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NEW APPOINTMENTS SINCE JANUARY 2010

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STAFF PROFILES

Professor Jane Binner



Jane Binner took up the position of Chair in Corporate Finance on 1st July and has both academic and commercial experience. She serves as advisor to the Federal Reserve Bank of St Louis on monetary aggregate construction and has worked as an advisor in the insurance industry and credit risk assessor in the financial services industry before returning to academia to work in the fields of statistics, finance and economics at Derby University,

Nottingham Business School and Aston University respectively. Jane is looking forward to the new challenges facing her leading the finance team here at Sheffield. She has already enjoyed her experiences teaching in a team to develop a new first year module entitled, “Perspectives in Finance” and has been involved in the appointment of new lecturers to teach on the forthcoming Finance and Accounting masters degree.

Current research programmes are supported by Experian and the Northern Ireland Policing Board to allocate resources more cost effectively in crime reduction and safety as part of a multidisciplinary project spanning 5 universities (EPSRC, VoiceYourView £1m); cost effectiveness of smart evacuations using game theory models, also a multidisciplinary project spanning 5 universities (ESRC Dfuse, £800,000); measuring and managing liquidity in collaboration with Lund University in Sweden (Swedish VR, £90,000); the

impact of liquidity in the business cycle, (Jan Wallander Foundation £125,000); portfolio choice and intertemporal consumption, (Leverhulme Trust, £23,960). EPSRC have also put forward funds for a networking event to contribute to the debate on the “Big Society” for which Jane is leading the financial implications consortia. The event is due to be held on 24/25 October.

Experience as an academic at the University of Sheffield has so far been rewarding. EPSRC funded research, “VoiceYourView: Making Public Places Safer” has had very high impact. Our work was chosen by David Willets, MP, as the demonstration model for the “Science in the New Parliament” event held at the House of Commons in October 2010. This Parliamentary Links Day event is the largest scientific event held annually in the Houses of Parliament and brings together all of the UK’s scientific societies to discuss ways in which science and engineering can contribute to society by

helping to solve challenges on crucial issues.

The best paper prize 2009 was awarded by the US journal “Global Business and Economics Review” for my paper entitled, “Financial Innovation in the UK”, and £5,000 has been awarded by the Bank of England towards a new ESRC proposal that combines my interests in new technological developments in the Digital Economy with measuring perceptions of business confidence and financial market performance.

Dr Alok Choudhary



I have recently joined the Management School of the University of Sheffield as a Lecturer in Operations and Supply Chain Management. Before joining, I was working as a Research Associate at Loughborough University on a project with Rolls-Royce plc. In recent years, I have contributed to several research projects including SYNERGY, TRACKSTORE, SAMULET etc., funded by European Commission, EPSRC, IMCRC and industries including Rolls-Royce, BAE Systems, Ministry of Defence and TATA

Motors Ltd (INDIA) on topics related to knowledge management (particularly knowledge discovery), Logistics and Supply Chain management. I have consulting training experience with McKinsey & Company. I received a PhD in the area of Mechanical and Manufacturing Engineering from Loughborough University, UK and awarded "Lufbra Experience Award" for outstanding contribution to Loughborough University and the Students Union in 2009. At Loughborough, I have also chaired the International Students Association consisting of 4200 international students. In addition to these academically, I have been placed in the scientific committee and session chair of several international conferences of repute including recent IEEE INDIN, PROVE-10, IESA-10 and IESM 2011 in Metz, France. I have also published about 38 papers in leading international journals and conferences and acting as a reviewer of 13 leading international journals.

I have joined Sheffield mainly because of its reputation in teaching and research, it's world class researchers and vibrant teaching and research environment. Before joining Sheffield, I was aware of the world class researches at the University of Sheffield and the Management School. Just after joining Sheffield, I met a number of people from different departments with regard to developing multidisciplinary research. I think this is a unique feature at Sheffield which will foster innovation. For example, I had a chance to work with Prof. Fabio Ciravegna, who is also the director of Digital world and his team. It provided me a great opportunity to learn from his experiences of European projects. Similarly, I also had a chance to discuss number of research issues with Prof. Peter Fleming, Director, Rolls-Royce University Technology Centre in Control and Systems Engineering. These opportunities provided a good learning experience at early stage of my academic career as Lecturer. In addition, there are a number of supporting staffs who are dedicated to support me

during project proposal preparation phase and also encouraged me to apply for research funding. These are some of the unique features that I think is difficult to find at any other universities.

In terms of teaching, I enjoyed teaching project management and operations management during the very first semester. I have also received responsibilities to develop new module for Masters in Logistics and Supply Chain. In terms of research, my main research focus is on developing knowledge management system for collaborative networked enterprise, Green logistics and low carbon supply chain, application of Data Mining in Manufacturing/Supply Chain/Service Industry and application of artificial intelligence, modelling and optimization techniques to solve supply chain, logistics, planning, and scheduling problems.

Dr Peter Rodgers



I joined the Management School in June 2010 as an ESRC/SAMS Management and Business Development Conversion Fellow in Accounting and Finance. Previously I gained a BA (Hons) degree in Social and Political Sciences from Fitzwilliam College, University of Cambridge and an MA and PhD from the Centre for Russian and East European Studies, University of Birmingham. Following my PhD, I worked at the Aston Business School, researching business-state relations in the Russian Federation. I have also developed research interests in a specialist field of taxation,

namely tax non-compliance. As a member of the Accounting and Financial Management Division, I intend to continue with this research but to shift the focus of this research to an accountancy perspective. Outside of academia, I have advised the Foreign and Commonwealth Office on issues relating to business corruption and the role of oligarchs in Russia and Ukraine. Currently, I am working on a research project, examining manifestations of informal tax accounting practices amongst east European migrants in UK cities. It is hoped that the results from this work will impact broadly, in particular providing policy-makers such as the tax authorities in the UK, HMRC, with concrete results, which can feed into debates concerning government policy towards tax non-compliance. Also, recently I, together with colleagues in the CREED (Centre for Regional Economic and Enterprise Development) research group within the Management School, Professor Colin Williams and Dr. Sara Nadin, received external funding to work on an international

research project in collaboration with the Berlin Technical University. Financed by the German Federal Ministry of Education, I will undertake of empirical research, using a variety of research methodologies in Casablanca, Morocco, examining the nature, scope and scale of different manifestations of informal economic activities. Research in Morocco, itself a country under the European Union's European Neighbourhood Policy, will enable the continued development of a knowledge bank regarding the nature of undeclared work beyond the borders of the European Union.

I came to Sheffield and to the Management School because I wanted to work within a stimulating environment in which international excellence in teaching, learning and research took place. Also, working in the Management School has given me a wonderful opportunity to meet and work with high-skilled, internationally recognised professional colleagues across a wide range of academic disciplines. In particular, the Management School has

provided me with an excellent support network with senior colleagues within the School, which will hopefully enable my future professional development. Finally, last but no means least, coming to Sheffield has enabled me to return to my native Yorkshire and I'm thoroughly enjoying living and working here!

Dr Karoline Strauss



I have joined the Management School in December 2010 as a lecturer at the Institute of Work Psychology. In my research I focus on proactive behaviour in organisations – on how individuals make things happen, anticipate and prevent problems, and initiate change to actively shape their own future, and the future of their organisation. This view of individuals in organisations as active agents who pursue long-term goals rather than as relatively passive respondents to contingent rewards challenges our traditional understanding of work motivation. I have

always been intrigued by how people manage to overcome their inherent tendency to undervalue the future and invest time and effort in something that will not pay off for a long time. In my research I explore how proactive behaviour is motivated, both through my conceptual (Strauss, Parker, & Bindl, forthcoming, in the *Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*; Parker, Bindl, & Strauss, 2010, *Journal of Management*) and my empirical work (e.g., Strauss, Griffin, & Parker, 2009, *British Journal of Management*).

I am particularly interested in the role leaders play in motivating proactive behaviour in organisations. Exploring this relationship, I have become increasingly intrigued by the role of identity in the motivation of proactive behaviour. I argue that proactive behaviour is shaped by our “future work selves” – by who we want (or fear) to be in the future. These future work selves can facilitate the generation of plans and identification of potential future

obstacles through processes of mental simulation. I have explored the influence of leaders on individuals’ future work selves in a study at the University of Manitoba in collaboration with Professor Sandy Herscovis and continue to work towards establishing the concept of the future work self in the literature (e.g., Strauss, Griffin, & Parker, revise and resubmit, *Journal of Applied Psychology*).

I see my work as contributing to the field of Positive Organizational Scholarship. For example, I explore the role of hope and optimism in the relationship between leadership and proactive behaviour; and I investigate whether a proactive approach to work has a positive influence on employees’ well-being, and their experience of meaning.

Before I came to Sheffield in 2006 I was a teaching associate at the Department of Economic Psychology at the University of Vienna. I then studied for my PhD at the University of Sheffield, working with Professor Mark Griffin and Professor Sharon Parker, now both at the University

of Western Australia. After my PhD I was a senior research associate leading a multi-organisational field experiment involving health care workers and police officers. In this research project which I am still leading we evaluate a training programme I have developed with Professor Sharon Parker and Dr Carol Borrill. This training programme is designed to encourage employees’ proactive behaviour, and ultimately their well-being.

I am very excited to join the faculty at the Management School and be part of its vibrant and supportive research community. I look forward to building and extending my research programme here and working with a growing number of great colleagues, both at the Institute of Work Psychology and beyond.

Dr Tim Vorley

Having joined the Management Division as a Lecture in Entrepreneurship and become a member of the Centre for Regional Enterprise and Economic Development (CREED) at the Management School in September 2010 it has been a busy but enjoyable few months. I feel that I have quickly become embedded within the Management School, and already begun to establish myself. The move from working in the Department of Geography at the University of Cambridge has been comparatively seamless and undoubtedly one that has already come to benefit my work. Although I am an economic geographer by training, my research interests have always been in the fields of entrepreneurship, innovation and technology transfer.

My research interests are primarily in the field of institutional entrepreneurship, focusing on universities and higher education institutions in the UK and Europe. I am particularly interested in the organisational dynamics of entrepreneurialism, and how this relates to the wider institutional environment and public policy. Having recently been a visiting researcher at the Department of Business Innovation and Skills during the Comprehensive Spending Review I have become more acutely aware as to the importance of evidence based policy relevant research. The secondary aspects of my research include regional development, research and development, innovation and social theory. I am keen to develop and consolidate the focus of my research in my new position.

Since joining the school I have already taught on the Masters programme, and engaging with postgraduate students has been incredibly enjoyable. I am

particularly looking forward to developing new courses in 2011 relating to my research interests. Another aspect of my job has been taking on the role of the Management School's liaison with the South East European Research Centre (SEERC). I have already been to a steering committee meeting in Thessaloniki and am looking forward to developing this relationship over the coming years!

NEWS/AWARDS

Our Students Win Outstanding Doctoral Research Awards

The Management School is delighted to report that two of our recent successful PhD students have received recognition in the “2010 Emerald/EFMD Outstanding Doctoral Research Awards”

Steven Kennedy who was supervised by Linda Lewis and Frank Birkin was highly commended in the “Management and Governance” category for his submission on “Using a Stakeholder Thinking Approach to Investigate Barriers to the Implementation of Sustainable Development”

Anna Scott who was supervised by Caroline Oates was highly commended in the “Marketing Research” category for her

submission on “Towards sustainable consumption: Understanding the adoption and practice of environmental actions in households”

Further details of the awards and categories may be found at:

<http://www.emeraldinsight.com/research/awards/odra.htm>

Congratulations to Steven and to Anna and to the supervisors of their research on these awards.

Grant awarded to study the informal economy in Morocco

Three members of staff in the Management School, Professor Colin Williams, Dr. Peter Rodgers and Dr. Sara Nadin (all members of the School’s Centre for Regional Economic and Enterprise Development – CREED - research group)

have recently received external research funding to work on an international research project in collaboration with the Berlin Technical University.

Financed by the German Federal Ministry of Education, the grant awarded forms part of a large research project, entitled ‘Urban Agriculture as an integrative factor of a climate-optimised urban development in Greater Casablanca’. Professor Williams, Dr. Rodgers and Dr. Nadin will participate in the undertaking of empirical research, using a variety of research methodologies in Casablanca, Morocco, examining the nature, scope and scale of different manifestations of informal economic activities. In particular, the ‘Eurobarometer’ survey, in part devised by Professor Williams, previously funded by the European Commission, previously used to gauge the scale of undeclared work across 27 European countries, will be used in this study.

Research in Morocco, itself a country under the European Union's European Neighbourhood Policy, will enable the continued development of a knowledge bank regarding the nature of undeclared work beyond the borders of the European Union. It is hoped that the results of this work will inform the development of policies relating to issues of economic development in Morocco and the nature of undeclared work more broadly.

The Institute Work Psychology are pleased to launch their 3rd Biennial International Conference

IWP's 3rd Biennial International Conference will be held in Mercure St Paul's Hotel, Sheffield from Tuesday 26th June to Thursday 28th June 2012.

The planning for the 2012 IWP Conference is well underway. We are currently undergoing a large-scale update of the conference website and will be announcing the address soon.

The update will contain details of our world renowned Keynote Speakers as well as details of the timetable of events. It will also include details of all the local hotels, travel arrangements and information about Sheffield and its surrounding areas.

The deadline for submissions is 18th November 2011 and again details of how to submit will be shortly on the website.

We will also shortly be opening the registrations section of the site to allow delegates to book early!

Please keep visiting our website for forthcoming updates

<http://iwpp.dept.shef.ac.uk/>

PhD Student Profiles

Sara Agahi



With a family history within the University of Sheffield it was always a hope that I would spend my time as a student within the University. I come from a background of Biomedical science and having gone through school focusing on the sciences I never really ever explored areas of Psychology or any other social science

subjects. There were many options I could take with my undergraduate degree, whether towards a direction in medicine, research within immunology, or even research within pharmacology organisations. After my graduation in Biomedical Sciences I took a gap year where during a year of travelling, work and my own research I became involved in some community activities focussed around service to humanity and training for various activities such as moral classes for children and junior youth. With this interest I became involved in research which focussed in a similar area looking specifically at Positive Psychology. It is a new approach within Psychology which takes well-being seriously as a subject matter. It is described as ‘the scientific study of optimal human functioning that aims to discover and promote the factors that allow individuals and humans to thrive’. With the offer of a PhD within the Institute of Work Psychology, I began to form my proposal with my research focussing on Dyslexia in the workplace and

looking particularly at the strengths of dyslexia in relation to Positive Psychology. The first few months have really been encouraging as a research student; I feel I am now settled into the department, my research and day to day life as a post grad. It feels very rewarding to be doing something so fulfilling and to be learning more about a subject which really captures my interest. Regular meetings with my supervisor’s keeps me focussed and inspired to work and reflect, as well as involvement with other PhD students, it gives a new flavour to studying which is different to being an undergraduate. With the support of my supervisors I have been privileged to have got off to a good start and look forward to the few years as a research student.

Uta Bindl



I originally came to Sheffield about three years ago, when I received a full PhD studentship from the University of Sheffield to conduct research into the motivation of proactive behaviours in organisations. It was a rather straight-forward decision for me to move from Flensburg, Germany, to Sheffield in order to complete my PhD, knowing that the Institute of Work Psychology was one of the most highly respected research centres for Industrial and Organisational

Psychology in the whole of Europe, and the University of Sheffield itself part of the highly acclaimed Russell Group of leading UK Universities.

Over these past three years, my experience as a PhD student at the Institute of Work Psychology has proven to be all I hoped it would be, and more: From day one, there was a lively learning culture at the IWP where I receive guidance from acclaimed experts in my field who, in spite of their seniority, always took the time to encourage and help us PhD students advance in our research endeavours. The IWP international conference, that brought together scholars worldwide, was another wonderful opportunity for getting to know researchers in the field and discussing my own research, and it felt a privilege to be part of the department that had made this conference happen.

The University of Sheffield also provided fantastic opportunities getting to know other PhD students across different departments. For instance, I completed a the two-year PCHE teaching-for-higher-

education course, which brought together PhD students from all University departments. Other examples of the great social contribution that the University of Sheffield made to my PhD experience are the University Singing Society, where one of many highlights have included Christmas carolling sessions in pubs across Sheffield in exchange for a pint - or two - and the University Walking Club that made me get the most of Sheffield's proximity to the Peak District.

Three years into having arrived to Sheffield, I have now presented and co-chaired symposia at internationally leading conferences, first-authored two book chapters, and am currently working on drafts and revisions of several peer-reviewed papers to originate from my PhD research. Most importantly, my PhD experience at the University of Sheffield has fostered my unconditional passion for conducting research.

In the end, my experience at the University of Sheffield sums up to relate to one of my core thesis findings: In my thesis research I

found that employees, who are provided with a positive work environment that enthuses and inspires them, are more likely to become proactive. – In this vein, I am grateful to the Institute of Work Psychology, and the University of Sheffield overall, for having provided me with a work environment that most definitively manages to motivate proactive behaviours in PhD students.

Liam Goucher



Having previously graduated from Sheffield in 2008, I already had a good idea of what to expect when starting my PhD this September. Returning to the university, I was pleased to find that the management school remains an incredibly friendly and supportive place to study. Both my supervisors and wider staff are very approachable and have shown a real interest in my research, sharing their experience and expertise to help my progress.

Although still in the early stages, my current project is focusing on how supply chains will need to be adapted in order to support a sustained increase in the use of lower carbon forms of transport. For example, how supply chains facilitating the production of low carbon vehicles would differ from those supporting existing modes of domestic transport.

Prior to beginning my PhD, I worked for National Grid PLC, initially on their graduate development programme and then latterly as an analyst within the company's European Policy department; a role which involved assessing the impact of EU legislation/ policy on UK gas and electricity networks. Building on this experience alongside my genuine interest of the energy sector in general, another key aspect of my research will involve gaining an understanding of the effects that a significant increase in the use low carbon transport will have on both regional and national energy networks.

As a White Rose funded project, this research will compliment similar ongoing work being undertaken, both at Sheffield and other White Rose Universities within the region. Being part of a diverse network, which includes researchers from a wide range of different disciplines, is something which I feel will prove invaluable throughout my studies.

I feel very fortunate to be studying here and would have no hesitation in recommending the University and the Management School to anyone considering MPhil/ PhD study.

Esam Halawani



I have a B.A. degree in industrial systems engineering with eight years of experience in logistics and supply chain operations specifically in warehousing and distribution optimization. I worked for several distributors of multinational companies in Saudi Arabia as a logistics operations manager. The drive behind my interest in academia is due to my insatiable appetite to understand the mechanisms and reasons behind actions and behaviours in business from a strategic point of view. I

was equally interested in revealing the vagueness that covers the Saudi Arabian market and by doing so make it more approachable by investors.

I started the journey of post graduate education in 2008 in the management school of the University of Sheffield. That decision was based on numerous recommendations from colleagues and friends. Obviously, Sheffield as a city could not be more inviting to me and my family to settle down in given the economic down turn and its effects on the living expenses and the job market. In my MBA thesis, I explored the sources of competences of foreign third party logistics companies in Saudi Arabia under the supervision of Dr. Violina Ratcheva.

Honestly, I was planning to travel back home after completing my MBA degree and resume my career in the commercial sector. However during that time, I started to realize the career aspects and opportunities that could be attained by being a researcher in both commercial and

academic fields. The fact that I was always and still is driven by the need to understand before perfecting the skills of execution, made the pursuit of further higher education even more attractive. Therefore, deciding to pursue a PhD degree in 2010 was fairly trivial to me providing the offered high standard of education and supervision in addition to the exceptionally helpful research office in the management school. Under the supervision of Dr. Harry Sminia, my PhD research will be exploring the impact of multinational companies on Saudi distributors' competitive advantage using a practice based approach. As I am still in my first year being a PhD student, I am still overwhelmed by the potential of driving the wheel of knowledge forward and the nobility of such a purpose in life. I truly feel that learning the craft of research in such a renowned institute is an absolute honour and a personal investment.

Mohammad Khawaji



I am Mohammad Khawaji from Saudi Arabia I have a Bachelor degree in accounting from King Abdulaziz University, Saudi Arabia, 2004 and a Master degree in Accounting from Melbourne University, Australia, 2008. I work as a lecturer at King Abdulaziz University and I am now doing my PhD at Sheffield University in management accounting.

I chose to do my PhD study at the University of Sheffield for several reasons. First, University of Sheffield is ranked

among top 100 universities worldwide. More importantly, the school of management has good staff that publish in internationally recognised journals, especially in my area management accounting. Moreover, I considered the research training programme, provided by the university, to be of great value that would help me improve my research skills and communicate with other PhD students. Another reason is that the location of the city of Sheffield that makes other big cities easily accessed. Sheffield itself is both big enough that it has all facilities you may need and also small enough that provides quiet and safe environment for students.

Now I am in the first year of my PhD programme. I found my supervisors very friendly and encouraging and the research training programme very useful. Moreover, the university provides a variety of short training courses which I found very useful in improving my personal and academic skills. The school of management also runs seminars and invites recognised academic

and professional figures not just from UK but from different parts of the world. Apart from the cold weather of Sheffield I think I am happy with my experience at Sheffield University overall.

In general my research interest is in management accounting. However, my thesis will investigate the relationship between strategising and management accounting in supply chain in Saudi Arabia. It will be a qualitative study and will draw on practice theory. Specifically, it will look at how management accounting is practiced in supply chain in Saudi Arabia and what the role of these practices in strategising processes.

Usman Ladan



I really enjoyed my coming to Sheffield. It is a nice and worthwhile adventure. My little stay in Sheffield has improved my understanding of the multicultural diversity of the World. Different races and tribes from all over the world come to Sheffield. I found it a home.

I also enjoyed the collegiate atmosphere and humane treatment by the staff of the University. Both teaching and administrative staff are very accommodating and understanding of the

students' needs. They are always happy to assist a student.

The University is noticed to have an excellent work organisation and effective services. It also has up-to-date facilities and best resources. The career development programmes of the University are exciting and they encourage students' personalised learning plans and at the same time allow their progress measurement and monitoring. The programmes enhanced students' lifeskills training and show them how to apply what they learnt from the University. The blending of the compulsory and optional modules in the students' courses structures is made in such a way that students' academic and professional career are enhanced to face the challenges of future life. In fact, Sheffield is responsive to the students' needs both during their stay in the campus and their future life endeavours.

The standard of teaching, supervisory guidance and general academic support is

superb, encouraging and up-to-date. Lecturers and supervisors have great and sound knowledge of their areas and are always ready to give students the right level of support and guidance. Their enthusiasm for training and mentoring their research students is amazing, fabulous and contagious. I have been personally encouraged and inspired by their attitudes. I'm proud to pursue a PhD at the University of Sheffield.

My decision to enrol for the programme is not regretted. The choice to study for a higher degree at the University of Sheffield was basically motivated by three things. First, a very warm welcome and attention paid to me by the university representatives at Education UK Exhibition 2008 in my country(Nigeria),most particular is the way and manner I was listened to by Emily Rahtz of your International office. In addition, the follow up emails and messages exchanged with Mandy Robertson, later with Kelly Walker also stimulated and encouraged my choice.

Secondly, the management school course structure exhibits excellence and sound knowledge of teaching and research in management. Lastly, pictures of stimulating academic environment with beautiful edifice showcased in the University's postgraduate prospectus provide a portrait and testimony of a conducive learning atmosphere.

The focus of my research thesis is on entrepreneurs operating in the informal economy in Nigeria. The basic objective of the study is to critically examine the transition feasibility of informal entrepreneurs to formal economic sector. It thus intends to investigate the potentials of informal entrepreneurs' operation in enabling the establishment of fledgling enterprises with possibilities to migrate to formal sector of the economy.

The choice of the research topic was motivated by my wish to better the understanding of the conceptual, phenomenal (nature, scope and scale of

manifestations), theoretical and operational circumstances surrounding informal entrepreneurs in Nigeria where much attention of the government is concentrated on the formal economy. This was caused by the misconception of the government which continue to view informal sector policies as welfare programmes rather than considering its enormous contributions to economic development. And with the expansion of operations in the Informal economy world over, research in the area is a worthwhile venture because findings of the study would help the government and other policy makers to adopt adequate and better policies to achieve the most desired economic and human sustainable development. This is more particular to Africa and the third world countries whose economic activities are substantially dominated by Informal economy.

Charlotte McClelland



I'm Charlotte McClelland and I recently completed a PhD at the Institute of Work Psychology (IWP), Management School. It was after studying for a degree in Management a few years back that I realised I wanted to pursue a career in academia. Like many, I had worked in a range of temporary jobs and it was these early experiences that promoted my interest in managers and their influence on employees. The opportunity to study this

further as a postgraduate at the University of Sheffield was one not to be missed!

As part of my research training back in 2006 I completed a Masters in Psychological Research. This was a huge learning curve; not only was I studying at a higher level but also in a different discipline. One of the most challenging requirements was to learn about quantitative methods and statistical analyses, all completely new to me. Fortunately, the excellent teaching and supportive research environment at the IWP allowed me to get through this relatively unscathed.

For my PhD, I examined how performance monitoring (i.e., a host of tools used by managers to assess employees' work behaviours) affects employee well-being and performance. Performance monitoring is used extensively but very little is known about whether it is a "good thing" for employees. I conducted two survey studies, collecting data from around 1,000

employees and manager cases from five call centre organisations. Results showed that employees who had good quality relationships with their managers also had more positive perceptions of monitoring which in turn were associated with higher performance and lower burnout; monitoring practices that encouraged employee learning also had most global benefits. What was particularly appealing was that as well as making an academic contribution, my research also had real practitioner value.

These days I am working as an RA on a European Commission funded project investigating the quality of jobs in growing sectors. I'm looking really forward to "getting out there" again, collaborating with a range of European partners who are also involved in the project, as well as conducting case-study research with a range of organisational actors. And when the project ends in 2012, I will be enthusiastically seeking the perfect job... as a lecturer.

Sally Mumford



My research is primarily concerned with the effectiveness, reliability and validity of techniques for medical selection and assessment. Post medical school, the personnel selection methods and the attributes/skills needed to be successful in job application causes some controversy. Measures differ in fidelity and their use alone or in complimentary combinations can be expensive, time consuming and potentially unnecessary. For example,

medical students have already been screened for intelligence and score highly across the board upon knowledge tests, hence the use of these for job application appears futile. Along with my supervisors, we aim to develop and implement the use of a novel computer program called 'VisUaL' which we hope will provide a less expensive, high fidelity and multipurpose tool for use in medical selection and assessment. The interactive program will involve computer simulations and allow a tutorial situation structure to be applied, leaving it available for teaching, revision or assessment purposes. We are also interested in the theoretical psychology behind becoming a successful doctor and potentially the personality variables, emotional intelligence capabilities and different types of learning and knowledge involved in doing so. i.e. declarative fact learning vs. Procedural situational learning abilities. Such developments and insights into the field may have profound implications for medical personnel selection and even

admission to medical school and progress throughout a medical career. After completing my undergraduate degree in psychology at the University in June 2010, it seemed like a natural progression for me to embark upon a postgraduate research degree at the University too. I had previously enjoyed working with the staff and students at Sheffield and found the facilities and location ideal for me so I was happy to accept the place when I was lucky enough to be offered the research chance. Furthermore, after working successfully under the supervision of Prof Nicolson for my undergraduate research project I was keen to follow his supervision again for my postgraduate degree. The research aspect of my undergraduate degree was concerned with dyslexia and the learning systems behind this developmental disorder. Hence, a PhD project concerned with theoretical learning ideas seemed appropriate and an interesting option for me, with potential opportunities opening to develop some ideas concerning phonological learning that I established in

my undergraduate research project discussion. Although still in the early days of my research degree I am finding it enjoyable, albeit slightly frustrating as there are few tangible outcomes from my work as of yet. At the moment I am reading relevant literature and getting a feel for the research domain and ideas of where to take my project. Preliminary meetings and guidance from supervisors are leading me in the right direction to clarify research questions and hypotheses for testing. I aim to begin pilot studies and practical research towards the end of this year all the while attending various modules and classes to further my knowledge within the relevant research domain and the management field. The independence and new responsibilities are challenging and a shock to the system, yet it is all exciting and hopefully, even after the initial novelty wears off I remain as interested as I am now and go on to fulfil my potential and successfully complete my PhD.

Ying (Lena) Wang



I embarked on my PhD study at Institute of Work Psychology (IWP) in 2008 under a Dorothy Hodgkin Postgraduate Award jointly funded by ESRC and SHL Group Ltd. I am supervised by Dr. Kamal Birdi, Professor Mark Griffin (now at University of Western Australia), and Professor Peter Warr. My PhD thesis focuses on the conceptualisation and measurement of employees' work performance, and how it is predicted by individuals' personality attributes in the Chinese context.

Having worked for a human resource consultancy in China and collaborated with several U.S. test publishers for a few years, I became intrigued with using various assessment tools and processes in selecting and developing talents. In particular, I am interested to find out whether the same level of validity can be sustained when Western-derived theories and measures are applied in non-Western cultures in making important personnel decisions, and I have been working with colleagues in China, U.S., U.K., Thailand, and Kenya to investigate the issues in cross-cultural personality assessment during the past five years.

I came to IWP for its leading-edge research in occupational psychology, and I am very pleased with the decision of studying here. As a research intensive institute, IWP has been a hub of knowledge, ideas and inspiration. The opportunities to learn from worldly famous scholars in the department, to interact with like-minded PhDs and MSc students, and to actively engage in national

and international forums, are just a few among the many benefits I have received. IWP has a close network in and out of academia, and people here are all enthusiastic about conducting practice- and business-oriented research and reaching out to broad audience in the society. PhD students are exposed to many additional opportunities in addition to conducting our own research, such as getting involved in teaching, participating in projects and attending internal meetings, which all help us to gain useful generic skills that will be beneficial for long-term career development.

The Management School and The University of Sheffield as a whole provide an excellent atmosphere and support to research students. The university offers a wide range of training and mentoring programmes covering all aspects of postgraduate students' needs in studying, researching, teaching and living. I am especially impressed with the efficient document supply services and the

convenient access to the British Library, which smoothes out the most critical hassle in PhD research. Last but not least, Sheffield is a beautiful, safe and interesting place to live. The many good experiences and memories I have had here will accompany me for a long time in my life.