



UNIVERSITY OF  
LIVERPOOL

Faculty of Humanities  
and Social Sciences

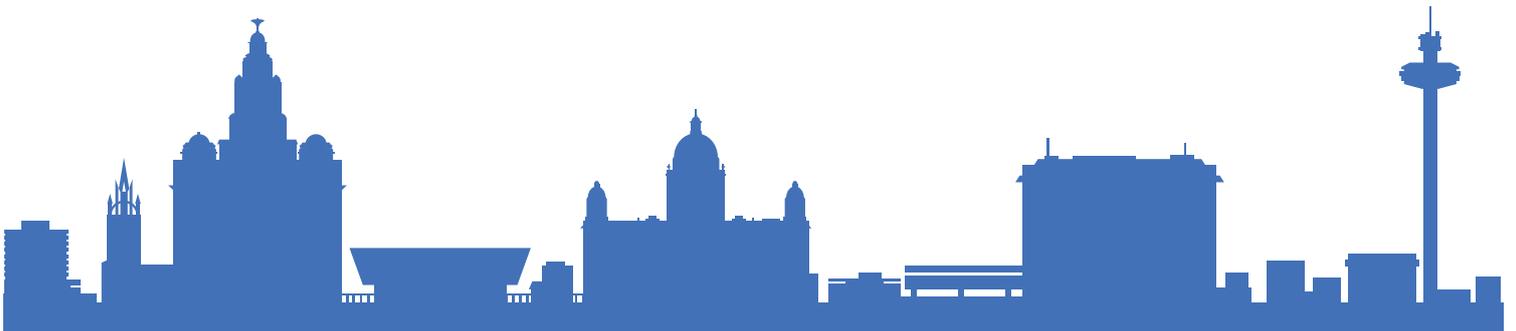
# UNIVERSITY OF LIVERPOOL MANAGEMENT SCHOOL

[www.liverpool.ac.uk/management](http://www.liverpool.ac.uk/management)

Our mission in the University of Liverpool Management School is 'learning to make a difference'. By generating and disseminating original knowledge applicable to significant challenges of economic, societal, organisational and management development, we strive to make a difference to the lives of individuals, enterprise and communities. This underpins our research and teaching.

**All activities in the School are founded on international and world-class scholarship, and from there we make a major contribution to learning in all the major disciplines of management, including economics, marketing, finance, operations, e-business and organisational behaviour. What makes us distinctive is our belief that many of the major challenges in management cannot be solved in isolated silos, which is why we have developed flexible and interdisciplinary groups, or Knowledge Platforms.**

The Management School is dedicated to helping people and organisations meet the significant leadership challenges posed by today's uncertain changing world. We deliver education and training for undergraduates, postgraduates and management professionals at all stages of their careers and we are also a leading international research centre. Our connections and collaborations with business leaders and policy-makers are fundamental to our success and our partners make a significant contribution to our excellent research.



LIFE CHANGING  
World Shaping

# SHAPING POLICY ON MICROFINANCE IN RURAL INDIA



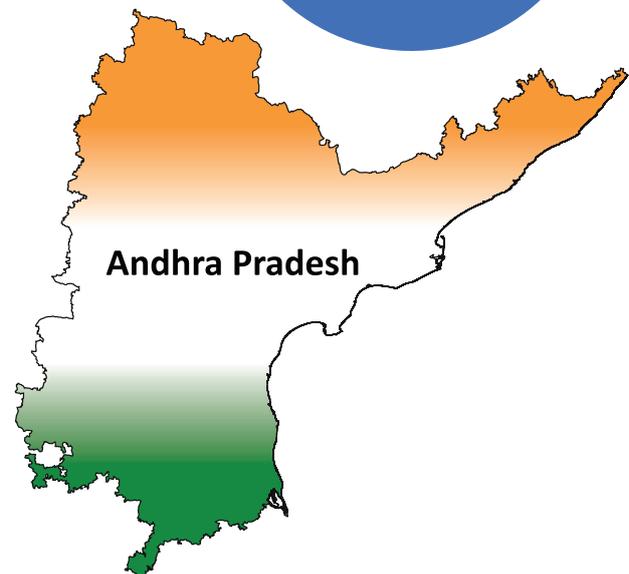
**‘Microfinance’ has two main objectives: the alleviation of poverty and the empowerment of women.**



Research undertaken by Dr Supriya Garikipati has identified that microfinance is most beneficial to women when it enables them to enhance their livelihoods and participate in the local enterprise economy. It also highlighted that more than 80% of the loans in Andhra Pradesh, India did not meet these conditions.

Using these research findings, Supriya directly lobbied the government of Andhra Pradesh. This has had an impact on banking organisations and other stakeholders within the microfinance industry and led to the introduction of the Livelihood Enhancement Plan (LEP), which is used at the time of loan application. Supriya collaborated with the government of Andhra Pradesh in the design and implementation of the LEP. Her research impacts 500,000 women per year who join the programme, enabling participants to enhance their livelihoods in keeping with the demands of the local economy.

*Critical to the impact has been raising women's awareness of how loans are actually used, to ensure a beneficial impact on their own incomes and empowerment.*



**Every year a new cohort of over half a million new members join microfinance and research at Liverpool has directly impacted all new applicants since early 2012.**

# EVALUATING HEALTH TECHNOLOGIES FOR HEALTH POLICY AND CLINICAL PRACTICE

Dr Alan Haycox is the Director of a group of researchers and health economists in the Liverpool Health Economics group. He is an internationally recognised Health Economist and an expert advisor to the NHS, the pharmaceutical industry and a number of regulatory and funding authorities.

The Liverpool Health Economics group promotes the best possible health outcomes with available resources through the evaluation of costs and benefits of healthcare interventions. This is achieved in collaboration with local and national health services, the pharmaceutical industry, and other organisations in order to inform and support healthcare decision-making. Alan's research had a significant influence in the creation of the National Institute for Health and Care Excellence (NICE).



Senior health policymakers – students of Dr Haycox at Hacettepe University, Turkey.

Influencing national and international health policy

- UK NHS
- The Pharmaceutical industry
- European, African and Asian healthcare systems

*HEALTH ECONOMICS RESEARCH  
INFORMING GUIDELINES ON*

*THROMBOLYSIS • INSOMNIA • MALIGNANT  
MESOTHELIOMA • CORONARY ARTERY DISEASE*

[www.liverpool.ac.uk/management/research/impact/health-technology](http://www.liverpool.ac.uk/management/research/impact/health-technology)

## CLOSING THE NORTH WEST'S PROSPERITY GAP

Experts from the Management School's Agility Centre are providing SMEs with the tools and techniques to better utilise supply chains in order to support the new product development process. Research undertaken by the Marketing & Operations group, led by Professor Andrew Lyons, is exploring the 'agility' of manufacturing and service sector operations and the design and implementation of agile supply chains. This research has two key elements: the creation of agile processes, and the design of systems for sharing information within and across organisational boundaries.

[www.agilitycentre.com](http://www.agilitycentre.com)

The project is looking at improving production and delivery of products to customers in response to changes in customer demand.

*Researchers are looking at how manufacturing companies develop resilience to overcome the turbulent nature of business environments.*

[www.liverpool.ac.uk/management/research/impact/agility-methodology](http://www.liverpool.ac.uk/management/research/impact/agility-methodology)

# SHAPING DEVOLUTION IN WALES



The Senedd

## *Working directly with the National Assembly for Wales*

Academic research undertaken by Professor Laura McAllister has been developed for the Welsh Government, National Assembly Commission and the Assembly's committees around the following principal areas:

1. Support for politicians, including gender related issues, pay and expenses
2. Capacity constraints within the devolved legislatures, including select committees and management of parliamentary business.

Laura's work has led to improved effectiveness in parliamentary practices, and refining planning and management of core services to elected politicians, staff, the media and wider public.

The project examines the clarity, coherence and workability of the first and second 'models' of devolution and the operation of the National Assembly for Wales.

## **Influencing the White Paper, *Better Governance for Wales***

The research has generated a significant and wide-ranging impact on changing the development of devolution in Wales, specifically the shape of the devolution settlement and National Assembly that operates today.

[www.liverpool.ac.uk/management/research/impact/shaping-devolution](http://www.liverpool.ac.uk/management/research/impact/shaping-devolution)

# DEVELOPING LEARNING AND LEADING IN SMALL FIRMS



Professor  
Ossie Jones

Research on learning in small firms by Professor Ossie Jones underpinned a 10-month programme, known as LEAD (Leadership, Enterprise and Development), designed to improve the performance of small businesses in Merseyside.

LEAD encouraged changes in the behaviours, activities and management practices of those owner-managers responsible for the 100 small firms participating in the programme, with average increases in turnover of 19.5%.

### **The programme included:**

- Masterclasses
- Action Learning Sets
- Business Shadowing
- LEAD forum
- Learning and Reflection Days.

*“A great learning/training programme that has helped my personal development and character.”*

*“LEAD has given me the tools, techniques and insight to create a better business environment.”*

*“Thank you. LEAD is the best development programme I have ever been on.”*

[www.liverpool.ac.uk/management/research/impact/developing-leaders](http://www.liverpool.ac.uk/management/research/impact/developing-leaders)