the Disability Discrimination Act, 2005), and mark **X** in the **yes** box on the Equal Opportunities Employment Form. This form **must** be returned with your application form. Full details of the scheme are available at [HYPERLINK "http://www.liv.ac.uk/hr/organisational-development/Two_Ticks.htm"](http://www.liv.ac.uk/hr/organisational-development/Two_Ticks.htm) www.liv.ac.uk/hr/organisational-development/Two_Ticks.htm

Accessibility

If you require copies of documentation in alternative formats, for example, large print or Braille, please contact jobs@liv.ac.uk or telephone 0151 794 6771.

If you have any other requirements which will help you access the application or interview process or employment opportunities at the University of Liverpool, please let us know by contacting jobs@liv.ac.uk or telephone 0151 794 6771.

Smoking

The University has adopted a Code of Practice on Smoking, copies of which are available from the Human Resources Department website www.liv.ac.uk/hr

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The Management School

The University of Liverpool Management School (ULMS) was established in 2002 as a major strategic investment (£12 million in facilities and staff) by the University of Liverpool. ULMS has grown at a considerable pace over the last decade. The Faculty now exceeds 80 academic staff, the PhD programme has produced 40 doctorates since RAE2008 and has nearly 100 registered students. Recent accreditation as part of the Northwest Doctoral Training Centre Status has further boosted the standing and vibrancy of ULMS as an environment conducive to personal research development. In addition to the support of the University of Liverpool, the growth of ULMS has been fuelled by nearly £10 million generated in research income since inception. Both undergraduate and postgraduate taught programmes have also expanded significantly, especially in the last three years, creating a student body of 1,200 with a strong international flavour. This expansion will continue in the next five years, with research-led teaching playing a formative influence on our pedagogy.

ULMS is a vibrant 21st century management school where research is central to the mission of 'Learning to Make a Difference'. ULMS staff members are encouraged to generate and disseminate original research and knowledge applicable to significant challenges related to economic, societal, organisational and management development. In the 2008 Research Assessment Exercise over 50 percent of ULMS output was classified as internationally excellent or world-class. This was the first assessment exercise for the School since its founding and we believe that this is a platform from which we will grow. The ambition is for ULMS to be truly a leader in research in management and related disciplines.

SAMS/UKCES/ESRC Management and Business Development Fellow

Fellows are seen as important contributors to the next stage of growth and maturity as a full-service School of Management. Fellows' career transition and development will benefit from several organisational strategies and research management processes that have been operational since 2006 and which are integral to the ULMS mission. Fellows will work within set of organisational arrangements that consist of 'subject groups' and 'knowledge platforms'. The following knowledge platforms represent ULMS strategy to become a centre of research excellence and distinctiveness in a range of topics of

scholarly interest and practical importance.

Entrepreneurship and Small Business Management
Consumption and Experiential Marketing
International Business and Development
Business History and Philosophy
Econometrics and Finance
Professions and Professional Education
Operations and Supply Chain Excellence
Risk, Uncertainty and Crisis
Ethnography
Governance and Accountability

For teaching purposes, Fellows will join one of three subject groups of the School: Organization and Management; Marketing and Operations Management; and Finance and Economics. Fellows will also benefit from research policies and procedures through which individualised research support is provided, for example, mentoring, peer review, seed-corn funding.

ULMS will focus the recruitment of Fellows on topic areas related to the ESRC priorities of Economic Performance and Growth, Influencing Behaviour and a Vibrant and Fair Society. Specific disciplines and topics that will inform recruitment of fellows are as follows: Corporate Governance and Board Behaviour; Entrepreneurship and innovative forms of enterprise; Services Management; Social Enterprise and Co-operatives. Each is described in more detail below.

Corporate Governance and Board Behaviour

Corporate governance is of critical significance economically, politically and socially. It has advanced over the last two decades to come to occupy an increasingly important position on the corporate agenda of the plc and regulatory contexts of nations. The conduct of enterprise includes challenges of governance, yet the field of business and management studies is deficient in the provision of research and teaching of corporate governance. By recruiting a fellow with senior commercial, governance experience the School can enhance intellectual capacity and understanding of a subject that is practised away from the public glare and at the less visible echelons of corporations. The ideal fellow will possess skills, experience and background of corporate life that few 'traditional academics' possess access boards and directors for data collection and analysis.

ULMS is an ideal environment to develop such an individual as a governance scholar because it is one of a very small number of UK business school environments with established access and reputation to research corporate governance and board behaviour in UK plc's. Furthermore, Professor Terry McNulty's study of boards of directors has yielded contributions to both the scholarly research literature and policy domains.

In respect of teaching, the fellowship will help infuse the syllabi of undergraduate and master level programmes with governance knowledge and expertise. By way of research topic, the fellow would be mentored to study of the behaviour of boards of directors as a key mechanism of corporate governance in one or more of the following topics: Boards and risk management; systemic governance practice and regulation, including finance and legal aspects; Boards appraisal and evaluation.

Entrepreneurship and innovative forms of enterprise

The School has strong capacity in entrepreneurial research and is actively engaged in promoting regional development via KTP's (knowledge transfer programme) and a number of ERDF (European Regional Development Fund) initiatives. Professor Ossie Jones has strong links to a number of regional incubation facilities including Darebury Science and Innovation Campus, The Heath Business Park and Liverpool Science Park which incorporates a 'graduate enterprise centre'. The objective of this research is to develop a much more detailed understanding of the role played by brokers in linking universities to the regional innovation system and in helping nascent entrepreneurs access the financial resources necessary to build sustainable businesses. This means better understanding the motivations and behaviours of entrepreneurs and key resource providers such as venture capitalists. Brokers themselves need to have the appropriate skills and motivations to enable them to provide access to external resource providers including large, R&D-based firms and venture capitalists. A key element of the project will be to link the graduate entrepreneur community to the regional economic and innovation systems to help them create businesses which have real potential for growth and employment creation.

Social Enterprise and Co-operatives

ULMS has a major research programme looking at the evolution of the Co-operative Group, led by Professor John Wilson. Professor Ossie Jones is also leading a project examining social enterprise in the North West of England. At a national level, the recent policy emphasis on community action, involving social enterprise and co-operative ventures is recognition that since the 1990s British co-operative enterprise, most notably through the Co-operative Group, had revived its fortunes after decades of seemingly terminal decline. By 2009, the Group was expanding rapidly, doubling its share of the food retail market through the acquisition of the Somerfield chain of supermarkets and strengthening its financial services through the merger of the Co-operative Bank with the Britannia Building Society. Moreover, the designation by the United Nations of 2012 as the 'Year of Co-operatives', as well as emerging interest in co-operatives and mutuals as part of the Coalition Government's 'Big Society' agenda, demonstrates that there is more interest in co-operation today than probably at any time in the last sixty years.

ULMS is well placed to build stronger links with what is one of Britain's significant growth sectors, using the research into co-operative business models to influence both policy and practice.

As part of the capacity-building exercise, this work will also be used to establish a 'Co-operative Studies' pathway within the MSc Management, providing Masters-level education for British and international students interested in careers in what is an expanding sector.

Service Infusion/Serviceitization

Product-centric businesses (PCBs), operating in a business-to-business (B2B) environment, are companies that traditionally focused on their products, but now use services to help create product differentiation, deliver a sustainable source of revenue, and grow company profits. Equally, customers of PCBs are demanding services from some of their product suppliers as they seek to reduce costs by outsourcing non-core activities. This process is sometimes described as serviceitization or service infusion and it closely connected to skills of commercial awareness and sustainable business.

These developments are challenging both academics and practitioners as now recognised at in leading publications and academic gatherings of the field. A way forward

in developing a greater understanding of servitization is to merge research on company-led conceptualisations of strategies for service infusion with parallel streams of research on customer experience. At the University of Liverpool Management School, research is ongoing in both areas.

Recruitment of a Fellow in this area would be an opportunity for someone with experience in the manufacturing sector to work with Dr Chris Raddats and redress the balance by collecting and analysing in-depth interviews with senior executives in manufacturing companies (many of which have allowed access) on their strategies for servitization. The overall aim is to amalgamate this research with that on customer experiences (undertaken by other members of the Consumption and Experiential Marketing knowledge platform, for example, Professor Steve Baron, Dr Anthony Patterson and Dr Gary Warnaby) to derive an overall framework on strategies and processes involved with servitization.

It is intended that this approach will also yield servitization case studies for teaching and research purposes to add to the common exemplars of, for example, IBM, which are well-known and well-cited, but do not necessarily address issues faced by smaller product-oriented companies faced with an increasingly competitive environment. The outcomes of the research can contribute directly to the theme of economic performance and sustainable growth, given the often-cited examples of former manufacturing companies adopting strategies of becoming global *service* providers. It can also address the issues of influencing behaviours (of manufacturers, and the many involved 'actors') and informing interventions (that are needed to consider the various servitization strategies).

Attributes of Candidates

To be nominated by ULMS for a Fellowship you must satisfy the standard ESRC rules outlined in the *ESRC Research Funding Guide, June 2011*, in particular as set-out at annex b of [HYPERLINK "http://www.esrc.ac.uk/funding-and-guidance/guidance/applicants/research-funding-guide.aspx"](http://www.esrc.ac.uk/funding-and-guidance/guidance/applicants/research-funding-guide.aspx)

Candidates will need to demonstrate excellence and achievement in their chosen career thus far, whether that is academic excellence in a different discipline or in practice. Those with a background in professional business practice will need to demonstrate the skills and abilities developed through working on significant projects and at significant levels of industrial, commercial and public life, to carry the duties of the fellowship. Other factors to be taken into account will be relevant experience, whether via professional relationships or with higher education institutions and teaching. We will also look in the fellow's background for positive signs of being able to cope with disciplinary diversity characteristic of social science and also professional transition. These necessary attributes and qualities will need to be accompanied by the potential to make the best contribution to the field of business and management studies via teaching and research. That will be gauged by the potential synergies of the fellow to make a distinctive contribution to the research and teaching agenda of the school, the potential to teach a range of students whom study at business school and the potential to publish in high quality business and management journals. We anticipate that fellows will embark on a PhD in one of the areas above.

Specific requirements of fellows include: participating in a specified process of training in

research methods and other skills appropriate to a successful academic career. These will include local, regional and nationally based training initiatives of collaborative, trans-disciplinary nature; excellent communication and teaching skills, including undertaking teaching skills development where appropriate; and a willingness to build partnerships with external stakeholders to support development of the teaching and research portfolio.

Pension

The Occupational Pension Scheme associated with this appointment is the Universities Superannuation Scheme (USS).

Full particulars of the scheme can be obtained, on request, from the Director of Human Resources.

An acceptance of this appointment will be taken as an application to join USS and have the appropriate contributions deducted from salary unless the Director of Human Resources is expressly notified in writing either before commencing employment, within three months of that date or on expiry of three months notice, that the appointee intends to make his or her own pension arrangements.

Should the appointee decide to make his or her own personal pension arrangements, the University will not contribute to the personal arrangement. No other form of supplementation of pension benefits will be available from the University.

It may be possible for a newly appointed member of staff who has not been in USS to have his or her accrued benefits from his or her former pension scheme transferred to the USS. In such a case, USS will be asked to investigate a transfer payment and will provide, on actuarial advice, a proposal for a number of years' credit in USS which such payment would secure. The member of staff is at liberty either to accept this or elect to deal with his or her accrued benefits as determined by the rules of his or her former scheme.

EMPLOYEE SPECIFICATION – Shortlisting Criteria		
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Post Title: Management a n d B u s i n e s s D e v e l o p m e n t S c h e m e F e l l o w s h i p (S A M S / U K C E S / ESRC)		Salary: £36,862 - £46,696 pa
Faculty: Humanities and Social Sciences		Job Ref: R-576891

Attributes	No.	Essential Criteria (Identified from – Application form/ CV/Supporting Statement/ Interview/ References)	Desirable Criteria (Identified from – Application form/ CV/Supporting Statement/ Interview/ References)
1 EXPERIENCE	1.1	Due to requirements of the funding body you must possess at least five years experience either through a professional career in Management or Business, or an academic career in a discipline other than Management and Business since completing an undergraduate degree	
2. EDUCATION QUALIFICATIONS TRAINING	2.1	Degree in a relevant subject	Masters Degree (Streams 1 and 3), or PhD (stream 2)
SKILLS, GENERAL AND SPECIAL KNOWLEDGE	3.1 3.2 3.3 3.4 3.5 3.6	To be able to teach up to postgraduate level To undertake academic research individually and in groups High level of computer literacy Evidence of research skills Administrative skills Excellent interpersonal and communication skills	Ability to teach outside area of specialism Understanding and experience of university administrative and information systems

4. PERSONAL ATTRIBUTES AND CIRCUMSTANCES	4.1	Willingness to build partnerships with external partners	Skills and abilities developed through working on significant projects and at significant levels of industrial, commercial and public life (Streams 1 and 3)
	4.2	Flexible and adaptable to the working situation Ability to teach in the core areas of management sciences Ability to work co-operatively and effectively with colleagues Ability to deal sympathetically and effectively with students Willingness to write and publish	
	4.3		
	4.4		
	4.5		
	4.6	Academic excellence in a different discipline (stream two)	