



UNIVERSITY OF
LIVERPOOL

Management
School

**UNIVERSITY
OF LIVERPOOL**

**MANAGEMENT
SCHOOL**

Learning to make a difference
from an enterprising and
vibrant world city of culture

The Original Redbrick
liverpool.ac.uk/management/



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The Dean's foreword



Professor Julia Balogun FAcSS
Dean, University of Liverpool
Management School
Brett Chair in Management
Professor of Strategic Management

Our School was established to share the founding purpose of the University of Liverpool, dating back to 1892. Envisioned by those who had benefited from the rise of Liverpool as an international city of trade, worldly men and women used their new-found wealth to create an institution that would drive *"the advancement of learning and ennoblement of life"*.

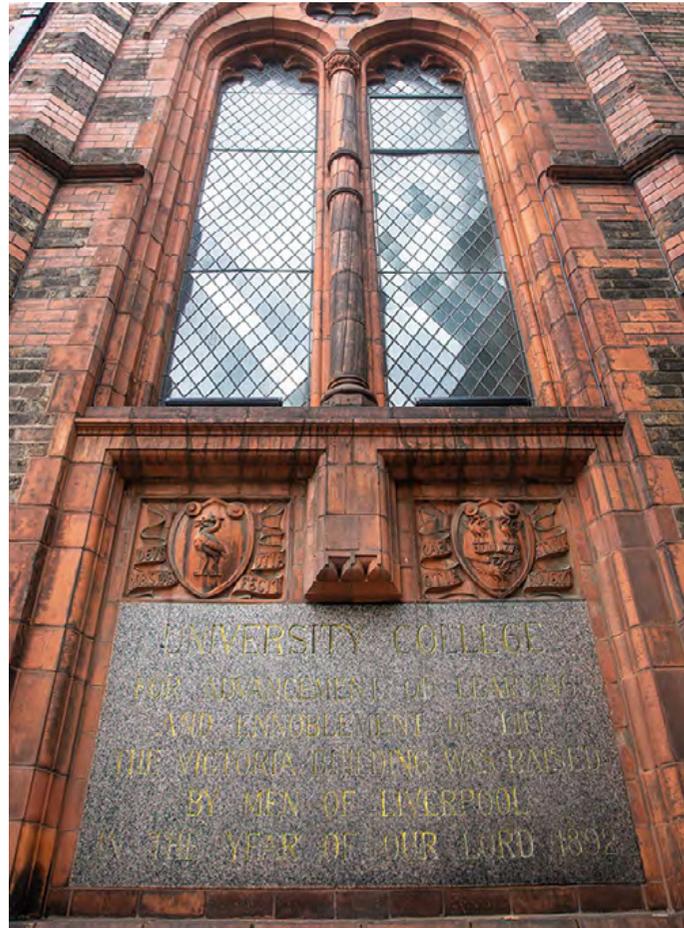
This statement of purpose, engraved on the founding stone of the very first redbrick building, is as relevant today as it was then – if not more so given the global challenges we face. It's reflected in the school's pursuit of innovative and transformative research that informs world-leading academic thinking and makes a direct impact to business, society and the environment, also supporting the University's focus on health, wealth and justice and its broad commitment to sustainability in line with the United Nations' five sustainable development goals.

A School that is a constituent part of a founding member of the Russell Group, a 24-strong group of the UK's leading research-intensive universities, ULMS counts itself among the elite group of schools globally to carry triple accreditation from AACSB, AMBA and EQUIS.

Our global connectivity is further reinforced through the University's joint venture in China, Xi'an Jiatong Liverpool University; our suite of wholly online globally-delivered postgraduate programmes through Liverpool Online; and our diverse international faculty, student body and alumni.

As a School we have come a long way since our founding in 2002, positioned as we are in rankings demonstrating our excellence in research, teaching and student experience, and as one of a small proportion of business and management schools worldwide to hold triple accreditation from EQUIS, AACSB and AMBA. We look forward to continuing to work with our students, alumni and wider stakeholders in businesses and institutions nationally and globally, supporting them to achieve their ambitions and aspirations, and working with them to make a difference through our research.

Mission, vision, values and objectives



Our Mission

University of Liverpool Management School (ULMS), shares in the University's civic purpose which is engraved on the founding stone of the original Liverpool University redbrick building, raised by the people of Liverpool in 1892:

“for the advancement of learning and ennoblement of life.”

ULMS captures both parts of this statement with its longstanding commitment to 'learning to make a difference.'

This commitment promotes a philosophy whereby members of the School learn from their scholarship and reflective practice, using this to make a difference to the students and wider stakeholders they engage with, encouraging them in turn to use their learning to benefit the organisations and institutions they work in, and society more generally.

Our Vision

A globally connected Management School advancing influential knowledge leadership through our transformative research and teaching to better business and society.



Our Values

- **One Community:** we work, research and learn together to cultivate a collegiate, supportive, friendly and caring environment
- **Ambitious:** we take pride in and strive to enhance the quality and impact of our scholarship, celebrating success for our School, our students and each other
- **Enabling:** through our “can do” attitude we are resourceful in responding to our changing context
- **Socially and Environmentally Responsible:** we are outward looking and connect locally, regionally and globally, seeking to do what is right for individuals, business, society and the environment
- **Inclusive:** we respect the rights, differences and dignity of every diverse member of our community, providing opportunities for all to contribute to its development.

Consistent with the principles of the UoL, we place ethics and integrity at the heart of our scholarship and decision-making.

Strategic Goals & Objectives

Consistent with both our vision and our focus on excellence in student experience, research and impact, ULMS' long-term objectives are as follows:

- Provide an outstanding, inclusive student educational experience that raises aspiration, enhances employability and inspires students to think and act responsibly to better business and society
- Enable faculty to develop innovative research which leads to new knowledge, theories and methodologies, creating global impact both academically and for business and society, which will enrich our programmes and student experience
- Collaborate with organisations, institutions and policy makers using the School's cutting-edge research and expertise in management practice and policy to benefit business and society.

Within these long-term objectives, over the next five years, ULMS seeks to:

- Deliver ongoing programme innovation to provide excellence in student experience and expectations befitting a leading Management School
- Enhance research performance through on-going investment, enabling the development of world-leading outputs and global impact
- Build international reputation through accreditations, research recognition, postgraduate rankings, alumni and international partnerships
- Embed capacity for responsible thinking and action in our students, our faculty and our wider community
- Support and develop our aspirational faculty and professional services staff through a positive and inclusive work environment.

ULMS at a glance

RUSSELL GROUP

A UK Russell Group University Management School



£80m
INCOME
up 60% since 2016

250 Faculty Staff...
55% of them international

21 Specialist MSc postgraduate programmes

4,500
students... 1,500 of them postgraduates

100 Professional services staff

3 MBA programmes:
Online MBA ranked in FT Top 10 2023

46.5%
International Students

£3m
invested in ERDF supporting SMEs

£1.25m
donation to Brett Centre for Entrepreneurship

40k
Total Alumni

7 Undergraduate programmes
Each with an optional year in industry/year abroad

Athena SWAN Silver Award
One of the first 3 management schools in the UK to gain this

7 Online global postgraduate programmes

91%
are employed or in further education

91%
The UK REF 2021 defined 91% of our research as world leading or internationally excellent ranking us ninth on Research Power out of 108 Business and Management submissions.



Victoria Building, University of Liverpool

I joined the Operations and Supply Chain Management Programme at the University of Liverpool Management school in 2003. The strong curriculum and the combination of theory with practical case studies prepared me for a strong future in supply chain. My work-based project at Ford Motor Company gave me hands on experience to set me up for my career in supply chain strategy consulting and I strongly believe the cultural awareness I developed during my time in Liverpool thanks to the diverse student backgrounds has contributed to becoming an international senior supply chain leader at Nike Inc.

Imke Stuurman
MSc OSCM, 2004
Senior Director, Digital Supply Chain Nike North America

The UK REF 2021 defined 91% of our research as world leading or internationally excellent ranking us ninth on Research Power out of 108 Business and Management submissions.

World-class research delivering global change

Innovative and transformative research sits at the core of ULMS, creating its international reputation for being a School that informs world-leading academic thinking and delivers globally-recognised societal impact. Our research is published in leading international journals, but is also visible regionally, nationally and internationally for the difference it has made.

Our research strategy commits us to:

- Develop innovative research that demonstrates disciplinary excellence leading to new knowledge, theories and methodologies, evidenced through scholarly debate in world-leading journals.
- Create global impact both academically and in relation to practice, enriching programmes and the student experience
- Through Research Centres and Clusters, collaborating with organisations, institutions and policy makers to benefit business, society and the environment.

The recently published REF 2021* results testify to the success of this strategy, rating 91% of the School's research as world-leading or internationally excellent.

The outcome places ULMS amongst the UK's top research institutes by ranking it 17th in the sector for research that is classified as world-leading (4-star) or internationally excellent (3-star) overall (covering outputs, impact and environment) out of 108 submissions. 16th in the sector for research outputs classified as world-leading (4-star), and ninth in the sector for research power.

100% of the School's research environment was classified as world leading (4-star) or internationally excellent (3-star).

Six Subject Groups

As a full spectrum management school, ULMS has six subject groups that drive world-leading research in their distinct areas, delivering strong disciplinary contributions across the leading international business and academic communities.

1. Accounting and Finance (A&F)
2. Economics
3. Marketing
4. Operations and Supply Chain Management
5. Strategy, International Business and Entrepreneurship (SIBE)
6. Work, Organisation and Management (WOM).

Through these core disciplinary areas, ULMS has generated cross-School interdisciplinary strengths in its Research Centres and Clusters. The Centres reflect the School's historical strengths and are related to its geographical location in the city of Liverpool: expertise in Supply Chain research sits alongside ULMS' location in a port city of international trade, expertise in Entrepreneurship supports the importance of SMEs to the Liverpool City Region, and expertise in Sports Business builds on the City's sporting reputation.

Partner testimonials

We at SatSure give a significant weightage to the unbiased and scientific assessment of the satellite imagery-based digital platforms we build. Our collaborative research with Dr Gopal Narayanamurthy and his team has enabled us in achieving this very effectively. The research has helped us in validating and further refining the decision intelligence that is aimed to be extracted from the platforms.

Abhishek Raju
Co-founder, SatSure

I have been involved with Liverpool since my prior role as Chief Executive of Liverpool Football Club, and more recently the Management School, with its globally recognised Football Industry MBA, and its reputation in Sports, for many years now. In my role Chairing the ULMS Advisory Board I see firsthand the strong international focus clearly embedded into the School's objectives, with students benefitting from international learning opportunities and academics developing international collaborations for research.

Dr Rick Parry
Chair of ULMS Advisory Board
Chairman, English Football League

Having input from our partners at the Management School as part of our Innovation Forum is really valuable. They often bring a new idea or way of thinking thanks to their research experience.

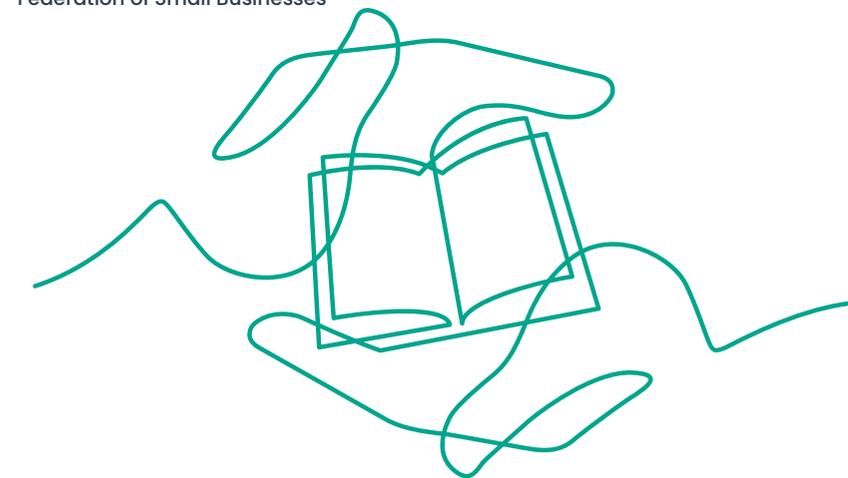
James Riddick
Group Head of Supply Chain, Peel Ports Group

It has been a pleasure to see the School's reputation grow so rapidly. Its REF 2021 results demonstrate its commitment to outstanding research, with particular strengths in research impact and environment. Projects undertaken via the School's Research Centres show the scope of academic expertise in making a real difference.

Chris Gray
Chief for Public Sector, AND Digital Member ULMS Advisory Board

Through our relationship with the Management School I have seen the value of its research and education to the Liverpool City Region, particularly with the founding of the Brett Centre for Entrepreneurship. The School's support of small business growth locally has a real impact in developing business leaders and facilitating vibrant networks.

Phil McCabe
Merseyside Cheshire Development Manager,
Federation of Small Businesses



Five centres of business research



Centre for Supply-Chain Research

As a port city, Liverpool has a long history with global trade routes. The Centre seeks to provide leading-edge policy and practice related research on operations, supply chains and technology management, plus knowledge exchange & advisory services that facilitate thought-leadership on the current and emerging issues affecting supply chains and their impact on public/private sector competitiveness.

As the world looks to technology to improve social and business networks, this centre is poised to be a forerunner in proffering new, technologically innovative, global solutions to improve productivity, responsiveness and resilience.

Centre for Sustainable Business

Launched in October 2022, the Centre for Sustainable Business is a translational research centre cutting across all six subject groups in ULMS.

The Centre's ambition is to become a reference hub of evidence-based actionable insights for practitioners and policy makers searching for solutions in response to the climate emergency and social justice issues.

Established to create dialogue with its stakeholders, the Centre aims to:

- **Translate:** Bring together diverse ULMS research for actionable change
- **Share:** Host inclusive events and knowledge exchange activities
- **Debate:** Provoke and shape new research agendas through inclusive dialogue.

Centre for Sports Business

Building on Liverpool's legendary football heritage, the School's global reputation in the business of sport dates back to 1994 with the establishment of the Football Industries Group (FIG) and what is still the only Football Industries MBA in the world, and subsequently executive education for the football industry.

Today the School has expanded that relationship to cover all aspects of the business from sports marketing, economics and leadership to shaping policy at the Department of Culture and Media & Sport, and in international match fixing and problem gambling. ULMS alumni hold positions in many of the leading sports bodies including: the Premier League, UEFA, Women in Football, The Gambling Commission, and the National Lottery Commission.

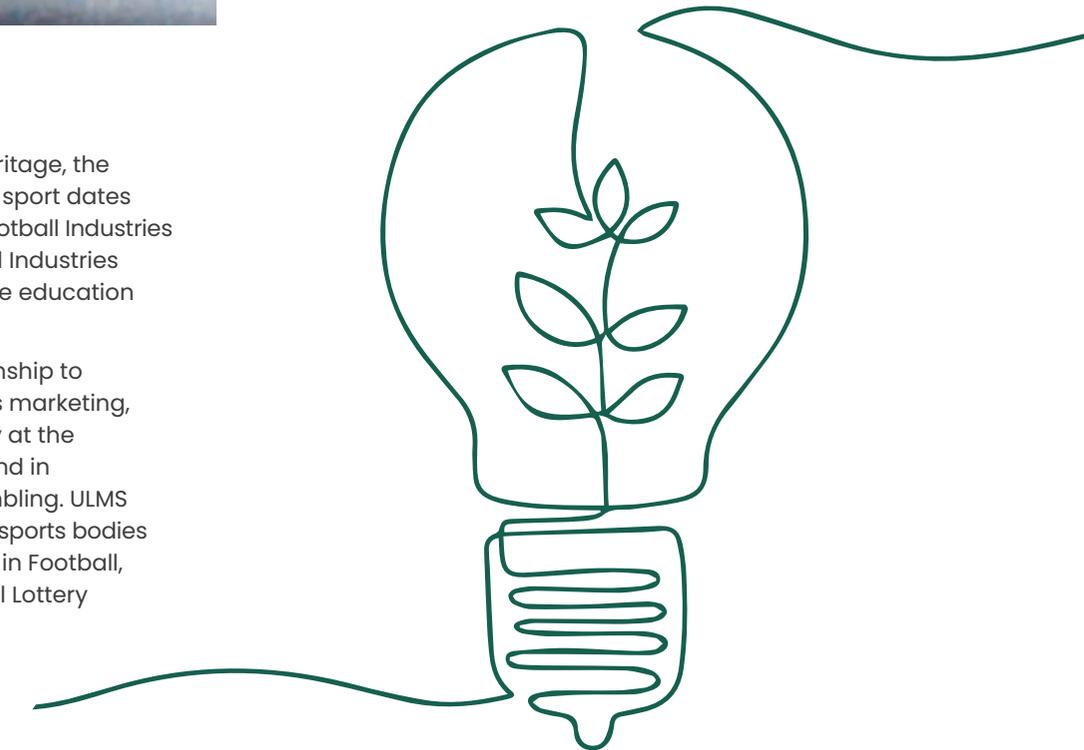
Brett Centre for Entrepreneurship

The Brett Centre was launched in 2021 following a generous donation from UoL alumnus Paul Brett. It brings together academics, policy makers and entrepreneurs – both local and global – to research how entrepreneurship can contribute to solving society's grand challenges, and to provide support to the LCR's entrepreneurs and small businesses.

Centre for Organisational and Employee Wellbeing

This centre brings together interdisciplinary researchers to shed light on how organising and managing affects production, working life and health, and how to thrive and flourish, whether as organisations or employees.

Members of this research centre are from multidisciplinary backgrounds with strengths in Strategy, Organisation Studies/Organisational Theory, Human Resource Management, Organisational Behaviour/Psychology, and related disciplines such as Marketing, Accounting & Finance, Economics, and Medicine.

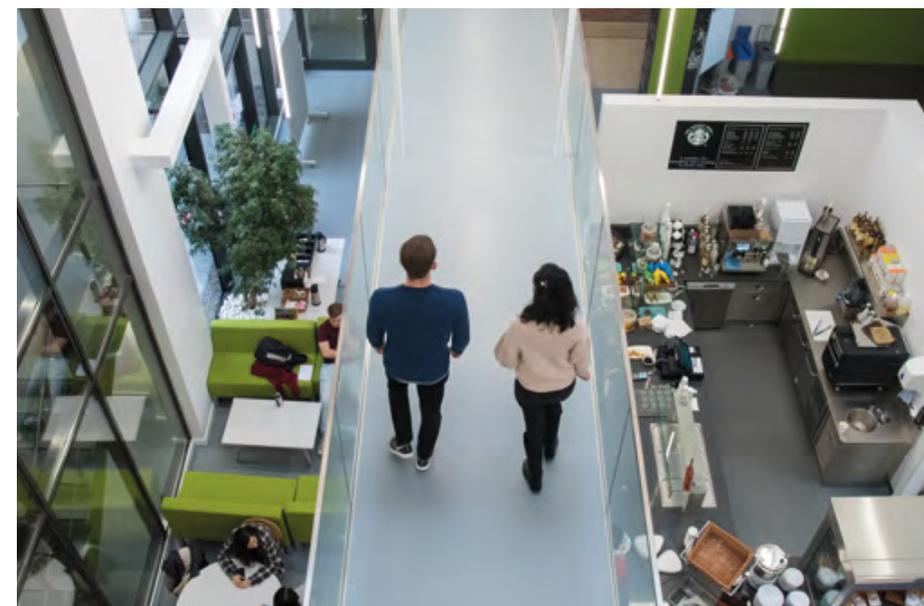




The difference is felt nationally and globally

Since 2002, ULMS has built upon its founding principle of education as **“ennoblement of life”** and its vision of a better society by raising the bar for those with leadership ambitions. Our aim is to enhance the employability of our students and inspire future leaders to become socially responsible global citizens.

This aim is a statement of practice for ULMS. Working within the philosophy of **“learning to make a difference”**, the research of ULMS’ faculty influences scholarly and business debates, and informs the education of our students and their subsequent work wherever they may choose to pursue their careers. It is supported by the extracurricular opportunities our students are offered, such as a *Year in Industry* or a *Year Abroad*, and evidenced by their graduate prospects and the senior positions that our alumni go onto.



Meaningful Research with Real-World Impact.

ULMS’s Research Centres and Clusters and its six subject groups allow for a broad range of research topics, with far reaching societal impact. The following are some examples.

Maintaining Dignity in Dying

Professor Pippa Hunter-Jones,
Professor Lynn Sudbury-Riley & Dr Ammo Al-Abdin

The team studied the available palliative care evaluation instruments and found that while some measure multiple aspects of service provision, none incorporated all areas. Drawing on services management tools and concepts, the research team designed the new *Trajectory Touchpoint Technique (TTT)*, a new methodology to uncover opportunities for palliative care services with an emphasis on capturing how users feel and the overall ‘user experience’. In addition to informing Government policy, their research has impacted ways in which palliative care services are fundamentally designed and integrated with other healthcare services. It has also led to the launch of a completely new *Hospice@ Home* service.

Satellite Imagery and Sustainability

Dr Gopal Narayanamurthy

Small and marginal-sized farmers in India (representing approximately 87% of Indian agricultural households) primarily depend on credit for acquiring resources such as seeds, fertilizers and labour. Monitoring individual farm-level data for these farmers is a key challenge for institutional credit providers, pushing them into a reliance on noninstitutional credit. The research by Dr Narayanamurthy and his team is demonstrating that satellite imagery integrated with institutional credit management can address the challenges, to make it feasible for all small and marginal farmers to access institutional credit. The research will lead to the design of an institutional crop credit mechanism that removes the existing inefficiencies including the diversion of crop credit to non-agri purposes, and unmonitored usage of institutional credit after its disbursement.

Sports Integrity

Professor Ian McHale & Professor David Forrest

Professors Forrest and McHale developed probabilistic forecasting models for the outcome of football matches, used as a benchmark for setting match odds. This provides a process for monitoring betting markets using forensic statistics in order to detect corruption in sport. ULMS partnered with IRIS (Paris) in producing a report for the European Commission on how to keep betting crime-free and in conducting seminars with senior officials from the country’s police, sports ministry, betting operators, the regulator, and leaders of sport across fourteen EU states. Alongside this, consistent with the School’s focus on societal benefit, their research has been influential in contributing to government policy on making gambling safer.

Assisting Central Banks in Improving Monetary Policy Decision Making:

Professor Oliver de Groot

In collaboration with economists at the European Central Bank (ECB), Professor de Groot developed novel methods and tools for studying optimal monetary policy in an environment with multiple policy instruments and powerful nonlinearities. It is summarized in three research papers – *Christoffel et al. (2020)*, *de Groot & Mazelis (2020)*, and *de Groot et al. (2021)*. Following an ULMS-hosted conference on *“Optimal Monetary Policy: Computational Advances and their Applications”* in early 2021 bringing together academics and the central banking community, including the Bank of Canada, Bank of Ireland, Bank of Italy, ECB, Federal Reserve Board, and Norges Bank, Professor de Groot’s methods and tools are now being considered by policy makers.

Modern Slavery in Corporate Supply Chains

Professor Jo Meehan & Dr Bruce Pinnington

The Global Slavery Index (2018) estimated that G20 countries collectively source \$354bn of products annually that are at risk of having forced labour in their supply chains. The UK’s Modern Slavery Act (2015) requires commercial firms with a turnover of £36m or more to publish a Transparency in Supply Chain (TISC) statement. Professors Meehan and Pinnington worked with the Home Office’s Modern Slavery Unit and the Ethical Trading Initiative (ETI) to study the effectiveness of this order and uncover the loopholes exploited by some in this sector. The team’s work has been cited by the UK Government, as well as internationally.

“ I have heard of the greatness of Liverpool but the reality far surpasses the expectation. ”

Prince Albert

Liverpool Pier Head



A legendary city of culture & creativity

A city of legends, Liverpool boasts The Beatles, Elvis Costello, Echo & The Bunnymen, The Coral and current dance floor kings Camelphat, to name a few. In the world of football, Liverpool and Everton Football Clubs aren't just Premier League giants, they're international household names.

Yet Prince Albert's love for the city predates this by about a century, so what was it that Queen Victoria's husband found so endearing that he would lend his name to our glittering dockside?

We can't be sure, but we like to think it has something to do with Liverpool being a wonderfully welcoming place where diversity is celebrated, and new ideas and creativity thrive.

Recently voted the fourth friendliest city in the world!

Harnessing this friendly-creative spirit, ULMS has formed symbiotic relationships with prominent art galleries and museums throughout the region.

Most notably an award-winning partnership with Tate Liverpool providing a high-profile platform for collaborative projects which has inspired participation from departments as diverse as computer science, archaeology and linguistics.

With an estimated student population of 70,000, Liverpool is one of the most loved student cities, not just in the UK, but in the world.

Global Top 10 Most Popular Student Cities (student.com)

Arts & Music

On the UoL home campus, adjacent to ULMS, we are thrilled to have the newly opened *Yoko Ono Lennon Centre* which includes the 600-seat *Paul Brett Lecture Theatre* and the 400-seat *Tung Auditorium* – a musical performance space with variable acoustic features that can be optimised for all musical styles from orchestral right through to jazz and rock.

The University also enjoys a long-running partnership with National Museums Liverpool which comprises 10 galleries and museums supporting joint research projects, various teaching activities and major public events. Another great resource is the *Garstang Museum of Archaeology*. Founded in 1904, it houses excavated Egyptian artefacts, and is one of only three cities in the UK to exhibit an actual Egyptian.

Liverpool Tate Museum



The Country's Conscience

Liverpool is also home to the world's only International Slavery Museum. This museum gives the enslaved people of West Africa individual voices and shares their personal stories. It also discusses contemporary slavery and acts as a mouthpiece against modern-day racism and discrimination.

Ferry cross the Mersey – or further afield

Embracing the North-West coastline where the River Mersey meets the Irish Sea, Liverpool has it all – a glittering city life, 23 breathtaking beaches, a waterfront of iconic mercantile buildings (including the "Three Graces"), river cruises, and boat services to the Isle of Man and the Country of Ireland. Manchester is just 40 minutes' drive, Wales is a three-hour drive, and the train to London takes just over two hours.

With a thriving live music scene, art, comedy and history all on our Mersey doorstep, Liverpool offers a fully rounded experience that enhances the lives of students and working residents alike. We think Liverpool will surpass your expectations too.

The Beatles Statue



When asked 'which is England's second city?'

The people of Manchester said: '*Manchester*'.

The people of Birmingham said: '*Birmingham*'.

The people of Liverpool said: '*London*'.

ULMS External Engagement Team

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