



Leicester Business School  
**RESEARCH BRIEFING**  
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## INTRODUCTION

Welcome to this edition of Leicester Business School's annual Research Briefing, it provides an overview of the research activities across the Faculty as well as an in depth look at three areas of research:

- Nick Webber discusses a new research programme he and colleagues from the Department of Accounting and Finance have begun, which explores the link between social identity and business practice in the context of economic decision making. Individuals do not make decisions in isolation, the basis of their decisions is often the values they derive from their day to day experiences (or practices). By developing and testing a quantitative tool which aims to model the values that individuals draw on, he argues that business and society can benefit from a greater understanding of the factors which influence our decision making.
- Airport expansion has been an area of significant political debate in recent years. While Gordon Brown's New Labour government supported the construction of a third runway at London's Heathrow Airport, in 2010 the Conservative-Liberal Democrat Coalition government reversed these plans. However, since 2012 there appears to have been something of a sea-change in Coalition policy, with the establishment of a new

independent commission on airport expansion. Drawing on research on the politics of airport expansion, Dr Steven Griggs of the Department of Politics and Public Policy, along with Dr David Howarth, University of Essex, explore how and why these changes may have come about.

- The extent to which a locality or region can provide labour market skills, training, physical infrastructure, access to funding, and specialist knowledge resources impacts on its attractiveness to foreign direct investment. Drawing on the findings from an Economic and Social Research Council (ESRC) funded project, Professors Phil Almond and Anthony Ferner, of Leicester Business School, alongside visiting professor Olga Tregaskis (University of East Anglia), examine how and why multinationals choose to engage with local and regional governance actors which support these functions. They argue the quality of relations with local governance institutions is a greater concern for some multinationals than others, but it is the existence of clear channels of communication with local and regional governance actors, rather than specific policies which local managers value.

There are also shorter items on other current research projects, news items from a range of our research centres and groups, and an overview of new

PhD students starting their studies alongside a profile of one of our doctoral students.

If you are interested in finding out more about any of our featured research, please contact the project teams at the email addresses provided, or email me at the address below. Further information can also be found on our website, [www.dmu.ac.uk/balresearch](http://www.dmu.ac.uk/balresearch)



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**The Centre for Comparative Housing Research's Jo Richardson**



Dr Jo Richardson with Lord Avebury from The All-Party Parliamentary Group for Gypsy Roma Travellers

was awarded funding by the Economic and Social Research Council in 2012 to run a series of seminars: Creating space and place for Roma, Gypsies and Travellers. The final seminar was held in the House of Lords on 12 and 13 June 2013. The event was kindly hosted by Baroness Whitaker and supported by The All-Party Parliamentary Group for Gypsy Roma Travellers. The title of the seminar was 'Representation of Gypsies and Travellers in political and media discourse – a conflict resolution approach', and focussed on the challenges and conflict in the representation of Gypsies and Travellers in political and media debate. Participants heard from speakers including Professor Kimberlyn Leary from Harvard University, Malcolm Dean from the Guardian newspaper, as well as policymakers, politicians, practitioners and members of the Gypsy and Traveller communities.

The first two seminars focused on (1) conflict in planning and accommodation for Gypsies and Travellers and (2) challenges in accessing public services such as health and education. The seminar series drew together a number of themes which set a future research agenda as well as items that will be discussed further with policy makers and practitioners to effect change.

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**Since January 2013, Professor Anne-marie Greene and Dr Jenna Ward from the Department of Human Resource Management,**

have been working on a DMU Research Investment Fund project Managing a Volunteer Workforce: A Co-Production Research Study. The pump-priming project aimed to establish the key areas of concern to voluntary organisations in the area of the management of volunteers and to gain interest from these organisations in future research, with the intention of making an application for funding for a large-scale research project. The project involved in-depth semi-structured interviews with senior level individuals in ten voluntary sector organisations. The interviews were conducted in a range of different types of organisation covering a variety of service sectors, at both national and regional level, for example; counselling and advocacy (Samaritans, Kairos WWT); the arts (Criterion Theatre,

Coventry); conservation (National Trust, RSPB); sports (Leicestershire Football Association); health (DiabetesUK); Voluntary Action Leicester; as well as other smaller charities. These interviews established the key issues for empirical study and the areas of concern for the organisations involved. On June 5th 2013, organisational participants came together with academic colleagues at a one day workshop held at DMU, in order to discuss initial findings and to establish the agenda of the future research project. Overall the project has been an important exercise in the co-production of research between academics and organisations/users which will help to ensure that future research has the potential to have the most utility to organisations and therefore to demonstrate research impact. The future research agenda is currently out for comment from organisational participants and will be developed into a research funding bid in due course.

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**Human Resource Management's Dr Jenna Ward** held a regional dissemination and information session on 11th May about her current research project 'Listening to Samaritans'. The project is designed to better understand the place of emotion and emotional well-being in society and work. Undertaken with Dr Robert McMurray at Durham Business School, the team are keen to understand what it is like to work with difficult emotions. The core research questions are: What types of emotion work do listeners do, and how does it vary over time and tasks; How do different forms of interaction (phone, email, face-to-face) affect the emotional offering; How does/should the Samaritans help volunteers deal with emotion work; What are the challenges of organising people and services on a volunteer basis locally and nationally; and how are local needs and national priorities negotiated and managed across the Samaritans?

The project is intended to provide: a better understanding of what it means to be a Samaritan in terms of volunteering, emotion, training, organising and co-ordinating; support to the Samaritans through research that provides wider public understanding of their aims, experiences and work; and give a detailed perspective on how the work of the Samaritans is organised and managed at local, regional and national levels in terms of structures, decision-making and interaction. The event held at DMU successfully informed Samaritans from across the East Midlands about the progress

of the project. This led to a further dissemination of the research findings so far to the Samaritans General Office.

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**The Department of Politics and Public Policy's Professor Rob Baggott,**

has had his 2007 publication '*Understanding Health Policy*' translated into Chinese. The book is based on original research in the form of interviews with key policymakers such as civil servants, policy advisors and professional leaders. The book publisher Policy Press decided that the book (which is part of its series Understanding Welfare) had wider relevance and published a Chinese translation through Truth and Wisdom Press, a subsidiary of Shanghai Century, a major academic publisher. Its international appeal lies in its focus on how policy is made and the 'hidden' policy networks of advice and implementation that exist in health policy making.

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**The Department of Human Resource Management's Jonathan Payne** has recently completed a research project looking at first line managers in the UK cafe sector, with Professor Caroline Lloyd of Cardiff University.

The research explored what it means to be a 'manager' in the UK cafe sector, drawing upon interviews with store managers, supervisors and cafe assistants in a number of chains located in the Midlands. It examined the content and quality of the cafe manager's job, in particular the level of autonomy available, and interrogates industry views that up-skilling through graduate level qualifications can bring substantive performance benefits. The findings indicate that these jobs leave much to be desired in terms of pay and work content, and that managers are highly constrained by the degree of centralised control wielded by head office. Limited autonomy and, in many cases, poor job quality raise crucial questions about the ability of lower level managers to influence performance even allowing for higher level qualifications. At a time when the growth in managerial jobs is often seen to reflect the transition to a more knowledge-based, high skills economy, this research suggests that a degree of caution is needed when it comes to reading occupational trend data. The research will be published in *Human Relations*.

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**Nick Webber, Panos Andrikopoulos, and Yulia Rodionova from the Department of Accounting and Finance have recently embarked on a research programme aimed at exploring the relationship between social identity and business practice in a quantitative modelling framework. Here, Nick Webber describes one aspect of their research: the link between human psychology and decision making.**

People make decisions, hundreds of them, every day. They range from the less significant - shall I have one or two sugars in my coffee, which route shall I take to work today - to the more significant - shall my firm invest in additional production capacity, shall I secure oil supplies by invading another country. People might be expected to be good at decision making, and on the whole perhaps we do not do so badly, but our ability to make optimal decisions is severely limited.

It is only in the past six or seven thousand years that people have lived in settled agricultural communities. For much of our evolutionary history anthropologists believe that we followed a hunter-gatherer lifestyle living in roving bands of 50 - 150 individuals. For hundreds of thousands of years - perhaps one or two million - our decision making ability became fine-tuned to the demands of a hunter-gatherer existence. This is far removed from the radically different problems faced by today's businesses and their managers. Evolution has had no time to catch up with the requirements of modern society.

What are the consequences? One is that generally we find logical thinking very difficult. Our brains are not adapted to think logically; we have to put in a conscious effort, not always successfully. Not only is this an everyday observation, it has also been demonstrated empirically in many academic studies (for instance the work of Tversky and Kahneman, 1981). Even when we try to be logical we fail, in systematic ways.

Does this matter? On the whole, for everyday decisions, no. We seem to muddle through. Unfortunately there are potentially some very serious consequences from making poor decisions. I want to focus on just one area: economic decision making.

The well-being of every individual on this planet depends not only on their personal economic decisions but also on decisions made by their governments. Get those major decisions wrong and not only are your own nationals affected but also people in every country economically linked to yours. It is vitally important to our mutual thriving that economic decision making has a sound basis.

During roughly the first half of the twentieth century, although its roots go back considerably further, a theory of economic decision making was developed that still dominates the thinking of most economists and financiers. It is based on the idea that people make decisions solely in order to maximize their happiness, or utility, where utility is usually interpreted to mean wealth. Each individual, in seeking to maximize their personal well-being, mysteriously [this goes back to Adam Smith] succeeds in maximizing the well-being of society at large.

A society composed of such ideal individuals behaves, generally, in well understood ways.

Economic decisions based on these assumptions are good only in so far as the assumptions reasonably approximate real-life behaviour. Unfortunately, of course, people do not behave in accordance with utility maximization. Deviations of various sorts away from these assumptions are very well documented. This has led to attempts to develop alternatives to utility theory. For instance there has been considerable interest in a variant called prospect theory and other, more exotic, behavioural models and theories of the mind. Each of these existing approaches has difficulties of one sort or another in accounting for the way that people actually make decisions.

My interest in the area arose from a recent excursion into an area of corporate social responsibility called stakeholder theory. Firms are often portrayed as serving only the interests of their shareholders, and if other parties benefit from the firm's operations then they do so only as a side effect of the firm's efforts to maximize benefit to its shareholders. However firms routinely invest resources in their local communities, their employees, and their supply chain, et cetera, to an extent that seems hard to justify if the investment were to be of greatest advantage to their shareholders. Stakeholder theory identifies various groups - the local community, employees, trade creditors, et cetera - as having a stake in the firm. They apply pressure on the firm and receive benefit from the firm, actual or potential. A firm provides benefit to its stakeholders in accordance with the pressure they apply - their salience.

Of course, shareholders have high salience, and would be expected to receive substantially the greatest benefit from a firm, but other stakeholders may also apply considerable pressure and be very important: employees may strike; the community may restrict planning approval; near monopoly suppliers or customers may apply disproportionate pressure.

The issue is to model stakeholder salience. To address this, my co-authors and I devised a modelling approach that enables the relationship between stakeholders to be modelled quantitatively. This approach subsequently developed into an entire research programme. The framework has yet to be tested empirically but the prospect of doing so, as part of the programme, is very exciting.

The key idea is that of an interactive practice. One consequence of our evolutionary past is that we are group oriented, social, animals. We have a strong, innate, sense of group membership and identity. The concept of a practice, originating with Bourdieu (1977), Giddens (1984) and MacIntyre (1985), captures the notion of a group of people interacting together with some level of group identity.

Our version defines a practice to be a group of people working together in a cooperative activity in pursuit of a particular set of values associated with the practice. For instance, a political party forms a practice whose values are the party's political creed; a chess club forms a practice whose values are in part excellence in playing chess. Crucially we also suppose that practices interact with one another, and it is the mathematical modelling of these interactions that lies at the heart of our contribution. Examples of practices are firms, chess clubs, shareholders, employees, trade unions, et cetera. Practices exert pressure on one another, as part of their activity, in order to further the aims of their particular value systems. For instance shareholders exert pressure on firms to emphasize their financial value.

How is this related to decision making? Part of the activity of a practice is to make decisions in furtherance of its set

of values. Decisions are always made by individuals within a practice. For instance, when a decision is made by a committee, each voting member of the committee has to decide how to vote and the committee's decision follows on from that.

So, how do individuals make decisions? It is here that we turn the practice viewpoint on its head. Instead of modelling how practices interact with one another we look rather at the individual and the set of practices that each belongs to. We call these the individual's set of participation practices. Someone who works for a firm is a member of the firm practice, but they may also be a senior manager, someone who lives in the local community, sings in the local choir, donates to a particular set of charities, and supports a political party. They may be a parent, have elderly relatives, enjoy camping holidays, and driving fast cars. To a greater or lesser extent each of these facets of their identity can be regarded as membership of a practice, each with its own value system. An individual might be the sole member of a practice, presenting one of the individual's set of personal values, their personal participation practices.

When someone makes a decision they do so with reference to a value system: once you know the value system then the decision may more or less make itself. The practices that a person belongs to endow that individual with a set of built in value systems geared to one viewpoint or another. When an individual makes a decision in fact what they are doing is selecting, perhaps unconsciously, a value system inherited from one of the practices they belong to. The decision that an individual makes is not the obvious, primary, external decision that is put to them, rather it is the internal choice of value system. Once that choice is made the external decision may simply fall in to place.

Consider someone choosing a new car. Do they choose it on grounds of fuel efficiency, child friendliness, its sports characteristics, or its physical styling? Once the criterion is decided the decision is likely to follow straight on. This is intuitive; weighing up

differing characteristics, consciously or unconsciously, is a familiar procedure to most of us.

A manager in a committee deciding where to locate a new factory is in a similar position. He or she may have an agenda from operations, accounting, or from marketing; they may be seeking optimal financial value to the firm, or to its shareholders; they may be seeking personal advancement above all other considerations. The manager is not, in these circumstances, a simple utility maximizing economic entity. They are a complex bundle of competing identities. The identity that wins out determines the manager's vote.

The issue then, in our view, is how individuals select, consciously or otherwise, the value systems they use when making decisions. Sometimes there may be a dominating choice; at other times there may be many alternatives. To fit to empirical fact we do not suppose that the choice of value system is deterministic; instead, we suppose that the choice is random, but that the probabilities of choosing a particular value system can be computed.

Our approach is quite simple. Firstly we suppose that an individual has a state of mind determined by their current attachment to each of their participation practices. Secondly we suppose that when asked to make a decision individuals determine, consciously or otherwise, how closely related the decision is to each of their participation practices. Then the probability of making the decision according to the values of a particular practice is determined by these two factors: the strength of the minds attachment to the practice, and the closeness of the decision to the practice.

Our research determines, in this theoretical mathematical context, the nature of the relationship between an individual's state of mind, the particular decision, and the individual's participation practices. The approach is unique in that it integrates orthodox sociological concepts of power, legitimacy, and practice with decision making in a rigorous quantitative framework.

This is work in progress but we are very excited by the prospects afforded by this approach. For instance the fact that one's state of mind varies from moment to moment explains why individuals choose value systems with varying probabilities through time. Once a decision is made one may expect, along with so-called 'quantum' theories of decision making, that the state of mind becomes more closely attached to the practice whose values were chosen to make that decision, and so a second decision taken immediately after is more likely to be made using the same set of criteria. This is intuitive, perhaps obvious, but the framework provides a context to explain this empirical observation. This, and other aspects and consequences of the framework, are open to empirical testing.

The benefits of a better understanding of decision making are many. Firms can gain a better appreciation of their customers' purchase decisions; economists a better understanding of the economic basis of human society; individuals the factors influencing the decisions we make.

Our approach, we argue, adds to our understanding of human behaviour and of decision making in particular, and may lead to a deeper appreciation of the factors underpinning economic well-being. Future work includes applications to psychology and political science, econometric studies on stakeholder salience, and decision making at both firm and individual levels. We also envisage simulation and experimental studies. We are currently seeking funding to pursue these and other directions of research.

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*~ ~ ~* **A NASCENT POLICY REVERSAL? THE COALITION,  
THE DAVIES COMMISSION AND AIRPORT EXPANSION** *~ ~ ~*

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**Dr Steven Griggs, Department of Politics and Public Policy, along with Dr David Howarth, University of Essex, have been examining the politics of airport expansion. Here Steven Griggs explores whether the Coalition Government have reversed their policy on airport expansion.**

In recent years, the aviation industry, with its insatiable demands for more airport capacity and other infrastructural needs, especially in the south-east of England, has found itself at the heart of a 'wicked policy issue'. Its promises of economic growth and greater social mobility are increasingly at odds with concerns about rising carbon emissions, climate change and peak oil, as well as traditional grievances about noise and air pollution. The arrival in office of the Conservative-Liberal Democrat coalition government appeared to signal a new direction in aviation policy in the United Kingdom (Griggs and Howarth, 2013). In May 2010, it reversed plans by the Brown government to construct a third runway at London Heathrow airport, imposing a moratorium on airport expansion in the south-east of England. Indeed, its 2011 aviation policy scoping document delivered a strident condemnation of the previous Labour government's expansionist plans, in which the Coalition alleged that Labour had 'got the balance [between environmental protection and expansion] wrong'. In contrast, it promised to develop a 'genuinely sustainable framework' for aviation, one which subordinated airport expansion to the demands of tackling climate change and put responsibility on the aviation industry to produce 'headroom' for expansion by first reducing the environmental costs of rising emissions (DfT, 2011: 4, 12).

However, since the spring of 2012, the Cameron government's resolution to stop unsustainable airport expansion has been increasingly tested. It has faced a concerted political campaign from supporters of the aviation industry and expansion, who have sought to reframe aviation policy primarily as an issue of economic competitiveness and growth, with repeated appeals to the threats from European rivals to UK hub capacity, the declining market position of Heathrow and the pressing need to increase the number of flights to 'emerging markets'. Adding to such demands for new airport capacity, Boris Johnson, the London mayor and an opponent of Heathrow expansion, has continued to lobby vociferously for a new international airport in the Thames estuary, which could expand capacity on routes to developing markets in Asia.

Press rumours of a policy reversal over Heathrow began to circulate as early as the summer of 2012. These rumours gained increasing credibility when, in the September 2012 government reshuffle, Justine Greening, Secretary of State for Transport and a staunch opponent of expansion at Heathrow, was moved from the Department for Transport (DfT) to the Department for International Development. In fact, only three days after Greening was moved from the DfT, the Coalition announced the formation of an independent commission into airport capacity. Headed by Sir Howard Davies, former head of the Financial Services Authority, the Commission which was to deliver its final conclusions after the 2015 general election, was tasked with examining 'the scale and timing of any additional capacity to maintain the UK's position as Europe's most important aviation hub' (DfT, press release, 07 September 2012). Was this simply a short-term measure by

the Cameron government to kick the political difficulties of airport expansion into the sidelines? Or does it signal a policy reversal and a dropping of the commitments of the Coalition against expansion?

This briefing draws on and takes forward some of the conclusions elaborated in the authors' recent research monograph on the politics of airport expansion in the UK, which develops a novel approach of poststructuralist policy analysis to critically evaluate the twists and turns of aviation policy since the Second World War. Here, these insights are deployed to argue that while the shifting political context has placed new pressures on the Cameron government, its current difficulties cannot be divorced from the continued resonance of the logic of aviation expansion embedded in British institutions at the end of the Second World War. Indeed, the undoubted 'grip' of aviation on our collective consciousness has perhaps weakened, but it has certainly not disappeared.

**Explaining a (further) policy reversal: the power of discourse**

It seems that we are witnessing the beginnings of another aviation policy reversal, in which the demands of the economy will once again trump those of the environment and the concerns of local citizens. There is no doubt that the double-dip recession has placed increased pressure on the Coalition to kick start the failing UK economy. One of its responses has been promises of public infrastructure projects and commitments to build houses, while relaxing planning procedures. But such proposals have been derided as 'too little too late'. It is here that the third runway at Heathrow appears to offer a trump card: a private led infrastructure programme that would, its supporters

suggest, generate some £30 billion a year for the British economy, increasing UK competitiveness not least through additional routes to developing markets in Asia. Whatever the disputed benefits of such investments, there are strong grounds to believe that such appeals resonate more effectively in the current economic downturn.

At the same time, there has been a shift in the balance of power within the Conservative party. The free market wing, and importantly the more climate-sceptic faction of the party, has become more vocal. Cameron may have sought to detoxify the Conservatives by embracing the environment, and by committing his party to stop the building of a third runway - the latter functioned as an emblematic sign of change within the Conservative party - but the political pendulum appears to have swung back towards the Tory right, or at least to the more instrumental wing of the party.

But there have also been significant changes beyond the ranks of the Conservative party. There has been a co-ordinated and well-funded campaign by the aviation industry to get Heathrow back onto the policy agenda. Strategically, this campaign has sought to reframe the public debate about airport capacity, so that it is less about the negative environmental impacts of aviation and more about its economic benefits. Attention has thus been shifted to the spectre of international competition in the form of rival airports in Europe, and the need for the UK to maintain its international hub.

Of course, this campaign has also benefitted in part from the 'Boris Island' proposal which has functioned to keep the issue of aviation capacity on the political agenda. Johnson's vocal and public opposition to further expansion at Heathrow has done much to turn public attention back towards the politics of site location and where - rather than whether - to build. Equally, the inclusion of aviation in the EU emissions trading scheme has been used as an argument to endorse the third runway. Tim Yeo, Conservative party grandee and chair of the Parliamentary Energy and Climate

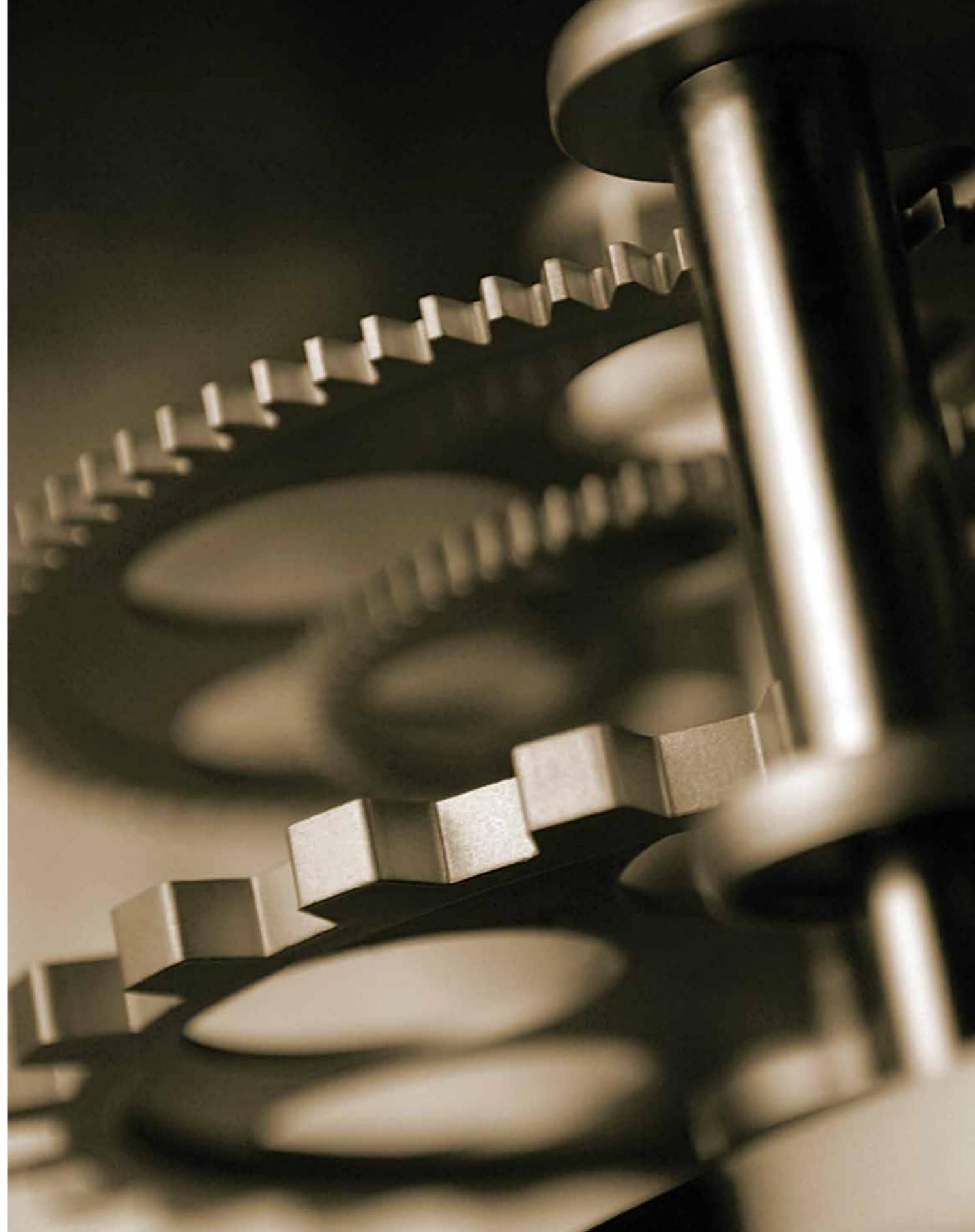
Change Committee, who previously opposed expansion at Heathrow, has suggested that the emissions cap on aviation means that any additional airport capacity in the UK will not alter the total level of carbon emissions from aviation, thereby making expansion at Heathrow a 'carbon neutral' measure.

Faced with a powerful and orchestrated campaign, the opponents of Heathrow expansion suddenly found themselves on the back foot. Most commentators accept that the broad coalition that came together to stop the third runway in 2008 decisively won the argument, thus reversing the victory of the pro-expansion Freedom to Fly lobby in 2003. The anti-third runway campaign had successfully linked the expansion of Heathrow to the growth of the aviation industry and its increasing impacts on climate change, while also negating economic arguments in favour of expansion. But, perhaps, the very success of their campaign at Heathrow proved double-edged. The campaign had brought together a broad coalition which tied aviation to climate change, thus shifting the terrain of arguments so that any expansion threatened the UK's international commitments to lower its carbon emissions. But the strong focus on Heathrow inadvertently made it possible for the pro-expansion forces to reframe the debate not in terms of aviation and climate change, but in terms of the UK's overriding need for an international hub - Heathrow - and the added global competitiveness it brings. When you add the falling public concern over climate change, and the possibility of a new airport in the Thames Estuary, which could easily divide opposition forces, it is not difficult to see how the strong position of the anti-expansion began to unravel in the summer.

But these conjunctural tussles have to be located within the wider set of social structures and political practices. There is little question that the actions and campaigns of the pro-aviation forces resonate more strongly with the dominant discourses and narratives that have elevated the aviation industry into its powerful position in British society and the UK state. Since the Second World War the logic of aviation

expansion has been systematically constructed as an essential component of capital accumulation, whether state-led or market-driven, while the dominant myths of British aviation have been etched into key institutions of the UK state. What is more, the aviation industry is often viewed within a dominant state and industry narrative that promises economic triumph if aviation is set free and properly provided for, but augurs catastrophic failure if expansion is blocked.

By the late 1960s, as Elliot Feldman concludes, basing his judgement on confidential interviews with civil servants in several British agencies, the 'development of civil aviation was an uncontested public good, in part because the British perceived themselves an island nation dependent on the highest technologies of transportation in order to guarantee trade and a favourable balance of payments' (1985: 58). Such beliefs of the centrality of aviation to British prosperity, and the competitiveness of London as an international financial centre, were replicated by the Thatcher government in its 1985 White Paper on aviation, which was the last white paper on the issue before 2003. Indeed, some ten years later, the Inspector at the public inquiry into the building of Terminal 5 at Heathrow, Roy Vandemeer, echoed claims that 'unless [Heathrow] is able to maintain its competitive position there must be a substantial risk that London's success as a world city and financial centre would be threatened' (2001: ii). Yet, the continuity of such narratives is perhaps best captured by the striking resonances between the 1953 London's Airport White Paper (Ministry of Civil Aviation, 1953: 3) which declared that 'the future of this country [Britain] in world trade and as a great power will depend on our holding and indeed advancing our place in [aviation]' and the 2003 Air Transport White Paper which recognised 'the importance of air travel to our national and regional economic prosperity', suggesting once again that failure to provide 'additional capacity where it is needed would significantly damage the economy and national prosperity' (DfT 2003: 9).



All this suggests an all-powerful aviation industry, backed by the UK state and integral to the dominant economic logics. Yet this is not to say that these wider structures and discourses determine once and for all aviation's continued supremacy. On the contrary, expansionist plans have consistently met with powerful resistance and counter-hegemonic struggles. The delays in choosing London's 'third airport', the battles at Manchester and Stansted, as well as the blocking of plans to build a third runway at Heathrow are testimony to the power and organisation of these forces. This time around, as the Davies Commission unfolds, local residents do face new challenges, notably the temptation to revert back to more particularist campaigns over site location, and the falling political salience of environmental questions as the economic recession continues. But, no government can dismiss the intensity of opposition to airport expansion. Even the decision by the Davies Commission to go-ahead with a new runway at Heathrow or elsewhere would not signal the end of the campaign against expansion, given the opportunities for national and European legal challenges and the likelihood of direct action against any plans for expansion.

### Moving Forward

What, then, does this all mean for the Davies Commission and the future trajectories of UK aviation? In many ways, the final outcome rests on how far the Commission buys into or resists the oft-repeated claims that aviation drives forward the economic advantages of enhanced 'connectivity' and that to fully exploit such advantages Britain requires a leading international hub airport. But, these latter claims divide even supporters of aviation expansion, further exacerbating the difficulties facing the Davies Commission, for it will have to navigate between competing economic futures of the aviation industry. Indeed, the Aviation Foundation which supports the continued investment in the market superiority of Heathrow, stands in opposition to Boris Johnson and his supporters who recognise the strategic need for a hub-airport, but oppose expansion at Heathrow in favour of the

development of a new international airport in the Thames Estuary. Yet both these camps are disputed by proponents of point-to-point airports, who recognise the demand for further capacity, but seek to offset the capacity pressures at Heathrow by switching traffic to Birmingham, Gatwick, Manchester or Stansted airports.

More importantly, claims for connectivity are firmly opposed by opponents to expansion. In the report, *The Economics of Airport Expansion*, which was commissioned by HACAN ClearSkies, WWF and RSPB and published in April 2013, the evidence for any link between connectivity and economic growth is questioned, with CE Delft, the independent authors of the report, claiming that arguments suggesting that 'greater connectivity through airport expansion, will guarantee UK economic growth, should be treated with scepticism.' These rival evidence claims surrounding connectivity reveal the political tensions facing the Davies Commission. Its legitimacy depends on its technical expertise and objective assessment of evidence. However, with such rival constructions of the very problems facing aviation, the appeals to expertise and evidence are unlikely to generate the desired political consensus, thereby increasingly testing over time the democratic credentials of the Davies Commission itself. In fact, it is quite likely that the Commission will provide a focal point for those opposing expansion to reinvigorate their campaigns.

For Cameron, these splits pose even more immediate political difficulties for they cut right across the Coalition. While Conservative supporters privilege the economic benefits of the third runway over its negative environmental impacts, the opposite is true of Liberal Democrats supporters, who give far more significance to the environmental costs of airport expansion. To make matters worse, Boris Johnson, who has lobbied for the development of an international airport in the Thames Estuary, is increasingly seen as one of the main challengers to Cameron's leadership of the Conservative party. But, such political difficulties are not confined to the ranks of the Coalition.

Labour has given lukewarm support to the Davies Commission and has yet to declare publicly that any future Labour administration would necessarily abide by any decision of the Commission. In this regard, we should not forget that as Secretary of State for Energy and Climate Change, Ed Miliband fought in the Cabinet against the third runway, and that Labour will not escape the political divisions generated by airport expansion: its 2009 support for the third runway split the party, its backbench MPs and its supporters, particularly the trade unions.

And finally, let us not forget the fate of the Roskill Commission into the third airport at London in the late 1960s and early 1970s. Its findings were ignored by Government in favour of a new airport at Maplin, only for Government to abandon construction at Maplin as the 1973 oil crisis hit the aviation industry and backbenchers threatened to rebel. This time around it may well be fears about peak oil and the destruction of the planet that play on the minds of politicians, as well as the electoral politics of Tory marginals under Heathrow or 'Boris Island' flight paths. Zac Goldsmith, Conservative MP for Richmond has already made clear his intentions to force a by-election should the Coalition reverse its opposition to Heathrow expansion. As we argue above, the force of local opposition, not least its electoral impact, will ensure that only the most committed of governments, if any, would be prepared to endure the media onslaught and campaigning of residents and their supporters. New Labour appeared to be prepared to take on such challenges, but even its support for expansion lessened as the campaign for the 2010 general election began. With this in mind, the Davies Commission could well be interpreted as yet another attempt to kick the issue of airports into the long grass, at least until after the next election.

### Final Thoughts

As the decision of the Coalition to impose a moratorium on airport expansion in the south-east demonstrates, such political difficulties can be overcome, at least in the short-term by determined governments. But perhaps our peculiar fascination with aviation, airports and global mobility, and its intimate links with key industries like aerospace and tourism will not go away as easily. After all, for many citizens and consumers across the country air travel has become an integral part of their everyday life, vital for our holidays in the sun and quick getaways, as well as the goods and food we see on display in our shops and supermarkets, and the documentaries and dramas we watch on television. Air travel in the UK is still set to increase between 1 and 3 per cent a year over the next forty years, and while a decline from its average of 5 per cent growth a year over the last forty years, this still amounts (in the government's own 2013 forecasts) to an increase in passenger numbers at UK airports from 219 million in 2011 to 315 million in 2030 and 445 million in 2050. The 'grip' of aviation on our collective consciousness has perhaps weakened in recent times, but it has not disappeared. It will take new forms of political leadership and social change, accompanied by alternative visions of leisure, business and mobility, to shake it off.

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### Further reading

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## HOW, AND WHY, DO INWARD INVESTORS ENGAGE WITH LOCAL AND REGIONAL INSTITUTIONS?



Professors **Phil Almond** and **Anthony Ferner**, of Leicester Business School, alongside visiting professor **Olga Tregaskis** (University of East Anglia), have been performing international research, funded by the ESRC, on the relations between local institutions and multinational corporations (see also Research Briefing 2011). In this contribution, based mainly on evidence from the UK, we examine how and why multinationals choose to engage with local and regional institutions.

The activity of multinationals takes place in a context of growing competition between places to attract and retain foreign direct investment (FDI). The extent to which a locality or region can provide labour market skills, training, physical infrastructure, access to funding, and specialist knowledge resources impacts on its attractiveness to FDI. Local or regional governance actors – entities such as local authorities, local enterprise partnerships (LEPs), and, prior to 2010, Regional Development Agencies (RDAs) (see Research Briefing 2011), sector skills councils at regional levels, training providers, etc – therefore shape the ‘institutional environment’ through which places seek to compete for inward investment.

This contribution looks at the patterns of interaction between multinationals and regional governance actors. We focus on two particularly important dimensions of this relationship – interactions around re-investment, and around labour market skills. It is based on interviews with senior site managers of foreign multinationals operating in two regions of England, as well as with senior actors in the relevant local and

regional institutions. Similar research, co-ordinated by the DMU team, has also been conducted in regions of Canada, Ireland and Spain, and is currently being extended to Germany.

### “high-engagers” and “isolates”

The multinationals in the study fell into distinct groups: “high engagers” that interact intensively with local actors, and “isolates” who keep very much to themselves and show little engagement with local institutional arrangements. Isolates are often, although not always, small, in terms of the scale of their local operations. They also tend to either depend on internal corporate resources for skills development, or expect to ‘buy-in’ the highly mobile skills they need from an active external labour market. Higher degrees of engagement tended to be found in those subsidiaries which were reliant on accessing external funding for capital projects, or which sought funding or coordination of labour market skills. This tends to occur to a much greater extent in engineering (particularly automotive and aerospace) than in other sectors. Finally, the preferences and personal agendas of individual managers were also important. Some individuals were deeply committed to a policy of engagement that led to their assuming roles in regional or local bodies such as sector skills councils and LEPs, going beyond the immediate needs of the wider firm.

### “investment alliances”

Multinationals already established in the region sometimes harnessed their existing relationship with local governance actors to build what might be called ‘investment alliances’. These typically took place in a context

of global inter-plant competition for investment within the multinational. Two examples illustrate the way in which such alliances worked.

The car plant. In one automotive manufacturer, VehicleCo, the subsidiary set out to construct a broad coalition that included regional actors and central government in a strategic approach to securing corporate investment to build a new model. The UK plant was in competition with several other plants of the multinational in Europe and further afield.

I started with the local government first of all, with local trade union, with ourselves getting them on board. Then we went to the [Regional] Development Agency, one of the RDAs, which was a great RDA. Then high level of trade union. Then I started to meet with [the secretary of state] at the Department of Trade and Industry at the time. And it's about making sure that people understand what you are trying to do, the challenges that face you, and what is necessary from all of the stakeholders in order to deliver. And relative to skills I have got x million Euros in grant for this model for training, obviously with the great support of the government and the support also of the trade union. (HR Director, VehicleCo).

VehicleCo saw the value of incorporating senior union officials into the investment coalition, not least because of their importance in providing commitment to training requirements associated with new investment - as the above extract indicates.

IndustrialMachineCo's location decision. A large global engineering and electrical equipment manufacturer, IndustrialMachineCo, responded to a severe downturn in sales following the economic crisis in 2008 with a review of its plants in different countries, with the aim of rationalising activities through plant closures and mergers. The firm's plant in a small Midlands city was part of that corporate discussion, and questions were asked about whether that location was the correct one for the product line being manufactured there. The subsidiary's activities were scattered across several different sites in the city, and the multinational's proposal was to rationalise the operation by bringing all the activities together on one site, either at the existing location in the UK, or in competitor sites in eastern Europe or China. Local management's response was to make the case for continued investment in the city. A successful case was built around the strength of the local supply network, the productivity of the local workforce and its specialist skills in areas such as product design, and the subsidiary's burgeoning relationship with the local university for a range of graduate skills in business and engineering.

There emerged an investment coalition comprising the local management team of the multinational, the university, and the Regional Development Agency (RDA). As a result, a viable new site was identified and a successful case was made to the IndustrialMachineCo board for investment to be retained locally.

One of the factors that enabled the emergence of such coalitions between firms and governance agencies was the commitment of the subsidiary's management team to the locality. In the case of IndustrialMachineCo, local managers 'had grown up with the business in [the city]'. The issue of personal commitment of local managers is well expressed by a respondent based at the local university:

[P]art of this embeddedness is what the intentions and the views and ambitions and the aspirations of the

local team are. Are they here for two years and off or are they people who have grown up with the business? [...] So there are different levels of agency within organisations which is quite interesting.

As this suggests, the personal career aspirations and strategies of key local managers are an important factor in determining the emergence of investment coalitions with regional actors at times of new investment or global rationalisation of operations, as in the two cases described (cf. Dörrenbächer and Geppert, 2009; Kristensen and Zeitlin 2005).

### Skills and training

According to officials at one of the former RDAs, the issue of skills was the single most important and most frequently raised matter between major firms, including multinationals, and the RDA's investment development managers. Skills, as we have seen, are one area within the influence of subsidiaries when plants are bidding for new or renewed investment in competition with other subsidiaries. Thus the HR director of VehicleCo worked with governance actors to make sure that credible plans were in place for workforce training in the event that the plant was awarded the contract to manufacture the new model.

Everybody in Europe will want to build that vehicle so there will be a free for all to get the rights to build it. And what I am trying to do [is that] if they are going to build it in Europe we can say we have got all our people, not trained but identified what training we would need, we have got the training available so we can very quickly then switch it on and start training them so we can build it here. We are not going to train them how to build a vehicle if we are not going to get it, but we are trying to get everything in line from a training point of view so we know what training is required in each of the areas of our manufacturing process. (VehicleCo plant training manager)

'Getting everything in line' meant working closely with the RDA, sector bodies, training providers and other local agencies to establish plausible plans. Thus VehicleCo interacted with a sectoral promotion body under the aegis of the RDA about the availability of training and training providers in the region.

So it's looking at what we are doing as far as training, is there anybody local and regional that can provide that. And if the opposite, there is not, then I let them know [we] can't find anybody within this region, shall I take it somewhere else. So identifying where we have got shortages of providers... (VehicleCo plant training manager)

Training was seen as a crucial part of the bidding competition among plants in different countries to build the new model, particularly since technological advances placed additional demands on the workforce:

Every plant had to put together a bid and part of that bid was what training you can bring to the table for your people. Because every time we bring a new model in there is a significant shift in the technology with that product. And VehicleCo are keen to ensure that we build a vehicle of the right quality at the right levels from day one. And training is very important when you are building a new product. So they were keen as to how we would manage that and what the cost would be. We were fortunate that we put together a good plan and the plan was funded to a large extent by [the RDA] so they helped us to be successful in bidding for the car. It [...] was part of a massive programme but it was I believe a significant part and it helped us be successful in the bid. (VehicleCo plant training manager)

As the extract makes clear, governance actors, including the RDA, had an important role in brokering the relationships that would allow skills and training to be available, and this included brokering financial support for training (see page 19).

In IndustrialMachineCo, likewise, securing the supply of skills was seen as providing a crucial competitive advantage that helped ensure the viability of a reinvestment bid. The subsidiary came to an agreement with the local university to set up an engineering school, a primary role of which was to assure a steady, long-term supply of tailored engineering skills, as well as to carry out research and development in collaboration with the company.

We are actually the anchor because they [the multinational] wouldn't be able to replicate the relationship they have got with another university pretty much anywhere else. So ironically we are the ones who stopped them from thinking about relocation to [eastern Europe or China] (Senior university executive)

Finally, under the now-abolished RDA regime, RDA inward investment professionals had a sometimes important role in aggregating the skills needs of different firms, sometimes leading to the launch of new training and qualification programmes (see Almond, Ferner and Tregaskis 2012).

### Concluding remarks

The quality of relations with local governance institutions is a greater concern for some multinationals than others. Typically, local managers in larger firms, particularly in areas such as engineering, have the most potential to enhance their competitiveness within the multinational by engaging with local governance actors around skills, reinvestment and funding. We have illustrated such processes, drawing on two specific cases.

There is of course room for debate as to the extent to which local governance actors should participate in the investment tournaments of individual firms; as others have argued, there is substantial room for local institutions being "captured" by the needs of specific firms (Phelps 2000). Nonetheless, across our international project, multinationals' local managers appear to have been more concerned

with the existence of clear channels of communication with local and regional governance actors, rather than with specific policies. In this sense, the withdrawal of the regional-level investment support in England previously provided by RDAs is something of an uncontrolled experiment.

### Acknowledgement

This research was funded by the ESRC (Grant RES-062-23-1886).

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The full UK report for the project is available at [www.dmu.ac.uk/balresearch/multinationalgovernance](http://www.dmu.ac.uk/balresearch/multinationalgovernance)

### Further reading

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### Centre for Comparative Housing Research (CCHR)

Research and consultancy expertise in the Centre covers a range of issues. The team often work in partnership with other organisations to deliver projects on the following themes:

Choice-based Lettings; Comparative Housing Research; Gypsies and Travellers; Housing and an Ageing Society; Housing and Local Policy Making; Housing and Urban Regeneration; Housing and Vulnerable Groups; Housing Customer Insight; Private Rented Sector; Theoretical Approaches to Housing.

Our research and consultancy activities have an international reputation. We are strongly involved with the European Network for Housing Research (ENHR) – the leading international housing research organisation. We undertake research and consultancy for a range of local authorities and housing associations in England as well as the Joseph Rowntree Foundation, the Chartered Institute of Housing and government departments.

The Centre is undertaking a major six-month Economic and Social Research Council (ESRC) Knowledge Exchange funded project: Boosting the Supply of Affordable Rented Housing in the UK: Learning from Other Countries. The project is being undertaken in collaboration with Places for People, one of the largest housing development and management organisations in the UK. The project team will be examining policy and practice in North America and Western Europe to generate ideas which could boost the production of affordable

housing for rent in this country. In 2012, Dr Jo Richardson had her edited book (with Andrew Ryder), **'Gypsies and Travellers: Empowerment and inclusion in British society'**, published by Policy Press. In the same year, she also undertook a research consultancy project for Leicester, Leicestershire and Rutland councils to refresh their Gypsy and Traveller Accommodation Assessment. Jo was awarded funding by the ESRC in 2012 to run a series of seminars: Creating space and place for Roma, Gypsies and Travellers (see page 4). In 2013, Jo has had journal articles published, based on work for the Arts and Humanities Research Council (AHRC) undertaken with colleagues from Manchester and Birmingham universities, on co-production in research. She is also undertaking a piece of research consultancy for the Somerset councils to update their Gypsy and Traveller Accommodation Assessment up to 2032 and has completed a final evaluation report for Wessex Community Assets on the community land trust project for Travellers sites in Mendip, Somerset.

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### Health Policy Research Unit (HPRU)

The HPRU is a joint venture between the Leicester Business School and Faculty of Health and Life Sciences. Since its creation in 2000, the Unit and its members have generated over £5 million in external income. The Unit has secured research and consultancy

income from a range of international bodies, research councils, government departments, the NHS, local government and the voluntary sector. Members of the Unit have produced over 350 publications, including leading books and journal articles. Some of our publications are cited and used by researchers and practitioners around the globe, including the World Health Organisation. Some publications have been translated into other languages, most recently, **'Understanding Health Policy'**, by Professor Rob Baggott, which is now available in Chinese.

Our research interests are mainly in the following areas: healthcare reform, public health, diversity and inequalities; health strategy and management, and public and patient involvement. Examples of current and recent projects includes: health promotion in pharmacies, partnership working in public health, public attitudes to minimum pricing of alcohol, performance management in hospital hygiene, lessons from the Cuban health system, social aspects of reproductive technologies; the role of patients' groups in policy making and service development, and patient and public involvement in the NHS.

The HPRU has excellent links with researchers across the university in areas such as healthcare acquired infection, pharmacy and communication technologies. It also has strong relationships with government agencies, NHS bodies, and research funders. The Unit and its members are linked to other universities, not just in the UK but in other countries as well. For example, HPRU members are part of an international research network

on the study of patients' organisations. Further details of our work are available on the website (see below). Some examples of our current work are:

- Professor Rob Baggott along with Business School colleague Dr George Lambie, were awarded a British Academy Grant in 2012 to examine policy lessons from the Cuban healthcare system.
- Dr Kathryn Jones (along with Professor Rob Baggott) have been awarded faculty seedcorn funding to explore the implications of the 2012 Health and Social Care Act for patient and public involvement. The research involves interviews with local and national stakeholders.
- Professor Judith Tanner (Nursing) along with Professor Rob Baggott and others, are engaged in a programme of work on how to reduce healthcare acquired infections.

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### Local Governance Research Unit (LGRU)

The LGRU, based at Leicester Business School, is an internationally recognised centre of excellence for theoretically informed, robust and rigorous policy relevant research into British and comparative local governance. Our work focuses on community empowerment and local citizenship, neighbourhood governance, local democracy and local politics. 2012-2013 has been a busy year for the Unit with the launch of our, 'Governance of Crisis', initiative building on the policy focused research we have been undertaking into the impact of austerity on the public sector. The initiative examines how reductions in public spending and the economic crisis have challenged traditional ways of working across local authorities,

bringing into question established political settlements and shifting the boundaries of state-civil society relations. The programme includes two doctoral bursaries which will explore the strategies developed by city leaders to respond to the economic crisis and on-going austerity; the other will involve a critical exploration of governance transformations under conditions of crisis and/or austerity.

As part of this initiative, the LGRU hosted an international conference, Interrogating Urban Crisis Governance Contestation and Critique, from 9th-11th September 2013. The conference, brought together over 70 international researchers, and was funded by Urban Studies and the Urban Studies Foundation. It was convened by Professor Jonathan Davies and brought together partners from the Autonomous University of Barcelona, University of Melbourne, Hunter College of the City University of New York.

Academics from the Unit have a high international profile and, for example, have presented papers or been keynote speakers at conferences in the US, Canada, Russia, Spain, France, Belgium and the Netherlands among others. We have forged strong international research links with overseas universities and are currently engaged in funded international projects in Russia, Norway and France as well as a pan-European COST (European Cooperation in Science and Technology) funded project on public sector reform. The Unit has been successful in also securing University funding for research in Nantes, exploring the dynamics of local protest against airport expansion; and, for a project exploring local political leadership and the role of the councillor as an elected representative operating in unelected governance networks.

This year the Unit has hosted two international visiting professors: Carlos Alba from the Autonomous University of Madrid and Linze Schaap from Tilburg University. Both of whom spent a month with the Unit conducting research, giving seminars for staff and PhD students and visiting policymakers and practitioners. The high international

profile of the Unit means we regularly receive requests from Professors overseas to spend a period of time as a visiting Professor with us. The Unit has a thriving PhD community with students researching a wide range of issues associated with local governance. The Unit's PhD community will expand with the recruitment of two new PhD researchers as part of the 'Governance in Crisis' initiative.

Most recently the Unit hosted a meeting for civic leaders across Leicestershire attended by the elected Mayor of Leicester, the Leader of the County Council, the Chief Operating Officer and Chief Executive of the city and county councils, leaders of health bodies and the police. The meeting explored, with civic leaders, how the public sector could best respond to austerity and the crisis of governance generated by financial constraint and the economic downturn. The meeting examined how the Unit, Department and University could best respond to the research needs of the public sector. The Unit will continue to build on the success of this event.

The Unit Director, Professor Colin Copus has been working as an advisor to the Political and Constitutional Reform Committee of the House of Commons on the constitutional status of local government. He is also working alongside the Communities and Local Government Committee exploring the developing role of the councillor. Professor Colin Copus is the leader of a Work Group for a project funded through the prestigious COST Action, exploring public sector reforms across Europe.

Dr Steven Griggs has continued to develop the Unit's strong links with the Association of Public Service Excellence, continuing the work of a successful ESRC funded Knowledge Transfer Partnership award which was given an 'outstanding' end of grant assessment by independent evaluators. Steven is editor of the journal *Critical Policy Analysis*.

Professor Jonathan Davies' work currently focuses on the impact of austerity and the response from

the public sector to continued financial constraint. He is currently working on research funded by the Norwegian Research Council for a 3 year project (2013-2015) led by the Norwegian Institute of Urban and Regional Research, studying network governance in Russia.

Dr Mark Roberts is conducting AHRC funded research with Peterborough Council to explore the effectiveness of policies designed to empower local communities. His work is strengthening public consultation methods and has national and international implications.

Dr Melvin Wingfield has been working with Professor Colin Copus, on a research project exploring the role of independent councillors and small parties in local government; and working together on a comparative project exploring the developing role of the councillor across 17 European countries. Dr Wingfield has also worked closely with academics in European developments in e-government.

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**Eleanor MacKillop, Department of Politics and Public Policy**

**Understanding organisational change in local government: Hegemony, discursive space and agency.**

**Supervisory team: Dr Steven Griggs, Dr Jo Richardson, Department of Politics and Public Policy**

Having a degree and professional Masters with a focus on public, European and local government law in France, I was given the opportunity of a six month internship that I chose to realise in an English City Council. The project I was involved with was a local strategic partnership's (LSP) communication campaign on climate change aimed at behavioural change. This internship highlighted partnership working issues and brought me into questioning why policymaking appeared so difficult. Starting this PhD allowed me to explore these issues further.

My area of research builds on this past experience and relates to issues of policymaking in local government, taking a qualitative approach to concepts of discourse, articulation and hegemony. It also relates to questions of organisational change and its barriers. Post-2010 changes such as Coalition policies and the impact of the financial and economic crises are also important issues.

Prior to starting my PhD, I had very little knowledge of political theory, critical studies or policymaking literature. My supervisors helped me pinpoint my ontological and epistemological background. They also suggested literature and questioned each of my claims in order to strengthen my thesis. Furthermore, the Graduate School Office (GSO) offered numerous compulsory and optional training courses so that even students with no research background could be prepared to succeed in their research.

The amount of literature that needs reviewing in order to formulate an original thesis proposal was daunting. Moreover, the impossibility to not think about your research project, even on a day off, may seem unattractive. Believing that you have pinpointed an original contribution, only to find out that many others have already thought about it may also be troubling. Nevertheless, these are all necessary challenges that must be faced and dealt with progressively in order to formulate and write an interesting thesis.

Despite these difficulties, becoming a research student has been a fascinating experience. During these three years – I am currently in my last one – I was given the opportunity to teach seminars, work on other research projects with DMU colleagues, present my research to like-minded researchers and understand the world from a

different perspective. If all goes to plan, I should have finished and submitted my thesis before Christmas.

I am interested in taking on more teaching as I enjoy exchanging ideas with students. However, I will also be considering post-doctoral fellowships in similar areas of policymaking and politics. Another option that I am considering would involve becoming more of an 'active' researcher in the voluntary sector, lobbying or think-tanks.

**Andy Abdul Karim** has joined the department of Accounting and Finance to commence his doctorate on Internal Control System in the Malaysian Government Link Companies (GLCs). He will be supervised by Dr Peter Scott.

**Dalia Sharaf** has joined the department of Accounting and Finance to commence her doctorate on Developing a Framework for Portfolio Optimization in Emerging Markets: The Case of Egypt and Saudi Arabia. She will be supervised by Dr Panagiotis Andrikopoulos.

**Johannes Brill** has joined the department of Human Resource Management to commence his doctorate on Business Models as Organisational Metaphors. He will be supervised by Professor Anne-marie Greene.

**Ben Sellers** has joined the department of Human Resource Management to commence his doctorate on Approaches to Trade Union Organising with Migrant Workers. He will be supervised by Dr Heather Connolly.

**Mara Stanculesco** has joined the department of Human Resource Management to commence her doctorate on Progression from Low Wage Work. She will be supervised by Dr Jonathan Payne.

**Olawale Fawehinmi** has joined the department of Politics and Public Policy to commence his doctorate on the Implementation of Health Reforms in the Nigerian Health Service. He will be supervised by Professor Rob Baggott.

**Tim Cheetham** has joined the department of Politics and Public Policy to commence his doctorate on City Leadership in Times of Austerity. He will be supervised by Professor Colin Copus.

**Robert Ogman** has joined the department of Politics and Public Policy to commence his doctorate on Crisis Governance. He will be supervised by Professor Jonathan Davies.

**Marian Evans** has joined the department of Strategic Management and Marketing to commence her doctorate on How do Entrepreneurs Make Decisions to Grow or Not Grow Their Business? She will be supervised by Dr Martin Beckinsale.

**Annabell Gast** has joined the department of Strategic Management and Marketing to commence her doctorate on Transnational Ethnic Entrepreneurship. She will be supervised by Dr Natalia Vershinina.

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- **Public policy**, including research in the fields of local governance, health and housing
- **Human resource management and organisational behaviour**, especially in the management of organisational change and employment relations in multinationals

- **Small business** covering such themes as entrepreneurship, access to finance, small firms and the environment, supplier diversity and employee relations.

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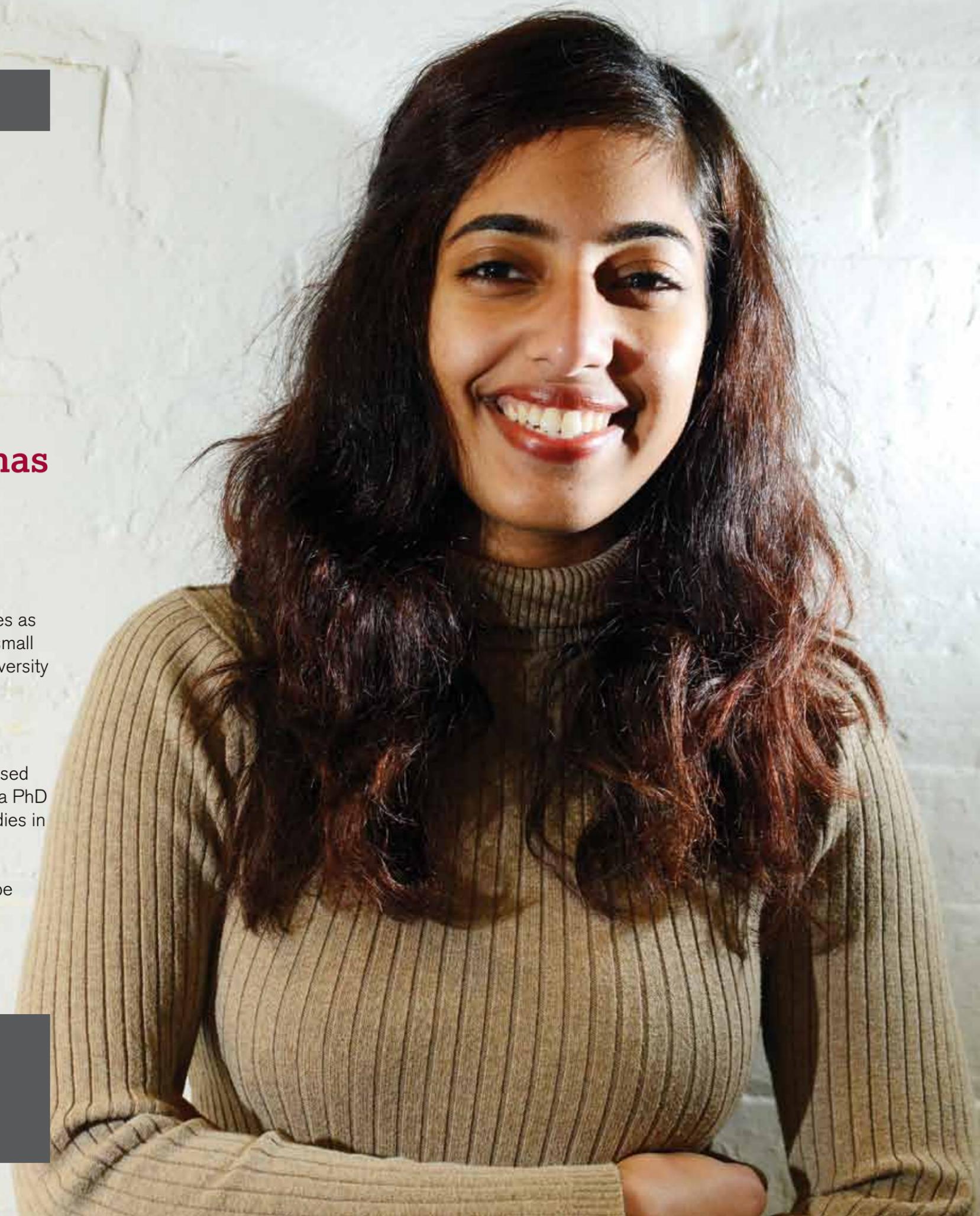
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