Welcome to the first issue of the People & Organisations Subject Group newsletter!

In this issue we would like to introduce the group and share with you a selection of our most recent activities and news including awards, prizes, successful grant applications, recent publications, conference participations, teaching and research trips, student success stories, and much more. We are delighted that this academic year we have six new additions to our subject group. With a total of 17 members, we are currently the biggest subject group of the Faculty of Business, Economics and Law.

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Upcoming Event

The P&O group cordially invites you to the seminar Inner Space: Exploring the Inner Worlds of Managers and Leaders on the 16th November 2011. We have four distinguished speakers: Charles Faulkner (Neuro-linguistic Programming), Prof Eugene Sadler-Smith (Intuition), Dr Paul Tosey (Clean Language), and Mike George (Spiritual Intelligence). The seminar will start at 1pm in room 72MS03. For further details and registration please contact Natalie Berge at fbelevents@surrey.ac.uk.
Introducing the New Group Members

A very warm welcome to the new and dynamic members of the People & Organisations subject group: Dr Vurain Tabvuma, Dr Ying Zhou, Dr Ian Dawson, Dr Cinla Akinci, Dr Chris Chu and Dr MariaLaura Di Domenico (not in the picture). Here is a brief look at their backgrounds.

Vurain is a lecturer in Human Resource Management and Organisational Behaviour, and he joined us from Bournemouth University. He obtained his PhD from Brunel University where he also served as a graduate Teaching Assistant and part-time lecturer. His research focuses on intrinsic motivation, public service motivation, pro-social motivation, job satisfaction, organisational change and adaptation. His research has been published in international journals such as the *Journal of Public Administration: Research and Theory* and *Kyklos*.


Ian is a lecturer in Human Resource Management and Organisational Behaviour. He recently completed his PhD thesis entitled “Understanding and Improving Peoples’ Judgments of Synergistic Risks” at the Centre for Risk Research, University of Southampton. More recently, his research has been accepted for publication in the *British Journal of Psychology* and *Risk Analysis: An International Journal*. In addition to his academic experiences, he has also spent eight years working for large public and private sector organisations in the UK and Canada.

Cinla is a lecturer in Organisational Behaviour. She recently obtained her PhD from the University of Surrey. Her research is focused on the role of intuition in decision making and organisational learning. In her doctoral research, she has undertaken extensive fieldwork with senior management teams of police forces in the UK, for which she has been awarded the University of Surrey’s Postgraduate Researcher of the Year Award (2010). Her research has been published in management journals including the *International Journal of Management Reviews*.

Chris is a lecturer in Human Resource Management. He obtained his PhD from Aston University. Prior to joining the University of Surrey, he received The Tore Browaldh Foundation Award (Tore Browaldhs Stiftelse) to work at the Stockholm School of Economics, Sweden. His research focus is on work-family interface, strategic HRM and leadership. His research has been published in journals such as *Human Resource Management*, *Journal of Business Ethics*, and *International Journal of Human Resource Management*.

MariaLaura is a reader in Organisational Behaviour. Previously she held academic positions at the University of Cambridge, the Open University, and the University of Westminster. She holds a PhD from the University of Strathclyde. MariaLaura’s research is focused on social and community entrepreneurship, small and medium sized enterprises, and organisational sociology. Her research is published in management and social science journals including *Human Relations*, *Organization Studies*, *Organization, Entrepreneurship Theory and Practice*, *Journal of Management Inquiry*. Her latest book, for which she is lead editor, is *Organisational Collaboration: Themes and Issues* (Routledge, 2011).
Dr Paul Tosey Awarded the Alan Moon Memorial Prize

We are delighted to report that Dr Paul Tosey was recently awarded the Alan Moon Memorial Prize for Best Paper at the UFHRD (University Forum for Human Resource Development) / AHRD (Academy of HRD) Annual European Conference held in May 2011. Paul’s winning paper is titled "Symbolic Modelling as an innovative phenomenological method in HRD research: The work-life balance project". The conference attracted over 130 delegates from 30 different countries. Hosted by Gloucestershire University at the Cheltenham campus, the social highlight of the conference was the gala dinner within the magnificent Gloucester Cathedral. The University Forum for Human Resource Development is a non-profit making partnership that seeks to create, develop and inform leading-edge HRD theories and practices through an international network of universities, individuals and organisations promoting cooperative research initiatives, professionally-focussed qualifications and consultancy interventions. The Forum works in close partnership with other bodies, such as the Academy for HRD (based in North America) and the European Foundation for HRD (based in Brussels) amongst others in support of this mission.

The Intuitive Mind: CMI’s ‘Book of the Month’ for October, and Goes Global

Prof Eugene Sadler-Smith’s latest book The Intuitive Mind: Profiting from the power of your sixth sense (John Wiley and Sons, 2010) has been nominated as the Chartered Management Institute’s (CMI) ‘Book of the Month’ for October. The CMI’s ‘Book Club’ is a forum for members to discuss, comment on and review books on management and leadership (www.managers.org.uk/bookclub). The Intuitive Mind was also nominated for the CMI’s Management Book of the Year (the winning title was Managing by Henry Mintzberg).

Best Paper Award for Dr Vurain Tabvuma

This summer was a busy one for Vurain. He presented his paper entitled “Does marriage and having children crowd out worker’s intrinsic motivation?” (co-authored with Yannis Georgellis and Thomas Lange) at the NeuroPsychoEconomics Conference in Munich, Germany in May. Congratulations go to Vurain for winning the Best Paper prize in the Organisational Behaviour and Organisational Behaviour Neuroscience Track. He also presented a paper titled “Political preferences matter: The impact of political preference matching on job satisfaction in the public sector” (co-authored with Hong Bui and Fabian Homberg) at the Centre for Research in Employability, Skills, and Society’s (CRESS) Perspectives on Wellbeing at Work Conference in London in September. Additionally, his proposal (together with his co-applicants) for a new track called “Work motivation in the public sector: Exchanges with the organisational behaviour field” for next year’s European Academy of Management (EURAM) conference has been accepted.

Dr Doug Foster Wins Outstanding Paper Award

Dr Doug Foster’s article, entitled “Conceputalising Ethical Capital in Social Enterprise” published in Social Enterprise Journal – co-authored with Mike Bull (Manchester Metropolitan University), Rory Ridley-Duff (Sheffield Hallam University), and Pam Seanor (Sheffield Hallam University) – has been chosen as an Outstanding Paper Award Winner at the Emerald Literati Network Awards for Excellence 2011.
**P&O Group at the AoM, San Antonio**

The P&O group were well-represented at this year’s Academy of Management (AoM) Annual Meeting in August in San Antonio, Texas (hot, humid and home of the Alamo). This year’s theme was “West Meets East: Enlightening, Balancing, Transcending”.

Dr Cinla Akinci (shown in the picture at San Antonio’s famous Riverwalk) and Prof Eugene Sadler-Smith presented a paper entitled “Rational-experiential processing: Unitary-versus-dual, and ability/engagement distinctions”, whilst Eugene also presented a paper entitled “Unpacking Intuition” (recently accepted for publication in the American Psychological Association’s journal *Review of General Psychology*, co-authored with Dr Julie Gore).

Dr Chris Chu also presented two papers at the conference, one of which, entitled “Enhancing individual’s work outcomes through challenging job experiences” was accepted for the Best Paper Proceedings (an accolade reserved for only the best 10 per cent of the thousands of papers presented at the conference). Congratulations to Chris on this terrific achievement.

Last but not least, Dr Alex Bristow won the dissertation prize for the AoM’s Critical Management Studies division (see below).

**Intuition Symposium at the AoM**

Prof Eugene Sadler-Smith also had the honour to present, along with Prof Gerard Hodgkinson from the University of Leeds, at the ‘Intuition in Organizations Symposium’ organised by Dr Marta Sinclair (Griffith University, Australia) to mark the launch of *The Handbook of Intuition Research* (Edward Elgar, 2011) which she edited and for which Eugene has written two chapters. Our picture shows Eugene and the audience listening very attentively to Prof Hodgkinson at the AoM intuition symposium.

**Dr Alex Bristow a Co-Winner of the AoM CMS Best Dissertation Award 2011**

Congratulations to Alex for receiving a plaque as a co-winner of the Best Dissertation Award 2011 in the Critical Management Studies (CMS) Division. Alex’s thesis, entitled ‘The Production of Objectivity in Organisation Studies: An Analysis of Some of the Field’s Leading Journals’ was completed at Lancaster University Management School prior to joining Surrey. The thesis examined the changes in the ways academic journal editors constructed objectivity and justified publication decisions at four top European management and organisation journals, as well as the implications that these changes were likely to have for knowledge production in the field.

The anonymous reviewers were highly complementary of Alex’s thesis. Below is an extract from one of the reviews:

“Without question, this dissertation deserves the award. It will, once published, decisively reorient current debates in management methodology, and we can expect it to add to a much needed uplift of the standards of those debates. Management methodology is in desperate need of the next generation of gifted scholars to take it beyond where we have left it linger at present. If this dissertation is any indication to go by, methodological debate is entering a renaissance that will allow it to resume the role of reflective mirror both to critical management studies and our discipline at large.”

A still from the video of Alex talking about her thesis at the award ceremony. Full video (also including other CMS Division award winners), can be seen at: www.youtube.com/watch?v=JAmvyaZLVuE
Visit to Pretoria, South Africa

Earlier this year Prof Mark Saunders was a guest of the College of Economic and Management Sciences at the University of South Africa (UNISA). During his time at the University’s Pretoria campus Mark helped facilitate the research development programme for staff and postgraduate research students in the Department of Business Management. Mark presented two research seminars to staff and students at the University. In the first seminar, he discussed the findings of his research on the implications of using web-based as opposed to mail questionnaires (forthcoming in Field Methods). In the second seminar, he recounted his work relating to the use of simultaneous mixed methods to research the sensitive issue of trust during organisational change (forthcoming in Journal of Multiple Research Approaches). Mark also found time to attend the inaugural lecture by Prof Ngambi, Executive Dean of the College; the audience for which included Thabo Mbeki, the second post apartheid president of South Africa.

Mark is pictured here with (left to right) Prof Nienaber (UNISA), Prof Ngambi (UNISA) and Prof Wessels (UNISA).

Dr Crossman at the University of Linköping

If things have been pretty peaceful of late, it could be because Dr Alf Crossman has spent the whole of September away from Surrey! Alf spent five weeks on a Teaching Fellowship at the University of Linköping in Sweden, where he has been delivering a Level 2 advanced course in Organisational Theory. The University has 27,600 students, of which 80% are undergraduate and 20% Masters level. The Surrey Business School has been associated with Linköping for some time; Alf has taught at the University previously, and he and Prof David Gilbert spent this summer supervising Master theses, which are researched in pairs or trios rather than individually. This year Surrey admitted its first ERASMUS exchange students from Linköping at UG and PG levels.

New Administrative Appointments

Dr Paul Tosey has been elected Chair of the Programme and Qualification Activities committee of the University Forum for Human Resource Development (2011-14). The committee’s objectives include examining the contents and delivery of leading postgraduate (including doctoral) level HR programmes, and providing support for institutions wishing to introduce similar programmes; fostering the promotion of internationally based professional development qualification systems working with national and international bodies as appropriate; seeking to disseminate knowledge and best practice from such programmes in a form appropriate for circulation as advice to universities. Dr YingFei Héliot is appointed to be the UG Examinations Officer for both the Surrey Business School and the School of Hospitality and Tourism Management. Her role involves taking overall responsibility for UG examinations within these Schools; providing guidance and support to relevant UG exams office support staff; and ensuring external examiners are in place with appropriate contractual agreements from Registry for all UG programmes.

Launch of Research Reading Group

Dr MariaLaura Di Domenico has initiated and launched a new forum for group members to share research papers and ideas, receive constructive feedback, and to engage in stimulating discussion about their research activities. The Reading Group will meet once a month, and aims to stimulate interesting and varied research conversations and collaborations whereby rigorous papers are developed and published.

People & Organisations News
Elections to British Academy of Management Council

In September Dr Julie Gore and Prof Mark Saunders were elected to serve for three years on the British Academy of Management’s (BAM) Council. Julie and Mark are already long committee members of BAM’s Research Methodology Special Interest Group and are now looking forward to helping shape the wider direction of BAM in the future.

Successful Research Bids

Congratulations to Dr YingFei Héliot and Dr Ying Zhou for securing research contracts. YingFei has received funding from Targeted Star Programme to pursue a Framework Programme 7 (FP7) bid which consists of six EU partners. She has recently attended the second consortium meeting in Oslo, Norway. The Targeted Star Programme is a Surrey initiative to support academic staff who have the potential and are actively working on a FP7 bid. Dr Ying Zhou, together with Professor Duncan Gallie from University of Oxford, has been awarded a research contract by the European Foundation for the Improvement of Living and Working Conditions (Eurofound) to carry out secondary analysis of the 5th European Working Conditions Survey. The research will focus on comparative patterns of work organisation, including the impact of the economic crisis. It will provide a detailed description of work organisation in the EU member states in 2010 and assess the pattern of change by comparing the patterns in 2010 with those in 2005. It will examine differences in experiences between key labour force categories and the extent to which changes have been mediated by different types of employment regime. The project will start in January 2012 and will last 12 months.

‘Doing Research in the Real World’ in Portuguese

Prof David Gray’s book Doing Research in the Real World has recently been published in Portuguese as Pesquisa no Mundo Real, for sale in the Brazilian market. The book covers are pictured here in English and in Portuguese.

New Book: ‘Organizational Collaboration’

Dr MariaLaura Di Domenico’s recent book Organizational Collaboration: Themes and Issues for which she is the lead editor (with S. Vangen, N. Winchester, D. Boojihawon, and J. Mordaunt) was published by Routledge in association with the Open University. It addresses the way in which many organisations today operate across boundaries - both internal and external to the organisation. Exploring concepts and theories about different organisational, inter-organisational and international contexts, this student reader aids understanding of the individual’s experience of working within and across such boundaries. The book adopts a critical approach to individual experience and highlights the complexities inherent in these different layers and levels of organising. Each part features a brief introduction before analysing the following key themes: managing aims, power and politics, cultural diversity, international management perspectives, and the darker side of collaborative arrangements. Some of the readings specifically address collaboration ‘head on’ whilst others provide an important context or highlight significant theoretical and practical issues that are considered relevant and interesting within the framework of the themes presented. This text will be useful reading for organisational behaviour courses as well as core reading for those students undertaking research on collaboration.
Faculty Research Students Conference 2011

People & Organisations Subject Group staff and students were active participants in the Faculty Research Students Conference 2011, which took place on the 23rd of May. Prof Mark Saunders, Dr Alexandra Bristow and the PhD student Alex Rushford served on the conference organising committee. Richard Churches, Marwansyah Marwansyah, Céline Rojon and Alex Rushford presented papers based on their doctoral work. Richard was announced as a co-winner of the Best Paper Prize for his hypnotic presentation on “The followership effect: Empirical-phenomenological evidence of follower type and how charismatic leadership oratory influences hypnoidal state and pattern of consciousness”. Richard is pictured below receiving his award from the Dean.

Former Student Success

Supervised by Dr Julie Gore and Dr Alf Crossman, former DBA student, Dr Alexander Pepper was awarded one of the 2011 Post Graduate Researcher of the Year Awards. Alexander’s thesis focussed upon Senior Executive Reward. Together with Julie, Alexander (who is now a Senior Fellow at The London School of Economics) is now developing a behavioural agency theory which proposes new micro-foundations for theorising about executive compensation. This work is rooted in the psychology of decision making. Alexander is shown in the picture receiving his prize from the Vice-Chancellor.

Systematically Reviewing Literature

Céline Rojon, a University sponsored postgraduate research student, supervised jointly by Prof Mark Saunders in the Surrey Business School and Dr Almuth McDowall in the University’s Psychology Department has recently had two papers on undertaking literature reviews published. The first, in the Journal of Personnel Psychology (co-authored with her supervisors) reviews the process of conducting a systematic review across management and organisational psychology literatures using the experiences of Céline’s doctoral research as a case study to provide insights. The second, in Coaching (co-authored with Mark Saunders), discusses the attributes of a critical literature review.
Silver Academy

The Silver Academy, a partnership between the University of Surrey and South East Chambers of Commerce, which started in April 2010 and ended in September 2011, has proved an outstanding success. A total of 113 unemployed managers joined the programme, which delivered a series of seven one-day workshops using a networked peer mentoring strategy rather than a top-down approach where delegates are ‘talked at’ about how to start up a new business. Facilitators encouraged debate, networking, mentoring and peer-to-peer support so that delegates supported and learned from each other. Some of these collaborations even led to the development of new businesses. In all, 20 new businesses have been started against the target of ten. The identified benefits from participants were: more enterprising mind-sets developed; new business ideas generated; networks of solutions accessed; real experiences shared; economic opportunities delivered; sharing of all practice made easier; sustaining relationships in practice; in short a ‘community of practice’! Feedback from delegates has been very encouraging. One of the delegates noted: “…the Silver Academy enabled me to get the business going that I thought I wanted to do; what it really enabled me to do was to do something in life that I’ve always wanted to do but never had the confidence to do… I’ve actually got into the property business, then I would say it’s purely due to the Silver Academy…”

In depth, qualitative research (using storytelling) is now underway, with 19 interviews so far conducted in the UK and a further five to be conducted in Krakow, Poland where the programme was also delivered.

Recent Publications


