

UNIVERSITY OF ULSTER
FACULTY OF BUSINESS AND MANAGEMENT



UNIVERSITY of
ULSTER

ANNUAL REPORT 2006-7

SCHOOL OF MARKETING, ENTREPRENEURSHIP AND STRATEGY

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SECTION I: MEMBERS OF THE SCHOOL

Vice-Chancellor

Professor Richard Barnett BSc, PhD (Salford)

Dean of the Faculty

Professor Robert Hutchinson, BSc (Ulster), MA (Warwick)

Head of School

Mark Durkin, Certificate in Financial Services (UCD), MA (Ulster), Certificate in Personnel Practice (QUB), PgCUT (Ulster), PhD (Loughborough), FCIM

(Dr Durkin was Head of School until 1 July 2007)

Professor Rodney McAdam, BSc (Belfast), PhD (Belfast), MA (Lancaster), PhD (Ulster), FCMI

Professors

Stephen Brown, BA (Belfast), PhD (Belfast)

David Carson, DipM (CIM), MBA (Belfast), PhD (UCD)

Audrey Gilmore, DipM (CIM), MA (Ulster), DPhil (Ulster)

Patrick McNamee, BSc (Econ) (Belfast), MPhil (CNAA)

Ken O'Neill, BSc (Econ) (Belfast), ACMA, FIBA, Hon DSc (University of the National and World Economy, Sofia, Bulgaria)

Senior Lecturers

Heather Farley, BA (Ulster), MBA (Ulster), PGCTHE (Ulster)

Pauric McGowan, BA (Wolverhampton Polytechnic), MBA (Aston), PhD (Ulster), MMII

Una McMahan-Beattie, BA (Belfast), MSc (Surrey), PgC Research Methods, Human Sciences (Ulster)

Carol Reid, BA, PGCTHE, MED (Ulster), DipMRS, DipCIM

Kate Stewart, BA (Ulster), DipM (CIM), MCIM, Dip MRS, PhD (NUI), ILT

Lecturers

Gillian Armstrong, BA (Ulster), PhD (Ulster), PGCUT (Ulster)

Michael Brennan, BSc (Belfast), MBA (Ulster), PgCTHE (Ulster), PhD (Ulster)

Shirley Brennan, BSc (Ulster), MSc (Belfast), MA (Ulster), ILT

Danielle McCartan-Quinn, BA (Ulster), MA (Ulster), PhD (Ulster), ILT

Sharon Ponsonby-McCabe, BA (Ulster)

Geoff Simmons, BA (Ulster), MA (Ulster), MCIM, MAM

Associate Lecturers

Christine Wightman, BSc (Belfast), MBA (Ulster), DipM (CIM)

Paula Durkan, BA (Belfast), MBA (Ulster), CDip A & F (ACCA), PgCTHE (Ulster)

Jim McGowan, CMP (Ulster), PgC (Ulster), MA (Ulster), MMII

Part-time Lecturers

Kathryn Boyd
Neasa Hunter
Helen Matthews
Mark Hannan

Clerical Staff

Kate English
Clare Clarke, BA (Belfast)
Jennifer Larkin
Sarah Robb

Visiting Professors

Professor Conor MacCarrick, DipM, MCIM, (CEO, Propertynews.com)
Professor Pieter van der Sijde, University of Twente, Netherlands (NICENT)
Professor Sarah Anderson (NICENT)
Professor Bryan Keating (NICENT)
Professor Tom Kennedy, Delaware Valley College, Philadelphia
Professor Michael Johnston, MA, PhD (CEO, Dairy Council for NI)

SECTION II: COURSES WITHIN THE SCHOOL OF MARKETING, ENTREPRENEURSHIP AND STRATEGY

The programmes offered by the School during the past year were as follows:

MSc Innovation and Entrepreneurship (part-time)	Course Director:	Michael Brennan
Business Development Programme (part-time)		
MSc Marketing and Entrepreneurship (full-time and part-time)	Course Director	Kate Stewart
MSc Agri-food Business Development (part-time)	Course Director:	Gillian Armstrong
BSc (Hons) Marketing (full-time and part-time)	Course Director:	Sharon Ponsonby-McCabe
BSc (Hons) Business Studies (part-time)	Course Director:	Danielle McCartan-Quinn

External Examiners/Moderators for School Programmes

MSc Agri-Food Business Development (part-time)

Dr Andrew Fearne, Kent Business School, University of Kent

MSc Marketing and Entrepreneurship (full-time and part-time)

Prof Christine Ennew, Nottingham University Business School

MSc Innovation and Entrepreneurship (part-time)

Professor Susan Marlow, De Montfort University

BA Business Studies (part-time)

Dr John Ball, Swansea Business School

Dr Brian Fynes, University College, Dublin

Dr Keith Gray, Coventry University

Dr Abigail Marks, Heriot-Watt University, Edinburgh

Dr Pierre McDonagh, Dublin City University Business School

Dr Donna Marshall, University College Dublin

Mr John McLaren, Southampton Solent University

BSc Marketing (full-time and part-time)

Mr John Egan, Middlesex University Business School

Prof Pauline MacLaran, Leicester Business School, De Montfort University

SECTION III: THE HEAD OF SCHOOL'S SUMMARY REPORT

Introduction

The School of Marketing, Entrepreneurship and Strategy is fully aligned with the vision that the University has of being an institution with “a national and international reputation for excellence, innovation and regional engagement”.

This vision guides how we deal with and value staff, students, business clients and other stakeholders. It is reflected in the recent Times Higher Education Supplement teaching ratings, derived from the National Student Survey (2007), which placed the University in first position in the UK for the subject of marketing.

The School has an international reputation in marketing, entrepreneurship and innovation management. This is reflected in presentations at international research conferences (e.g. Academy of Marketing, Academy of Management). Moreover, the School has an extended international faculty which we draw on to speak to our students and to participate with us in collaborative research. We have prestigious links with Babson College, USA, consistently rated as one of the top five entrepreneurship schools in the world, and with St Joseph's College USA which is a world leader in agri-food marketing.

Research within the School has led to publications in leading national and international peer reviewed journals, books and Government reports. This document lists over 90 publications within the timeframe showing the depth and scope of our research activity. This research is critical to the success of the School and its provision to students; it informs our teaching and ensures staff are at the forefront of their disciplines.

The School staff take pride in their teaching and learning quality and expertise. In addition to the evidence of esteem referred to above, the portfolio of courses continues to receive praise from students, organisations (all sectors) and other stakeholders. Regular innovations occur in teaching methods, including e-learning and block teaching. In a number of cases these innovations have attracted special funding from bodies such as DEL and DARD.

A further and key dimension of the School is regional engagement and involvement in academic enterprise and consulting. The School has a large number of partnerships in this area including Knowledge Transfer Partnerships (KTP's) in the UK and Fusion projects, associated with the Republic of Ireland. These activities make a contribution to organisations, create employment for graduates and inform staff of leading organisational practice. In addition, staff regularly carry out consulting assignments for leading national and international organisations in all sectors and participate in a number of influential Government and Industry committees and forums to inform policy and practice.

In summary, our staff are committed to achieving excellence for our students, clients in organisations and other stakeholders.

Achievements of the School

Staff Activities of Note

Dr Gillian Armstrong and Mr Geoff Simmons successfully completed the Innovation Promoters Program, in conjunction with Lisburn City Council and the University of Ulster. The program involved the development of consultancy reports that provided new innovative knowledge and expertise to a local well established food company in the Lisburn City District. Dr Armstrong and Mr Simmons received a certificate of completion from the Mayor of Lisburn City at a ceremony attended by other companies and academics involved in the program.

Professors David Carson and Audrey Gilmore have contributed jointly to many activities that advance research and scholarship in the marketing area. They have long been associated with the *European Journal of Marketing* and are Joint Editors of this prestigious Journal.

Dr Michael Brennan presented on the topic of 'creativity in management' to a group from the Centre for Food Marketing, St Joseph's University, Philadelphia (September 2006). Dr Brennan was also invited to give a keynote address on the topic of Academic Entrepreneurship to the University of Eindhoven, Innovation Centre (February 2007). Dr Brennan and Professor Pauric McGowan received an award from Emerald Academic Publishers (April 2007) for their ground breaking research paper on the subject of academic entrepreneurship. Dr Brennan was invited by Northern Ireland Public Sector Enterprises (NI-CO) to give a keynote address on the marketing-technology interface to the Russian Regional Resources Centres Study Visit to Northern Ireland (June 2007)

Professor David Carson is involved with the Chartered Institute of Marketing (CIM) and is currently elected to the Professional Body Board which has responsibility for overseeing good practice and monitoring governance and the Constitutional and Structures Committee, which is currently reviewing and revising the CIM Constitution. He is also an elected member of the Academic Senate, consisting of 16 Professors of Marketing, a member of the CIM working parties overseeing education standards and practices overseas and constitutional reform, and President of the Ireland Regional Board and a Past Chair. He currently has invitations to serve as Visiting Professor to the Universities of Otago and Auckland, New Zealand, Eastern Washington University, USA. Professor Carson is also closely associated with the Academy of Marketing, the main academic representative body in the UK. He is the elected President (a prestige appointment – only the third in a twenty five year history) is a member of the Executive Board and also a member of the Research Committee. He has recently received a Distinguished Scholar Award from the University of Illinois for his work with the Marketing and Entrepreneurship Research Group.

Dr Mark Durkin is the founder and Chair of the Chartered Institute of Marketing's Financial Services Marketing Group (FSMG) in Northern Ireland. He was appointed as a Fellow of the Institute in 2003 in recognition of his contribution to marketing. Dr Durkin spent the first semester of 2005-6 engaged in research activity based in Monash University and Melbourne Business School in Australia and the University of

Otago in New Zealand. In 2006 Dr Durkin was elected to the University Senate and has also been invited on to the Council of the NI Chamber of Commerce. He joined the Institute of Directors in 2006 and sits on this body's Publications Committee. Dr Durkin was named the Chartered Institute of Marketing's *Marketing Person of 2006* in recognition of his service to marketing education in Ireland. From 2007 he is taking a career break from academic life and assuming the role of Director of Student Marketing within the University.

Professor Ken O'Neill was re-elected as Chair of Young Enterprise (N Ireland) Ltd. With 1400 volunteers, it is now arguably the largest active charity in N Ireland as it continues to foster enterprise in primary, secondary and tertiary education. He has been reappointed to the Steering Committee of the International Small Business Congress (headquartered in Tokyo) which represents around half a million businesses worldwide and has bid successfully to host its 35th Annual Congress, the first time it has been on the island of Ireland and over 20 years since it has been in the UK. The ISBC Congress will be run in parallel with the Annual Conference of the Institute for Small Business and Entrepreneurship (Prof O'Neill previously hosted it in 1985 and 1997). It is the largest UK event for policy makers, researchers, educators and trainers in the field. He serves as "Best Paper" judge at this year's conference. He has raised £150,000 to date in the form of sponsorship from Invest NI, Belfast City Council and Intertrade Ireland. Prof O'Neill has also been appointed to the Board of Governors of the Belfast Metropolitan College with effect from 1 August 2007.

Professor Audrey Gilmore was elected to the Academy of Marketing Research Committee in January 2005. She is a member of the Academy of Marketing Executive and has responsibility for Annual Honorary Awards. She is joint leader of Research in Tourism – TRMG (Tourism Research Marketing Group): running a number of studies of sustainable tourism research. Outputs have included both academic reports and media pieces on the topic in different regions.

Geoff Simmons – In August 2006, Geoff Simmons delivered a guest lecture at Delaware Valley College, Pennsylvania on Internet marketing in the context of SMEs. The lecture was presented to an MBA group from the Institution. Mr Simmons was also recently involved, through UUTech, with the development of the new, showcase, lifestyle website for the *Ulster Bride* publication, part of the *Ulster Tatler* group. Also in 2006, Geoff was involved, along with NICENT, in the organisation and delivery of a module on entrepreneurial marketing to a group of MSc Food Marketing students from St Joseph's University in Philadelphia. Geoff led the group on field trips to leading NI food companies and was involved in presentations to the students on entrepreneurial marketing in the food industry. Students rated the module consistently highly in relation to their experiences and learning during the week long field trip.

Carol Reid is organiser and moderator of Joint BMAF, Economics Subject Centre and QuBE Workshop at University of Ulster, "Integrating Study Skills into the first year curriculum" Feb 2007.

Course Developments

Undergraduate BSc (Hons) Marketing Degree (full-time and part-time)

Portfolio

Mrs Sharon Ponsonby-McCabe took on the course directorship of the full-time BSc (Hons) Marketing programme in January 2005 and assumed the directorship of the part-time programme in August 2005.

Induction

The academic year commenced with in excess of one hundred students enrolling on the first year of the programme. In week 1, new students attended their formal 'Induction'. The programme's second cohort of returning placement students entered their final year in September 2006 and graduated in June 2007.

Marketing Excellence Awards

To celebrate the excellence of our marketing students from the class of 2006, the Course Director was one of two school staff who organised the School's first *Marketing Excellence Awards* ceremony. This ceremony, which was held in the Loughview Suite in early January 2007, was attended by students, their families and friends, University Staff and representatives from the sponsoring organisations. Ms Orla Finnegan, as best overall final year student, was presented with the Northern Ireland Tourist Board Award for Excellence. Mrs Shakheera-Lee Wright was presented with the Millward Brown Ulster Award for Excellence for producing the best dissertation. Ms Clare Waters received the property News Award for Excellence having scored the overall grade in the E-marketing module. Ms Jennifer Sharp received the Pierce Award for Excellence as best overall second year student.

UU Students Rank Marketing Course Most Satisfying in UK

Marketing students at the University of Ulster are the undergraduates most satisfied with their degree course in this subject area in the UK. This is according to the Times Higher Education Supplement Satisfaction Score, which is an "overall measure of the ratings provided by students in the National Student Survey". So why does the University score so highly?

Sharon Ponsonby-McCabe, Course Director of the BSc (Hons) Marketing, believes that a combination of factors contribute to this rating. These include the:

- industrial relevance of the course;
- teaching and research expertise of the staff;
- strong levels of support given to the students;
- high quality of the industrial placements; and, the
- diverse range of career opportunities for graduates.

Postgraduate PgD/MSc Agri-Food Business Development (Part-time)

In keeping with the University's vision for regional engagement, the School responded to the Department of Agriculture and Rural Development's (DARD) call for marketing education provision in the agri-food sector. A new post-graduate programme was developed with international collaboration (Babson College, Boston; St Joseph's University, Philadelphia; Delaware Valley College, Philadelphia) to improve business development knowledge and skills within the sector. The programme, entitled PgD/MSc Agri-food Business Development, was successfully validated in September 2006 and launched in January 2007. The programme has recruited effectively across the food supply chain and has benefited from this range of business perspectives and the synergy between graduates and experienced managers.

Funding to support this proposed programme has been received in the form of DARD studentships and is available for 50% of the programme fee for participants employed within the Northern Ireland Agri-food sector. In addition, £30,000 has been secured from Moy Park Ltd to sponsor a "Moy Park Ltd Lecturer in Food Marketing" for a three year period and support related programme development and food marketing research.

Postgraduate MSc Innovation and Entrepreneurship

The MSc Innovation & Entrepreneurship, which includes a new Business Development Programme, was successfully launched. A distinguishing feature of the masters is the flexible attendance pattern that allows entrepreneurs and executives to accumulate credit points in a variety of permutations.

The highlight of the course was the study visit to Babson College, led by Dr Michael Brennan and Professor Pauric McGowan, during the summer of 2007. This was extremely well received by the student group and was hailed as 'inspirational' by entrepreneurs on the programme. Support funding for the group was secured from DEL.

Postgraduate PgD/MSc Marketing and Entrepreneurship

At the Marketing Excellence Awards held in January 2007, Mr Jonathan Gallagher was awarded the prize of Best Overall Final Year Student (joint award with Clare Oliver, Coleraine) and also the prize for best dissertation on the MSc Marketing and Entrepreneurship.

Teaching and Learning

Excellence in Teaching and Learning is at the heart of the School's activities and staff continue to develop exciting and innovative approaches to teaching. Indeed best practice examples have been studied at the Universities of Strathclyde and Stirling and at Australia's largest university, Monash, which has produced an E-Learning programme in marketing. Staff continue to introduce WebCT and utilise a variety of innovative teaching deliveries, including flexible learning modes. Innovation is a fundamental foundation of the disciplines of Marketing, Entrepreneurship and Strategy.

On the two masters programmes a number of modules have been developed to be delivered on a three day intensive basis, this pilot has been extremely well received and the lecturing staff are pleased with students performance.

For modules such as “E-Marketing”, students work on “live” business problems. The most recent assessment involved a ‘live’ business problem from MMC Consulting, a member of the School’s Business Forum. Students were divided into consultancy teams and reported back through oral presentation and written report. This innovative assessment strategy concerns the use of a dedicated web site through which students could interact within their consultancy team remotely, upload evidence of their work in progress and develop an online work-plan diary to help manage the project to completion. This is especially useful as the students are full-time and part-time and over 20% are international students. In addition, feedback can therefore be ongoing and help shape the work of the teams from an early stage. The online forum also helps stimulate student reflection and gives early indications to the lecturers as to the efforts of the teams’ overall as well as the relative contributions of the individual members.

Members of the School have been engaged in web-based approaches to teaching for a number of years. The BSc Business Studies and BSc Marketing make extensive use of WebCT for communication with students and as a learning platform. All modules offered through the School’s courses have a large element of on-line student support.

Placement continues to provide a valuable experience for students on the BSc Marketing program. The personal and professional development of students involved continues to impress staff teaching the students in final year.

External Examining

A number of staff have been involved in external examining at a range of levels. At doctoral level, Professor David Carson has examined PhDs at Dublin Institute of Technology.

Dr Gillian Armstrong is External Examiner for the following programmes at Birmingham College of Food, Tourism and Creative Studies: BA (Hons) and FdA in Retail and Food Management; BSc (Hons) and FdSc Food and Consumer Management; and BA (Hons) Retail Management. She is also External Examiner for the MSc Co-operative Organisation, Food Marketing and Rural Development in the University College Cork.

Heather Farley acted as External Reviewer for University College, Cork and for Trinity and All Saints College (University of Leeds).

Una McMahon-Beattie has acted as External Examiner for Tourism Studies degree at Birmingham College of Food Tourism and Consumer Studies, for the MBA programme at the University of Gloucestershire and for Certificate and Diploma and degree courses in Hospitality and Tourism at Waterford Institute of Technology. She is currently External Examiner for the suite of tourism and hospitality undergraduate programmes at Glion Institute of Higher Education in Switzerland.

Professor Ken O'Neill is currently External Examiner to the University of Stirling and had also been appointed this year to Griffith College, Dublin.

School Marketing Initiatives

The School again sponsored the 'New Business Marketing Award' as part of the Chartered Institute of Marketing Awards programme.

The School's Business Forum continues to guide the School in ensuring that the currency of our educational offers to the market is excellent. The Forum has senior representation from 12 leading NI companies including BBC, Anderson-Spratt Group, Bank of Ireland, Millward Brown and Wrightbus.

In recognition of the extent of his contribution to the School, Mr Conor MacCarrick who is a key member of the Business Forum, continues as Visiting Professor until 2007 and Dr Michael Johnston, Chief Executive of the Dairy Council for NI is also a Visiting Professor until 2008.

Technology Transfer

The aim of the Knowledge Transfer Partnership is "to strengthen the competitiveness and wealth creation of the UK by the stimulation of innovation in industry through collaborative partnerships between the science, engineering and technology base and industry". KTP involves high quality graduates working in companies, normally for 2 years, on knowledge transfer projects central to the needs of participating companies, and jointly supervised by personnel in the 'knowledge base' (eg the University) and in business.

KTP activity continues at a high level again this year with three new programmes and with more staff actively involved. These schemes are perceived as having significant benefits for the School staff, both in terms of research potential and teaching materials, as well as for the company itself. In addition, the School has embraced the Fusion programme (a cross-border knowledge transfer programme funded by the International Fund for Ireland).

The skills of staff and the nature of School research lends itself to the knowledge transfer model. To this end, the School has been budget holder for 6 KTPs and one Fusion programme in the year and places the School as one of the biggest KTP participants in the University. The KTPs are worth around £330,000 income in a full year and £660,000 in total. This includes a direct contribution to University overheads of £120,000 and £80,000 for academic/secretarial time. This is a significant achievement by the School, given that at a UK level it is increasingly difficult to have marketing-related projects approved. The benefit from KTP success lies not only in the revenue generation, but also in building the knowledge, experience and confidence of staff, especially younger staff who may lack business experience. Moreover, it enhances the School's contribution to the RAE. Interaction with other Schools and Faculties, as well as the associated additional publications and teaching materials, add further benefits. At a fundamental level, KTP enables the School to develop collaboration with the business community.

The following reflects the School's Knowledge Transfer Partnership (KTP) activity:

Ongoing contracts in the year 2006/2007

- Prof Ken O'Neill and Prof Rodney McAdam with JPM Contracts Ltd, Dungiven (£105,000).
- Prof Ken O'Neill and Prof Denis McKeag (School of Electrical & Mechanical Engineering) with Petal Postforming Ltd, Enniskillen (£105,000).
- Prof Ken O'Neill and Mr Dean Coulter (School of Accounting) with Madden Bros, Ballymena (£105,000).
- Additionally, Prof Ken O'Neill and Prof Rodney McAdam have a Fusion programme with Caffreys Natural Stone, Drogheda (£80,000).

New contracts in 2006/2007 were:

- Garment Graphixs – a second KTP with Prof Ken O'Neill and Prof Brian McClelland, School of Art and Design (£105,000).
- Prof Ken O'Neill and Ms Rachel Sherrard (The Business Institute) with Dennison's Trucks, Ballyclare (£110,000).
- Mr Geoff Simmons and Mrs Heather Farley have had a KTP approved for CM Machinery, Craigavon (£105,000).
- A decision is currently awaited on the Colin Glen Trust proposal which is being managed by Professor O'Neill and Mr Dean Coulter (School of Accounting).

This performance in Knowledge Transfer Partnership's activity is a reflection of the School's commitment to the University's mission to enhance technology and knowledge transfer.

Northern Ireland Centre for Entrepreneurship (NICENT)
(Director : Professor Pauric McGowan)

NICENT has, throughout the year, continued its efforts to build the level of awareness for entrepreneurship amongst students and staff within the faculties of Science, Engineering and Technology, (SET), and to encourage a greater engagement with the agenda by those within the constituency through its promotion of enterprise competitions. NICENT, which is a partnership between Ulster and Queen's (Belfast) was cited by Universities UK in 2006 in their document *Higher level learning: Universities and employers working together*, as an exemplar for the promotion of an entrepreneurship culture within higher education.

During the year a bid to Invest Northern Ireland for future funding was successfully completed and Phase 2 of the project was launched. As a consequence the Centre was commissioned to extend the agenda for entrepreneurship into the non-SET faculties of

the University, focusing on issues relating to *enterprise for life* as well as new venturing. To support the progress of the Centre's efforts under Phase 2, a number of key personnel were appointed. Ms Sharon Porter and Dr Cecilia Hegarty were appointed as Lecturers in Entrepreneurship, Mr Paul Brown was appointed as Centre Administrator and Mrs Linda Laughlin was appointed as Centre Secretary.

The following tables demonstrate the progress of the Centre over the year against targets and suggest a healthy level of performance.

2006/07 SET/Non SET		NICENT Phase 1, Semester 1		NICENT Phase 2, Semester 2		Total	
		UG	PG Taught	UG	PG Taught	UG	PG Taught
Total SET & Non SET	Target	556	40	855	15	1411	55
	Actual	1076	45	682	24	1758	69
In 2006/07 177 Postgraduate research students engaged in entrepreneurship programmes.							

It can be seen that for the year 2006/07 NICENT exceeded its targets for exposing undergraduate and postgraduate students to the 'core' learning outcomes for entrepreneurship awareness.

Other highlights during the year include the successful engagement of the Centre with Enterprise Week run between 13th and 19th November 2006. Examples of activities supported by the Centre were a "James Bond" evening when students were engaged in a workshop to encourage some serious creative thinking activity, and a workshop on "successful enterprise development", presented by visiting Professor to NICENT, Dr. Peter Van der Sijde, from the University of Twente in the Netherlands.

The Centre also managed the university's engagement with the £25k Enterprise Award Scheme. This year again colleagues within the faculty generously provided support to teams from the University who had won through to the final ten places in the competition. In addition the Centre supported the efforts of staff, particularly with the School of Marketing, Entrepreneurship and Strategy to engage students in the Student Enterprise Awards 2007, the all-Ireland business plan competition sponsored by Invest Northern Ireland, Enterprise Ireland and the Ulster Bank. This was the first year that students from the University participated in the competition and it is gratifying to record that a team of five young female graduates secured a merit award and prize money of 2,000 Euro in the competition.

The Centre at the University also launched its revised suite of web-based modules during the year, at undergraduate level, in *Entrepreneurship Awareness* and *Entrepreneurship Applied*, and one at Masters level in *Entrepreneurship*.

Arrivals and Departures of Staff

Ms Sharon Ponsonby-McCabe joined the School in January 2005 as Lecturer in Business Strategy and commenced a new post in the School as Lecturer in Marketing Communications in 2006.

Mrs Carol Reid joined the School in February 2007. Carol transferred from the School of Business, Retail and Financial Services at Coleraine, effectively swapping places with Dr Rosalind McMullan. Dr McMullan joined the School of Business, Retail and Financial Services at Coleraine on her return from sabbatical in Auburn University, Alabama.

Mr David Demick retired from University of Ulster at the beginning of the academic year after many years of dedicated service.

Ms Elaine Dobson, who was job-sharing with Mrs Clare Clarke as a Grade 3 secretary, returned to the Faculty of Business and Management's Faculty Office.

SECTION IV: RESEARCH IN THE SCHOOL

The School has a strong research ethos, with major synergies existing between research and teaching. Research and scholarship are fundamental to the currency of the curriculum within the School and activity has been intense, as the list of books, refereed journal articles, conference papers and chapters in books reveal.

Key research strengths within the School are focused in the areas of small firm marketing, networking, services marketing and financial services marketing.

Emerging areas which underscore the School's commitment to having research outputs which are of relevance and importance to the NI regional economy are tourism, e-marketing and agri-food marketing.

Books Published

BROWN, S, (2007), *Fail Better! Stumbling to Success in Sales & Marketing*, London: Cyan, book in press, 200 pp.

BROWN, S, (2006), *The Marketing Code* (2006), London: Cyan, 400 pp.

BROWN, S, (2006), *Two Continents, One Culture: The Scotch-Irish in Southern Appalachia*, North Carolina: Overmountain Press, 200 pp (with E C Hirschman and P Maclaran).

BROWN, S, (2006), *Consuming Books: The Marketing and Consumption of Literature*, London: Routledge, 220pp.

Hine, Damian & CARSON, David, Eds (2007) 'Innovative Methodologies in Enterprise Research', Edward Elgar, Cheltenham – UK, pp323.

Yeoman, I, Robertson, M Ali-Knight, J, Drummond, S, and McMAHON-BEATTIE, U (Eds) (2006) *Gestao de Festivais e Eventos: Uma perspectiva International de Artes e Cultura*, Roca, Portugal, ISBN 85-7241-619-6/ 978-85-7241-619-1.

McMAHON –BEATTIE, U, and Yeoman, I (Eds) (2001), 3rd reprint 2005, *Yield Management Strategies for the Service Industries*, Thompson Learning, London, ISBN 0-8264-4825-9.

McMAHON–BEATTIE, U, and Yeoman, I (Eds) (2004). 2nd reprint 2005, *Sport & Leisure Operations Management*, Thompson Learning, London, ISBN0-8264-5760-6.

Yeoman, I and McMAHON –BEATTIE, U, (Eds) (2004) 3rd reprint 2007 *Revenue Management and Pricing: Case Studies and Applications*, London, Thompson Learning, ISBN 1-84480-062-8.

Refereed Journal Articles (including editorships of special editions)

Hollywood, L., ARMSTRONG, G. A. and DURKIN, M.G. (2007) Using Behavioural and motivational thinking in food segmentation. *International Journal of Retail and Distribution Management*, Vol 35, Nos 8.

BRENNAN, M, McGovern, P and McGOWAN, P (2007) Academic Entrepreneurship on the Island of Ireland: Re-orientating academia within the knowledge economy, *Irish Journal of Management*, Special Edition on Entrepreneurship on the Island of Ireland.

BROWN, S, (2006), "Representing Consumer Research: A Novel Approach", in *Advances in Consumer Research*, pp 70-74.

BROWN, S, (2006), "Recycling Postmodern Marketing", *The Marketing Review*, 6, pp 211-230.

BROWN, S, (2006), "Breaking the Boundaries of Literary Convention: A New Approach for an International Bestseller", *Strategic Direction*, 22 (11), pp 25-27.

BROWN, S, (2006), "School of Rock", *The Marketer*, 30, November, pp 22-23.

BROWN, S, (2007), "Rosmerta Marketing: Introduction to the Second Special Issue", *Journal of Strategic Marketing*, 15 (1), pp 41-51 (with A Patterson).

BROWN, S, (2007), "Inventing the Pubs of Ireland: The Importance of Being Postcolonial", *Journal of Strategic Marketing*, 15 (1), pp 41-51 (with A Patterson).

BROWN, S, (2007), "I Bet You Look Good on the Salesfloor", *Journal of Strategic Marketing*, 15 (1), pp 53-63.

BROWN, S, (2007), "The Closing of the Marketing Frontier", *Journal of Strategic Marketing*, 15 (1), pp 65-75.

BROWN, S, (2007), "The Failgood Factor: Playing Hopscotch in the Marketing Minefield", *The Marketing Review*, in press.

BROWN, S, (2007), "Turning Customers into Lustomers: The Duveen Proposition", (2007), *Journal of Customer Behaviour*, in press.

CARSON, D, GILMORE, A, O'Donnell, A, Cummins, D and Grant, K (2007) "Price Settings in SMEs: Some Empirical Findings" in "*SME Marketing*. A custom publication" compiled by Dr Nnamdi O Madichie. Published by Pearson Education Ltd, 15th July, first published in *Journal of Product and Brand Management*, (1998), Vol 7, No 1, pp74-86.

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HOLLYWOOD, L.E., ARMSTRONG, G.A and DURKIN, M.G, “Behavioural segmentation in liquid milk: a research agenda”, BAM – British Academy of Management Conference, Belfast, September, 2006.

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Research Projects

Professor David Carson has just completed a major research study into multi-purpose sports stadia, a project funded by Belfast City Council.

Membership of Editorial Boards

Dr Gillian Armstrong is on the Editorial Board of the *Journal of Food Products Marketing*.

Dr Michael Brennan is on the Editorial Board of the *International Journal of Entrepreneurial Behaviour and Research*.

Professors David Carson and Audrey Gilmore are Joint Editors of the *European Journal of Marketing*.

Professor David Carson is a member of Editorial Review Boards for *Journal of Marketing Management*, *Journal of Marketing: Theory and Practice*, *Journal of International Marketing*, *Journal of Strategic Marketing*, *Journal of Euromarketing*, *Journal of Marketing Practice: Applied Marketing Science*, *International Business Review*, *Qualitative Market Research: An International Journal* and *Journal of Research in Entrepreneurship and Marketing*.

Dr Mark Durkin was invited on to the editorial board of *Marketing, Intelligence and Planning* in 2006 and is book review editor for the *International Journal of Bank Marketing*.

Professor Audrey Gilmore is on the editorial review board of the *Journal of Marketing, Theory and Practice* (US) and the *Journal of Research in Marketing and Entrepreneurship*, *Qualitative Market Research: An International Journal* (UK), in addition to her joint editorship with Professor Carson on the *European Journal of Marketing*.

Ms Una McMahon-Beattie is Practice Editor of the *Journal of Revenue and Pricing Management*.

Professor Ken O’Neill is on the editorial board of the *Journal of Small Business Management* (USA) and the *Journal of Enterprising Culture* (Singapore).

Mrs Sharon Ponsonby-McCabe has just completed 5 years as member of the editorial advisory board of the *Irish Journal of Management*.

APPENDIX I

Membership of University Committees

Dr Gillian Armstrong is Chair of the Placement Tutors Group and a member of both the Teaching and Learning Committee and the Quality Assurance and Enhancement Committee. She also sits on the University Work-based Learning Committee and the University Technologies for Placement Working Group.

Professor Stephen Brown is a member of the Faculty's Research Ethics Filter Committee.

Professor David Carson is a member of the Graduate School Committee.

Paula Durkan is a member of the Information Services Committee and Dr Michael Brennan is an acting member of this Committee,

Dr Mark Durkin is a member of all School and Faculty committees, academic Senate and the University's Development, Communication and Marketing Committee.

Mrs Heather Farley is on the Faculty Board and is Chair of the Faculty Teaching & Learning Committee and a member of the Quality Assurance & Enhancement Committee. She sits on the University Teaching & Learning Committee, Course Approval Sub-Committee, Working Group for Student Progress/Induction, Retention and Progression and is on the University Court. Mrs Farley also sits on the Forum for Teaching and Learning Innovation and the Steering Groups for the TQEF2 Employability Project and the CETL for Utilising Institutional E-learning Services.

Ms Una McMahon-Beattie is a member of the Teaching and Learning Committee.

Professor Ken O'Neill is a member of the Health and Safety Committee.

Mrs Sharon Ponsonby-McCabe is a member of the Schools Liaison Committee. She is subject coordinator on the Sub-committee for Teaching and Learning. Sharon also sits on the Learning Support Centre Committee and is a member of the Marketing and Student Support Committee.

Mrs Carol Reid is on the Faculty Board and is Chair of the Faculty Marketing Committee. Mrs Reid is also a member of the Faculty Teaching and Learning Committee, Faculty Quality Assurance and Enhancement Committee and the Schools Liaison Committee.

Mr Geoff Simmons is a member of the Placement Tutor's Group.

Key Conferences Attended

Ms Una McMahon-Beattie presented a paper at the 9th International Research Seminar in Service Management Conference in La Londe, France in June 2006 and also presented at the Academy of Marketing Conference at Middlesex University in July 2006. In May 2007 she presented a paper at the European Marketing Association Conference in Iceland.

Professor Ken O'Neill served as "Best Paper" judge at this year's Annual Conference of the Institute for Small Business and Entrepreneurship (ISBE) in Cardiff. He attended and participated at the International Council for Small Business (ICSB) World Conference in Turku, Finland in June 2007, chairing various tracks. He also attended the OECD Conference on Supply Chain Management for SMEs in Tokyo in May as a guest of the Japanese Government's "Association for SMEs and Regional Innovation".