



Ulster Business School

DEPARTMENT OF BUSINESS, RETAIL AND FINANCIAL SERVICES

ANNUAL REPORT - 2008/09

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SECTION I: MEMBERS OF THE DEPARTMENT (as at 1 October 2009)

Vice-Chancellor

Professor Richard Barnett BSc, PhD (Salford)

Dean of Faculty

Professor Marie McHugh BA (Belfast), MSc (Belfast), PhD (Ulster) FHEA

Head of Department

Professor Barry Quinn BA, DPhil (Ulster)

Professors

Colin Glass, BSc (Econ) (Belfast), MSc (Econ) (London)

Philip Hamill, BA, MSc, PhD (Ulster), FHEA MCGI

Senior Lecturers

Derek Bond, BSc (Ulster), MSc (Manchester)

Marie-Therese Boyle, BSc (Econ), PGCE (Belfast)

Patrick Ibbotson, BSc (Belfast), MBA (Ulster), MSc, PhD (Belfast)

Fred Scharf, BA (London), MA (Ulster)

Lecturers

Graeme Acheson, BSc, MSc, PhD (Belfast)

Lisa Bradley, BSc, MSc, PhD (Belfast)

Grainne Byrne, BA, DPhil (Ulster)

Ken Dyson, BA, MSc (Ulster)

Emma Fleck, BA, PhD (Ulster)

Lloyd Hunter, BA, MSc (Ulster)

Karise Hutchinson, BA, PhD (Ulster)

Norry McBride, DMS, PhD (Ulster), MSc (Leicester), FCIPD, MCFI

Claire McCann, BSc, MSc (Belfast)

Donald McFetridge, BEd (Belfast)

Chris McLean, BA, MBA (Ulster)

Elaine Ramsey, BA, MSc, PhD (Ulster)

Andrea Reid, BSc, PhD (Belfast)

Roger Snowdon, MA (Cambridge), MSc (Ulster)

Michael Thompson, MA (NUI), FCA

Associate Lecturer

Christine Alexander, BSc (Bristol), MPhil (Oxford)

Department Administrative Assistant

Judith Hough

Department Secretaries

Claire Hyndman
Caroline Morrison
Elaine Wilson

Learning Support Centre Assistant

Alan Davis

SECTION II: COURSES WITHIN THE DEPARTMENT

BSc Hons Business Finance and Investment:
Course Director: Dr Lisa Bradley

BSc Hons Finance and Investment Analysis:
Course Director: Dr Lisa Bradley

BSc Hons Financial Services:
Course Director: Claire McCann

BSc Hons Business with Options:
Subject Director: Dr Grainne Byrne

BSc Hons Business (FT):
Course Director: Lloyd Hunter

BSc Hons Business (P/T):
Course Director: Chris McLean

BSc Hons Management (P/T):
Course Director: Chris McLean

PGD/MSc Business and Information Innovation:
Course Director: Derek Bond

PGD/MSc Applied Management:
Course Director: Dr Norry McBride

PGD/MSc Financial Services :

Course Director: Dr Ken Dyson

External Examiners

Dr John Ashton, University of East Anglia
BSc Hons Business Finance and Investment

Professor David Bennison, Manchester Metropolitan University
BSc Hons Business (FT and PT)
BSc Hons Business with Options
BSc Hons Management (PT)
BSc Hons Business Finance and Investment
BSc Hons Financial Services

Dr Adelina Broadbridge, University of Stirling
BSc Hons Business (FT and PT)
BSc Hons Business with Options
BA/BSc Hons Management (PT)

Samuel Idowu, London Metropolitan Business School
BSc Hons Business (FT and PT)
BSc Hons Business with Options
BSc Hons Business Finance and Investment
BSc Hons Management (PT)

Professor Alan Jones, University of Chester
BSc Hons Business (FT and PT)
BSc Hons Business with Options
BSc Hons Management (PT)
BSc Hons Business Finance and Investment
BSc Hons Financial Services

Dr Anthony Muff, Northampton Business School
FdSc Financial Services

Mr Mark Mulcahy, University College Cork
BSc Hons Financial Services
BSc Hons Finance and Investment Analysis

Professor Kwaku Opong, University of Glasgow
PGD/MSc Business and Information Innovation
PGD/MSc Financial Services

Dr Sotiris Staikouras, Cass Business School
BSc Hons Financial Services
BSc Hons Finance and Investment Analysis

Professor Jonathan Winterton, Groupe ESC Toulouse
PGD/MSc Applied Management

Professor Les Worrall, University of Wolverhampton
PGD/MSc Business and Information Innovation

SECTION III: THE HEAD OF DEPARTMENT'S SUMMARY REPORT

Introduction

The Department of Business, Retail and Financial Services is engaged strongly in the key areas of teaching and learning, research and academic enterprise. This report shall highlight the main developments in these areas over the past year.

In terms of teaching and learning, the Department continues to provide a wide range of courses at undergraduate and postgraduate level, offering students breadth of choice and opportunities for progression from a number of levels. The Department offers a broad range of general and specialist programmes in business at undergraduate level, providing students with a great level of choice and degree of flexibility in their study.

During the past year, course provision has been greatly expanded at both undergraduate and postgraduate levels. At undergraduate level two new degree programmes have been introduced: BSc Hons Finance and Investment Analysis and BSc Hons Financial Services. These new programmes will provide graduates with the necessary skills and industry specific knowledge to make a significant contribution to the wholesale and retail financial services industry needs. Course choice at postgraduate level has been significantly enhanced with the approval of the new PgD/MSc Applied Management. This new programme is an exciting and innovative development. It focuses heavily on the application of management principles in practice, with a major contribution to student learning from management practitioners. This programme adds to our existing, successful provision at masters level in financial services.

The year 2008-09 again saw a relatively high number of intakes to our undergraduate and postgraduate programmes. While the vast majority of the students enrolled on the Department's programmes come from the local NI marketplace, the number of international students entering the Department remains high, with students joining us from Europe, China and India.

The quality of learning and teaching standards on programmes remains consistently high, as evidenced by reports from students and external examiners. In terms of student performance during the year across our degree programmes, it was pleasing to note the high standards achieved in the final year of programmes, with a high proportion of students achieving a 2:1 or above. Teaching is informed by the research activities carried out by staff and also by Department members' engagement with the local and wider community. Department staff have played an important role in the work of local and national Government committees, EU bodies, and business and education forums. In addition, members of the Department have carried out external examining duties, both at undergraduate and postgraduate levels, at various institutions across the UK and further afield.

The Department continues to engage strongly with the business community. The Department's Business Advisory Group consists of leading members of the local

business community, representing public and private organisations and all the main sectors of industry.

One of the primary roles of the group is to advise the Department on the content of its taught programmes and to explore opportunities for collaboration and cooperation with the business community in the north coast area. The Department recognizes that it has a key role to play within the local economy in terms of promoting cross-sectoral collaborations, technology transfer and in the generation of new knowledge. An important area of collaboration with industry is through the student industrial placement. This option is available to all students across our undergraduate programmes. During the past year students availed of placement opportunities in a range of locations at home and abroad. Work experience of this type prepares students for employment after leaving University and greatly enhances job prospects. The experience gained during a work placement year is a particularly strong selling point to employers, and should provide graduates with an advantage during the current economic climate and the extremely competitive job market.

The Department enjoys strong positive relationships with professional bodies. During the year the Department was delighted to receive confirmation of accreditation from the Chartered Insurance Institute (CII) for our new undergraduate programme, BSc Hons Financial Services, and also from the Securities and Investment Institute (SII) for the PgD/MSc Financial Services. Students on the programme are eligible to be admitted to the Securities and Investment Institute at membership level. The Department is currently investigating professional accreditation for its new undergraduate programmes with the Securities and Investment Institute and the Chartered Institute of Bankers in Scotland.

The Department continues to operate within the context of a challenging environment facing business and management faculties, including the introduction of top-up fees, changing demographic patterns and the competition for student places from other institutions within the UK and on the island of Ireland. A further challenge is the changing pattern of student educational backgrounds and resulting expectations as they enter university programmes and the need to ensure that students experience a smooth transition to university study.

During the next academic year the Department will continue to inform prospective students of the excellent opportunities for studying business and finance at Coleraine. The key objectives for the Department in the coming year will be to maintain the current teaching quality, to ensure the smooth transition of new students to university life, to continue to develop the research output and profile, and to develop further our links with the local business community in order to enhance learning and teaching and research activities.

Staff Highlights

Arrivals and Departures of Staff

In September 2008 the Department welcomed Dr Andrea Reid to a Lectureship in Business Communication.

The Department welcomes Robert McCullagh, a Partner in PriceWaterhouse Coopers, as a new visiting professor. Professor McCullagh will be contributing guest lectures to a number of post-graduate and under-graduate degree programmes in the forthcoming years, and in particular the new PgD/MSc Applied Management.

In November 2008 Mrs Phyllis Bateson took early retirement after more than twenty years of service. Mrs Bateson is thanked for her years of service with the University and is wished a full and happy retirement.

Staff Achievements

Congratulations to Dr Ken Dyson and Michael Thompson on their success in completing and passing three units of the Securities and Investment Institute's Investment Administration Qualification.

In October 2008, Dr Barry Quinn was promoted to a Chair in Retail Marketing.

A number of our staff are actively involved in external bodies and committees:

- Derek Bond holds several external positions: Member of the Editorial Board, Statistical Journal of the IAOS; Member of the Local Organising Committee of the 2011 International Statistical Institute's World Statistical Congress, Dublin.
- Dr Emma Fleck is a member of Ireland's Network of Teachers and Researchers in Entrepreneurship, the Institute for Small Business and Entrepreneurship and European Association for Education and Research in Commercial Distribution.
- Professor Philip Hamill is a member of the Department of Employment and Learning's Future Skills Action Group Committee for Financial Services.
- Dr Karise Hutchinson is a member of European Association for Education and Research in Commercial Distribution. She is also Track Chair for Retail Marketing Special Interest Group at the British Academy of Management.
- Donald McFetridge represents the Department as a member of the Consortium of Retail Universities (CRU).
- Professor Barry Quinn is a member of Business in the Community's North West Business Leadership Team.
- Dr Elaine Ramsey is a member of: The Advanced Institute of Management Research (AIM) Scholars' Pool; Ireland's Network of Teachers and Researchers in Entrepreneurship; Social Research Association; Association of Survey Computing; British Academy of Management.

A number of staff have served as External Examiners to various universities:

- Dr Lisa Bradley was External Examiner at Manchester Metropolitan University.
- Professor Philip Hamill was an External Examiner at UCC and UCD.
- Donald McFetridge was External Examiner at Dublin Business School and Dublin Institute of Technology.
- Professor Barry Quinn was an External Examiner at Dublin Institute of Technology.

Several staff members have undertaken extensive media work. Donald McFetridge has represented the Department in media work undertaken during the period of this report, including many radio and television broadcasts on retail and consumer issues. He has also commented on retail developments in various trade publications. Dr Karise Hutchinson has been involved in national media broadcasts on well-known radio and television programmes. This work has involved both live interviews on television and radio commenting on current retail issues in Northern Ireland both from the perspective of the consumer and retailer.

During the period of this report staff members Chris McLean and Claire McCann have acted as Visiting Lecturers to the School of International Business, Dongbei University of Finance and Economics, China. These teaching visits have helped enormously to strengthen our links with Dongbei and to prepare students for their progression onto our BSc Hons Business Finance and Investment programme.

Fred Scharf was invited to deliver a series of lectures and seminars in International Marketing at the Fachhochschule Kempten, under the Erasmus Teacher Mobility Programme.

Professor Philip Hamill was invited to give a number of guest presentations during the past year:

- 'An Analysis of Index Reconstruction Effects, Investment Research Seminar, Pioneer Investments, Dublin (6 May 2009).
- Plenary speaker at Chartered Insurance Institute's Annual Prize Giving Ceremony, Belfast (17 May 2009).
- 'Opening the Box: An Analysis of FTSE Constituent Changes from a Microstructure Perspective', Investment Research Seminar, Pioneer Investments, Dublin (6 July 2009).
- Presentation to Brown Brothers Harriman Investment Bank on the University of Ulster's financial services and related programmes, at Invest NI, Belfast (8 September 2008).

Teaching and Learning

The Department continues to provide prospective students with breadth of choice and flexibility at both undergraduate and postgraduate levels. This is in line with the Ulster Business School's mission and principles of course delivery. There were several noteworthy course developments during the past year.

Two new programmes in financial services have been approved for their first intakes in the 2009/10 academic year: BSc Hons Finance and Investment Analysis and BSc Hons Financial Services. Both programmes were planned in response to the review of retail distribution by the UK's regulatory body, the Financial Services Authority. The new programmes will provide graduates with necessary skills and industry specific knowledge to make a significant contribution to the wholesale and retail financial services industry needs. Professional accreditation has been achieved from the Chartered Insurance Institute for the BSc Hons Financial Services and also from the Securities and Investment Institute for the PgD/MSc Financial Services. Students on the programme are eligible to be admitted to the Securities and Investment Institute (SII) at membership level. The Department is currently investigating professional accreditation for its new undergraduate programmes with the Securities and Investment Institute and the Chartered Institute of Bankers in Scotland.

The Department has been heavily involved in the development of two new Foundation Degree programmes over the past 12 months, in Financial Services and Retail. These programmes have been developed in collaboration with various Regional Colleges across Northern Ireland. The Foundation Degree in Financial Services has been introduced with intakes from 2009/10 to North West, Southern and South West Regional Colleges. The Foundation Degree in Retail will be introduced, subject to final approval, across a consortium of the six Regional Colleges from January 2010 onwards. The Foundation Degree in Retail is a highly innovative programme, involving a blended mode of delivery and a strong online content. Both programmes are employer-led and are designed to meet the requirements of local employers in these sectors.

Students continue to have the opportunity to study business at Coleraine on a part-time basis. The delivery of the BSc Hons Business programme on a part-time basis helps to meet the needs of mature students in the local area.

Course provision at postgraduate level was enhanced greatly over the past year with the approval of a new master's course, the PgD/MSc Applied Management. The new programme has several distinctive features. A number of senior management from leading N. Ireland firms will participate in the new programme as business mentors to students. There is a partnership arrangement in place with Kempten University of Applied Science in Germany, whereby students will be visiting Germany to undertake a module in the first semester. Furthermore, strong links have been developed with PricewaterhouseCoopers who are sponsoring a student bursary and will be involved in the delivery of the module 'Management Consultancy'.

The new PgD/MSc Financial Services had a very successful first year of operation. This programme aims to equip students with the necessary skills to work in the

financial services sector. Uniquely, the programme includes a placement in a financial services environment where students complete a work-based project for the award of MSc, which also makes them eligible to be admitted to the Securities and Investment Institute (SII) at membership level. The programme has been developed in consultation with InvestNI and the Securities and Investment Institute (SII).

Teaching and Learning Developments

During the past year, there have been several noteworthy developments in relation to teaching and learning, as highlighted below.

A 'Business and Finance at Coleraine Visit Day' was held in February. The event was held to provide applicants with further information on University life as a business studies student at Coleraine. This event involved presentations and talks from staff, current students, graduates and employers. External guest speakers included Ian Stone, Regional Manager of Bank of Ireland, Geoffrey Conn, Radisson Roe Park SAS, and John Simpson, Economist. The event was highly successful, attracting more than 300 students, parents and careers advisors to the Coleraine campus.

Dr Lisa Bradley co-ordinated the successful 'Finance Your Future' Conference sponsored by the University of Ulster and the Bank of Ireland. This event was held in February at the Radisson SAS Roe Park Resort, Limavady, and attracted over 80 pupils from local grammar schools. The event was aimed at educating young people in finance for life.

The Department hosted a 'Management Month' seminar on Wednesday 18th February 2009. The guest speaker Professor Lester Lloyd-Reason (Director of the Cambridge Centre for International Business Research and Development) presented a seminar entitled 'Entrepreneurship Education: Embedding Practitioner Experience'. Dr Karise Hutchinson is thanked for organising Professor Lloyd-Reason's visit.

The Department participated in the Education UK Virtual Exhibition 2009, 23–27 February 2009. During the week, staff members provided advice online to students from China interested in studying finance.

A number of sponsored student prizes were made during the year. Key external student award sponsors include First Trust Bank (Finance and Investment award), Invista Textiles UK (Innovation award), Radisson Roe Park (Marketing award), Northern Health Board (Computing award), Irwin Donaghey and Stockman Chartered Accountants (Accounting award), Skillsmart Retail (Retail award), Dairy Produce Packers (HRM award), Armstrong Medical (Part-time student award), AVX (Placement award), BKS Surveys (First year award). An awards ceremony was held for successful students during Graduation day in July. The Department offers its appreciation and thanks to the sponsors and also to Dr Norry McBride for his efforts in securing and organising the sponsored awards.

A number of presentations were made as part of the Department's Teaching and Learning Seminars Series. These seminars, involving a range of guest speakers, are to be used to disseminate good practice in teaching and learning and to debate

ideas. The Department's programme of Teaching and Learning seminars included a seminar by Professor Kate Greenan (Department of Accounting) entitled 'A-Levels – What is the Real Learning Experience?' and a workshop facilitated by Tom Hunter and Anne Hagan, CELT, on teaching international students.

A 'Skills for Studying Business' module has been introduced into the first year of all the Department's degree programmes. As part of the module, first-year students completed a 'How I Like to Learn?' questionnaire, as implemented by the Institute of Lifelong Learning, at the start and end of the semester. The module complements the Department's study skills programme integrated into existing modules and existing induction programmes. Many of the students that are enrolled on this module are studying on a modular programme which can make it difficult to link study skills to the Business subject. But through the implementation of small group seminar teaching, where students are assigned to seminar groups by subject studied, a blended learning environment and students studying a group topic relevant to their course subject, students will be encouraged to apply their skills to their degree subject.

To enhance student employability the Department is exploring the employability development opportunities available to students through participation in the Career Development Centre's Employability Development Opportunities Review Tool (EDORT) pilot.

During the year staff participated in the University's 'Peer Supported Review of Learning, Teaching and Assessment' pilot. Mrs Claire M^cCann has been awarded BMAF Teaching Research and Development funding (£1,900) to research 'Are the Skills Needs of International Undergraduate Students being met by the Traditional Methods of Assessment and Feedback?' She was also a member of a Centre for Higher Education Practice funded-team developing a PDP Implementation toolkit (value £5,000). She was a speaker at a Centre for Higher Education Practice event on 'Large Group Teaching and Small Group Assessment in a Business First-year Module'. The event was entitled 'The Assessment of Group Work, and was facilitated by Professor David Boud.

The first year module Introduction to Accounting piloted the use of the audience response technology Turning Point for both formative and summative assessment; a survey of student experiences with the technology was completed with very positive feedback from the students.

There was a high level of industry involvement in various modules within the Department over the past year. Helen Byran, of the TV programme 'The Restaurant', provided a guest lecture for the Introduction to Marketing module. For Information Systems and Quantitative Analysis for Managers, guest lectures were provided by industrial experts with one of these experts also being involved in assessing student presentations. In Contemporary Issues in Human Resource Management, Pat M^cCartan, Chairman of the Belfast Health and Social Care Trust, gave a guest lecture and was involved in student assessment. In the final-year Marketing Research module students worked with Causeway Enterprise Agency, local companies and a research consultant to produce a high standard market research report. The module coordinator, Dr Emma Fleck, recruited five local companies who

sought market research for their organisation. A market research expert from Milward Brown in Belfast mentored the students. The local company representatives were then invited to the University where the students presented their findings. The exercise was extremely beneficial to both the companies and the students. The companies were impressed by the standard of the market research reports while the students were able to develop a range of skills. In the PGD/MSc Financial Services module, Financial Markets and Institutions, students presented a piece of coursework assessment to a representative from Cunningham Coates Stockbrokers.

Mr Fred Scharf is part of a University of Ulster Team, with Mrs Heather Farley, Mrs Carol Reid, Mr Trevor Cadden and Mrs Roisin Curran, who in a BMAF sponsored project are examining support measures for new lecturers in Business and Management. The University of Ulster and the University of Liverpool are lead partners in the pilot project.

In January 2009 Professor Phillip Hamill, along with Professor Joan Ballantine and Professor Anne Marie Ward, provided a BMAF sponsored workshop entitled 'Research Informed Teaching: Purpose and Practical Application'.

A student team, mentored by Professor Philip Hamill participated in the CFA Global Investment Research Challenge on the 19th March 2009 in Dublin.

A student team, mentored by Dr Emma Fleck and Dr Karise Hutchinson, won the Flux 2009 inter-university student enterprise challenge on 6th – 8th April 2009, University of Plymouth. The team, made up of six final year students from the Department, beat 29 other universities from across the UK to win the competition. The students involved were Chris Cupples, Matthew Grey, Chris Halliday, Stella So, Leanne Leighton and Laura Tate. This was a magnificent achievement for the students and the staff involved. Financial sponsorship for the trip was gained from the private sector in the Coleraine area, including Loop Consultancy, Hutchinson Tiles and Causeway Enterprise Agency. The success of the Flux team has built on the Department's growing reputation for student enterprise. In the previous year, another team of students from the Department won the prestigious All-Ireland Student Enterprise Competition.

A final-year undergraduate team, 'Baby Milk Maker', won an Award of Merit at the All-Ireland 26th Student Enterprise Awards 2009 hosted by the University of Ulster, Coleraine. Congratulations are extended to the team and to their mentors, Fred Scharf and Chris McLean.

A team including second-year BSc (Hons) Business Finance and Investment students won a Stock Market Challenge hosted by Citi at the University of Ulster, Coleraine.

A team including Mrs. Claire M^cCann (team leader), Dr Andrea Reid and Miss Kristel Miller participated in the CIES Reward and Recognition Scheme, Programme II: Learner Centred Activities. Other members of the team were Mr. Ronnie Patton and Mr. Ian Alexander. The team are developing a re-usable multi-media unit on the process of academic writing.

The Annual Business and Management Formal, organised by Mr Chris McLean, was held at the Magherabuoy House Hotel. This is a highly popular and important evening in the Department calendar as it allows students the opportunity to celebrate their period of time with the Department and University. Congratulations are given to Chris McLean on the success of the event.

Various members of the Department are involved with the University and Ulster Business School Committee Structure:

- Claire McCann is a member of Teaching and Learning Committee and the sub-committee of Teaching and Learning Co-ordinators and Faculty Audit Group. Claire also acts as Faculty PDP Co-ordinator and is a member of the PDP Forum. She is a member of Faculty Study Skills Working Group.
- Dr Pat Ibbotson is a member of the Research Graduate Centre, the Research Institute Board and School Board.
- Lloyd Hunter is a member of the Learning Support Centre Committee and the Schools Liaison Committee.
- Dr Karise Hutchinson is a member of the Research Institute Board and the Research Ethics sub-committee.
- Dr Elaine Ramsey is a member of the Research Institute Board and the Research Graduate Centre.
- Dr Grainne Byrne is a member of the Health and Safety Committee.
- Fred Scharf is a member of the Teaching and Learning Committee and the Placement Tutors Group.
- Professor Colin Glass continues to act as Sub-Unit Co-ordinator for the Accounting and Finance research group and is a member of the Research Institute Board.
- Marie Therese Boyle is Faculty Head of Collaborative Courses for Business and Management and Accounting and is a member of the Quality Assurance and Enhancement Committee.
- Derek Bond is a member of the Information Services Committee.
- Michael Thompson is a member of the Placement Tutors Group.
- Donald McFetridge is a member of the Placement Tutors Group.
- Dr Graeme Acheson is a member of the Placement Tutors Group.
- Judith Hough is a member of the Placement Tutors Group.

Research Activity

Department staff continue to make a valuable contribution to the University and Faculty research agenda, particularly within the sub groups of Marketing and Social Economy. The Department's research activities for the most part continue to be focused around key areas such as retailing, finance, internationalisation, e-business, SMEs and entrepreneurship.

Research staff have developed important external links and networks and have been involved in joint research studies with colleagues from other Irish, UK, European and US universities. The development of such networks should help to inform research activities in the future. The key research objectives for the Department include the wider dissemination of the Department's research work, and success in attracting funds and resources that will allow the research activities of the Department to develop further.

The Department has a strong PhD student base. PhD work concentrates on areas such as SME retailing, retail branding, e-business, entrepreneurship and finance. The doctoral student base is one of the Department's key assets and these students make a very valuable contribution to the Department in terms of research output.

Several members of staff from the Department were included in the University's submission to the 2007-8 Research Assessment Exercise. Staff contributed strongly to the Faculty submission that obtained a strong rating, where 85% of research activity was deemed to be of international quality. This reflects well on the research activities of the Department. During the period covered by this report, members of staff from the Department published a variety of research articles in a broad range of quality academic journals, including for instance *Marketing Intelligence and Planning*, *Journal of Strategic Marketing*, *Journal of International Marketing*, *Journal of Marketing Management*, *Managerial Finance*, *Explorations in Economic History*, *Applied Economics*, *Journal of Banking and Finance*, *Applied Financial Economics*, *Explorations in Economic History*, *Journal of International Entrepreneurship*, *International Journal of Market Research*, and the *Service Industries Journal*. This research output was supplemented by conference papers presented by staff at various local and international academic conferences. Further details on the Department's research output are shown below.

The Department's Research Seminar Series continues to provide staff and postgraduate students with the opportunity to present their work at an early stage for constructive feedback. Professor Lester Lloyd-Reason from Anglia-Ruskin University provided a research seminar and PhD student clinic on entrepreneurship and SMEs. The Department's Financial Services Research Seminar Series included regular presentations by internal and external speakers. The external speakers included Dr Peter Dunne (Queen's University Belfast), Dr John Ashton (University of East Anglia), Professor Kwacku Opong (Glasgow University), and Professor William Forbes (Loughborough University).

It is a characteristic of the Department that members of staff are actively engaged in research related activities outside the University. These services undertaken by staff draw on their expertise:

- During the year Professor Barry Quinn continued to act as a member of the editorial board for the *Journal of Retailing and Consumer Services*.
- Dr Pat Ibbotson has continued to act as a member of the editorial review panels for the *Journal of Small Business and Enterprise Development* and the *Journal of Retailing and Consumer Services*.
- Derek Bond continued as a member the editorial panel of Cities and Regions and a member of the editorial panel of The Statistical Journal of the IAOS.
- Dr Emma Fleck acted as a reviewer for the EAERCD (European Association for Education and Research in Commercial Distribution) Conference 2009 and a reviewer for ESRC Mid-Career Fellowship Grants.
- Dr Elaine Ramsey is a member of the editorial boards for Journal of Information Systems and Small Business. She was lead Guest Editor of the Special Edition “Small Businesses and Information Systems”, in the Australasian Journal of Information Systems (Volume 16. No. 1) with Dr Craig Parker, Deakin University, Australia, Professor Lynn Martin, Manchester University and Dr. Pat Ibbotson, University of Ulster.
- Dr Elaine Ramsey and Dr Pat Ibbotson were invited to give a presentation entitled “Speeding into Business Creation”, at Brussels Research Symposium on The Innovation Management & Technology Transfer (IMTT) programme.
- Professor Hamill was invited to present a paper at the Edinburgh Finance and Investment Seminar Series, Edinburgh University, 9 October 2008. The paper was entitled ‘What Influences Independent Board Member Appointments when Ownership is Concentrated?’

The following staff members were successful in attracting external funding for research projects:

- Professor Barry Quinn and Dr Karise Hutchinson have obtained an ERDF funded Northern Periphery Programme (2007-13) grant for £180,000 over three years for a ‘Retail in Rural Regions’ project. This research project is with Kemi-Tornio University of Applied Sciences in Finland and 8 other European partners.
- Derek Bond, Dr Norry McBride and Dr Elaine Ramsey have obtained two ERDF funded Northern Periphery Programme (2007-13) grants: ‘Micro Waste to Energy Business’ (£225,000) and Solutions for Microgeneration to Allow Energy Saving Technology (£350,000).

Academic Enterprise

Department staff continue to engage heavily in the area of academic enterprise and knowledge transfer. As highlighted under the Teaching and Learning section of this report, there were a number of very positive developments and initiatives over the past year as a result of the involvement of local businesses in our teaching activities. More broadly, there were several significant developments during the year to report in the area of academic enterprise.

Under HEIF/DEL ConnectED programmes, members of the Department over the last twelve months have been successful in securing research funding for a variety of projects in the areas of Financial Services, Management Development and Entrepreneurship Benchmarking. In addition, Dr Elaine Ramsey and Dr Pat Ibbotson (along with Dr Mark Bailey and Ms Gillian McCallion) obtained funds of £4850 as winners of an Innovation award for Cross Faculty Academic Enterprise Competition.

In June 2009 we hosted the 26th All-Ireland Student Enterprise Awards Competition, in conjunction with InvestNI and Enterprise Ireland. In the year previous, a final-year undergraduate student team from the Department, Uberfeet, won the competition.

Fred Scharf has been involved in a pilot project with Invest NI, where students from our Erasmus partner institution, Kempten University, are placed in Northern Ireland companies with an export focus on the German market. The initiative has proved very successful and it will be extended into next year.

Department staff members are involved in a number of Knowledge Transfer Partnerships, Fusion projects and consultancy activities:

- KTP projects are undertaken with local industry in areas including waste management, food production and digital printing. The industry partners include Foyle Foods and Zing Design.
- Our Fusion projects are focused on e-business. Dr Pat Ibbotson and Dr Elaine Ramsey were successful in two new Fusion project applications to InterTrade Ireland. The projects are with Agricultural Trust, Dublin and C.P Community Publishing, Wicklow.
- Dr Elaine Ramsey and Dr Pat Ibbotson undertook a consultancy project in conjunction with FGS McClure Waters (£1000) and were commissioned by CitiBank to undertake a study entitled 'Evaluation of Innovation Hub Initiative at Citibank'.
- Various staff from the Department undertook a number of consultancy activities through the Invest Northern Ireland Innovation Voucher scheme. These staff included Dr Emma Fleck, Dr Karise Hutchinson, Dr Elaine Ramsey, Dr Pat Ibbotson, Dr Norry McBride and Dr Andrea Reid. Projects included 'Efficiency Appraisal of Stock Management and Pricing Systems'; 'Approaching and Influencing Retail Buyers: A Practical Perspective'; 'Investigating the Potential Uses for NMR technology within the

Pharmaceutical industry in the UK and Ireland'; 'Marketing Research, Strategy and Plan for Gold and Silver Plating Services'.

The Department's three year HEFCE funded student entrepreneurship project – SPEED (Student Placement for Entrepreneurs in Education) has been completed. SPEED was a HEFCE (Higher Education Funding Council for England) funded initiative under the HEIF (Higher Education Innovation Fund) 3 umbrella of public support, which brought together a series of activities to support student entrepreneurship. The successful bid involved a consortium of thirteen universities within the UK, in a £5 million project. The principle was to deliver a significant number of current students (750 in total) the opportunity to develop business skills and business ideas in a supportive environment as part of their degree courses. The SPEED programme directors, Dr Pat Ibbotson and Dr Elaine Ramsey, from the Department of Business, Retail and Financial Services, created a suite of support mechanisms to assist students with their business start-up endeavours. These included ongoing academic and business mentoring sessions, as well as delivering a suite of business training sessions to enhance students' skills in the practical areas of problem solving and decision making, finance and business taxation, business operations, and marketing and sales. The programme ended in March 2009 with 36 students from various Faculties across the University of Ulster completing the programme. In terms of business start-up achievements, 60% of the students successfully set up their businesses and had commenced trading with the help of the SPEED initiative. Congratulations are given to Dr Ibbotson and Dr Ramsey on the great success of this important initiative.

Dr Norry McBride and Mr Chris McLean are working with a number of diverse community groups and social enterprises in the Borough of Coleraine in establishing a Community Hub. They are external advisors to the Coleraine Rural and Urban Network (CRUN). The programme places particularly priority on access to services and facilities for disadvantaged children and young people.

A 'Business Start' Academic Enterprise competition was organised by Fred Scharf and Chris McLean for undergraduate students on the module 'Entrepreneurship and Small Business Management' and postgraduate students on the module 'Entrepreneurship and Innovation'. Entrants were asked to submit a business plan for a new venture as part of their coursework. The competition winners this year (Chris Cupples, Matthew Grey, Chris Halliday and Louise Wright) proposed to develop a new venture based on an innovative marketing tool, aimed specifically at the student market. The competition winners have set up their own company, Student Media Services (SMS) LLP.

A number of academic staff from the Department acted as judges for the Chamber of Commerce Awards, sponsored by the University of Ulster and Coleraine Borough Council. The staff members included Dr Karise Hutchinson, Dr Norry McBride, Chris McLean and Professor Barry Quinn. A prize event took place in June of this year at the Coleraine campus.

Much of the Department's Academic Enterprise activities are now publicised regularly through the new Ulster Business School Academic Enterprise Newsletter. This can be viewed online at the Ulster Business School link within the main University of Ulster website:

<http://www.business.ulster.ac.uk/academicenterprise/>

SECTION IV: RESEARCH IN THE DEPARTMENT

Publications in the period from 1 August 2007 – 31 July 2009 by members of the Department of Business, Retail and Financial Services

Refereed Journal Articles: 2007-9

Acheson, G.G. and Turner J.D. (2008) 'The Death Blow to Unlimited Liability in Victorian Britain: The City of Glasgow Failure', *Explorations in Economic History*, Vol. 45, pp.235-253.

Acheson, G.G. and Turner J.D. (2008) 'The Development of Financial Capitalism in Nineteenth-Century Britain: The Secondary Market for Bank Shares', *Financial History Review*, Vol. 15., No. 2, pp.1-29.

Bond, D. and **Dyson, K.A.** (2008) 'Long Memory and Nonlinearity in Stock Markets', *Applied Financial Economic Letters*, Vol. 4, No.1, pp. 45-48.

Bond, D. Harrison, M.J. and O'Brien, E.J. (2008) 'Exploring Nonlinearity with Random field Regression', *Applied Economic Letters Online*: pp. 1-4.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2009) 'Nonlinearity as an Explanation of the Forward Exchange Rate Anomaly', *Applied Economic Letters*, online.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2009) 'Nonlinearity and Structural Breaks in Irish PPP Relationships: An Application of Random Field Regression', *Applied Economics*, online

Cairns, P., Doherty, A.M., Alexander, N. and **Quinn, B.** (2008) 'Understanding the Retail Divestment Process', *Journal of Strategic Marketing*, Vol.16, No.2, pp. 1-18.

Glass, J.C., McCallion, G., McKillop, D.G., **Rasaratnam, S.** and Stringer, K.S. (2009) 'Best Practice Benchmarking in UK Higher Education: New Non-Parametric Approaches using Financial Ratios and Profit Efficiency Methodologies', *Applied Economics* , Vol. 41, No. 2, pp. 249-267.

Glass, J.C., McKillop, D.G., Rasaratnam, S. (2009) 'Irish Credit Unions: Investigating Performance Determinants and the Opportunity Cost of Regulatory Compliance', *Journal of Banking and Finance*, available online 9 July 2009.

Harrigan, P., **Boyd, M.**, **Ramsey, E.**, **Ibbotson, P.**, and Bright, M. (2008) 'Development of e Procurement within the ICT Manufacturing Industry in Ireland', *Management Decision*, Vol. 46, No 3, pp. 481–500.

Harrigan, P., **Ramsey, E.** and **Ibbotson, P.** (2008) 'e-CRM in SMEs: An Exploratory Study in Northern Ireland', *Marketing Intelligence and Planning*, Vol. 26, No. 4, pp. 385-404.

Harrigan, P., **Ramsey, E.** and **Ibbotson, P.** (2009) 'Investigating the e-CRM Activities of Irish SMEs, *Journal of Small Business and Enterprise Development*, Vol. 16, No. 3, pp. 443-465.

Hutchinson, K., Alexander, N, **Quinn, B.** and Doherty, A.M. (2007) 'Internationalisation Motives and Facilitating Factors: Qualitative Evidence from Small Specialist Retailers', *Journal of International Marketing*, Vol. 15, No. 3, pp. 96-122.

Hutchinson, K., **Quinn, B.**, Alexander, N. and Doherty, A.M. (2009) 'SME Retailer Internationalisation: Overcoming Barriers to Expansion', *International Review of Retail, Distribution and Consumer Research*, Vol. 19, No. 3, pp. 251-272.

Hutchinson, K., **Fleck, E.** and Lloyd-Reason, L. (2009) 'An Investigation into the Initial Barriers to Internationalisation: Evidence from Small UK Retailers', *Journal of Small Business and Enterprise Development*, Vol. 16, No 4.

Hutchinson, K., **Fleck, E.** and Lloyd-Reason, L. (2009) 'The Role of Business Support Organisations in the Process of Retailer Internationalisation', *International Review of Retail, Distribution and Consumer Research*, Vol. 19, No. 4, pp. 371-388.

Owens, M. and **Quinn, B.** (2007) 'Problems Encountered within International Retail Joint Ventures: UK Retailer Case Study Evidence', *International Journal of Retail and Distribution Management*, Vol. 35, No. 10, pp. 758-780.

Palmer, M. and **Quinn, B.** (2007) 'The Nature of International Retail Divestment: Insights from Ahold', *International Marketing Review*, Vol. 24, No.1, pp. 26-45.

Qureshi, I., Yulin Fang, Y. **Ramsey, E.**, McCole, P., Compeau, D and **Ibbotson, P.** (2009) 'Understanding Online Customer Repurchasing Intention and the Mediating Role of Trust – An Empirical Investigation in Two Developed Countries', *European Journal of Information Systems*, Vol. 18, pp. 205-222.

Ramsey, E. and **Bond, D.** (2007) 'Evaluating Public Policy Formation and Support Mechanisms for Technological Innovation', *International Review of Applied Economics*, Vol. 21, No. 3, pp. 403-418.

Ramsey, E., **Ibbotson, P.**, and McCole, P. (2008) 'Factors that Impact on Technology Innovation Adoption among Irish professional Services', *International Journal of Innovation Management*, Vol. 12, No.4, pp. 629-654

Ramsey, E., **Ibbotson, P.** and McCole, P. (2008) 'The Mitigating Effects of Uncertainty on e-innovation Propensity', *The Service Industries Journal*, Vol.28, No.1, pp. 53-72.

Turner, J.D, **Acheson, G.G.**, Hickson, C.R, and Ye, Q. (2008) 'Has Equity Always Earned a Premium?: Evidence from C19th Britain', VOX

(<http://www.voxeu.org/index.php?q=node/1127>) **Book Chapters**

He X-Z, **Hamill P.** and Li Y. (2008) 'Can Trend Followers Survive in the Long-Run? Insights from Agent-Based Modeling', in *Natural Computing in Computational Economics and Finance*, Brabazon A. and O'Neill M. (eds), Springer, Berlin.

Conference Publications

Bond, D. (2008) 'Regional Economic Base Multipliers Revisited', Invited paper 26th *International Conference on Regional and Urban Research and Statistics*, Shanghai.

Bond, D. (2009) 'The Epistemology of Well Being', Invited Lecture at the 2009 *Conference on Statistics for Young and Old*, Berlin.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2007) 'Economic Base Multipliers Revisited', *Irish Economic Association 21st Annual Conference*, Bunclody, Ireland.

Bond, D. Harrison, M.J. and O'Brien, E.J. (2008) 'Modelling Ireland's Exchange Rates: From EMS to EMU', *Irish Economic Association Conference*, Westport, April.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2009) 'Exploring Long Memory and Nonlinearity in Irish Real Exchange Rates using Tests based on Semiparametric Estimation', *Irish Economic Association Annual Conference*, Cork.

Bond, D. and **Ramsey, E.** (2007) 'Going Beyond the Fence: Using Projective Techniques as Survey Tools to Meet the Challenges of Bounded Rationality, Association for Survey Computing conference: *The Challenges of a Changing World*, Southampton, September.

Bond, D. and **Ramsey, E.** (2009) 'Evaluating the Public's Perception of NSO Websites using a Non-Standard Mixed Methodological Approach', *International Statistical Conference*, Prague, Czech Republic, Congress Centre of the Czech National Bank (CNB) 14th – 15th September.

Boyd, M., **Ramsey, E.**, and **Ibbotson, P.** (2007) 'Adoption of e-business among Manufacturing SMEs: A Northern Irish Perspective', *30th Institute of Small Business and Entrepreneurship Conference*, 7th – 9th November, Glasgow.

Cairns, P., Alexander, N., Doherty, A.M and **Quinn, B.** (2008) 'International Retail Divestment: A Conceptual Framework', *15th International Conference on Retailing and Services Science*, Zagreb, Croatia, 14-17 July.

Fang, Y., Qureshi, I, McCole, P. and **Ramsey, E.** (2007) 'The Moderating Role of Perceived Effectiveness of Third-Party Control on Trust and Online Purchasing Intentions', *Americas Conference on Information Systems*, Keystone, Colorado, August 9–12.

Fang Y, Qureshi I, McCole P. and **Ramsey E.** (2008) 'Relationship Quality and Online Customer Retention: the Contingent Role of E-commerce Institutional Mechanism Effectiveness. *Proceedings of the Pre ICIS WeB 2008 7th Workshop on e-Business: Designing e-Business Systems: Markets, Services and Networks* Paris, France, 13 December.

Fleck, E. (2008) 'The Growth and Development of Female Entrepreneurial Organisations- Evidence from Ireland', *ISBE International Small Business Conference*, Belfast, November.

Fleck, E. and Hegarty, C. (2008) 'Barriers to the Growth of Female Entrepreneurial Organisations', *DIANA International Research Symposium*, Belfast, November.

Harrigan, P., **Ramsey, E.** and **Ibbotson, P.** (2007) 'The Nature of e-CRM in Irish SMEs: Comparing International and Domestic Firms', 30th Institute of Small Business and Entrepreneurship Conference, 7th – 9th November, Glasgow.

Harrigan, P., **Ramsey, E.**, and **Ibbotson, P.** (2009) 'Using e-CRM to Create Customer Insight in SMEs', *Academy of Marketing Conference*, Leeds Metropolitan University, 7-9 July.

Harrigan, P., **Ramsey, E.**, and **Ibbotson, P.** (2009) 'Critical Factors Underpinning the e-CRM Activities of SMEs', *Ankara University International Marketing and Entrepreneurship Conference-AUMEC*, 6-9 April.

Harrigan, P., **Ramsey, E.**, Schroeder, A., Qureshi, I, Fang, Y, **Ibbotson, P.**, and Meister, D. (2008) 'eCRM Technologies, Capabilities and SME Performance Benefits', Pacific Asia Conference on Information Systems, '*Leveraging ICT for Resilient Organizations and Sustainable Growth in the Asia Pacific Region*' Suzhou, People's Republic of China, July 3rd -7th .

Hegarty, C. and **Fleck, E.** (2008) 'Growth: The Stylish Option for Female Entrepreneurs in Northern Ireland?', *ISBE International Small Business Conference*, Belfast, November.

Hutchinson, K., Fleck, E. and Lloyd-Reason, L. (2007) 'An Investigation into the Initial Barriers to Internationalisation: Evidence from Small UK Retailers', *McGill International Entrepreneurship Conference*, September, LA.

Hutchinson, K., Fleck, E. and Lloyd-Reason, L. (2009) 'The Role of Business Support Organizations in the Process of Retailer Internationalisation', *EAERCD Conference*, University of Surrey, 11-13 July.

Hutchinson, K., Fleck, E. and Lloyd-Reason, L. (2009) 'The Role of Private and Public Support Organizations in Assisting UK Retailers to Overcome Barriers to International Expansion', *EAERCD Conference*, University of Surrey, 11-13 July.

Hutchinson, K., Quinn, B., Alexander, N. and Doherty, A.M. (2007) 'International Market Entry Strategies Employed by Smaller Specialist Retailers', *EAERCD Conference*, Saarbruecken, Germany, 27-29 June.

McCann, C. (2009) 'Are the Skills Needs of International Undergraduate Students Being Met by the Traditional Methods of Assessment and Feedback?', *BMAF Annual Conference*, Cardiff, 28th – 29th April.

McGuinness, D., Hutchinson, K. and Burns, A. (2009) 'An Investigation into the Decline of Independent Grocery Retailing in Northern Ireland: A Micro and Macro-level Study', *Doctoral Colloquium, Academy of Marketing Conference*, Leeds, England, 7 July.

Mitchell, R., Hutchinson, K. and **Quinn, B.** (2009) 'Tribal Retail Branding: the Role and Implications upon Company Decision-making for UK Retailers', *Doctoral Colloquium, Academy of Marketing Conference*, Leeds, England, 7 July.

Prongracz, E., Lyth, N. **Bond, D.**, Yia-Mella, J., Tukki, A., Hanninen, N., Keiski, R. and Kuittinen, V. (2009) 'Micro Waste to Energy Solutions for Rural Enterprise in the Northern Periphery', *EnPro Conference*, Oulu.

Ramsey, E. and **Bond, D.** (2008) 'A Creative Methodological Cocktail: Perceptions of Credibility in SME Research', *Mixed Methods Conference*, Fitzwilliam College, Cambridge, UK.

Ramsey, E. and **Bond, D.** (2007) 'Going Beyond the Fence: Using ICT Based Projective Techniques as Survey Tools', *Social Research Association Conference - Learning From Others: Innovations in Social Research*, University of London.

Ramsey, E., Swail, J., **Ibbotson, P.**, and Crossan, D. (2008) 'Fostering Entrepreneurial Talent with 'SPEED': Case Study Evidence from the University of Ulster', *International Congress for Small Business Conference*, Halifax, Nova Scotia, 22–25 June.

Swail, J., **Ramsey, E.** and **Ibbotson, P.** (2008) 'Stepping from Employment into Self-Employment: An Examination of the 'Tipping Point' Factors influencing Decision-making', *International Congress for Small Business Conference*, Halifax, Nova Scotia, 22–25 June.

Zhang, Y., Fang, Y., Kee, K., **Ramsey, E.**, McCole, P., and Chen, H. (2008) 'Repurchase Behavior in B2C E-Commerce – A Relationship Quality Perspective', *Pacific Asia Conference on Information Systems, 'Leveraging ICT for Resilient Organizations and Sustainable Growth in the Asia Pacific Region'*, Suzhou, People's Republic of China, 3-7 July.

Working Paper Series

Bond, D., Harrison, M.J. and O'Brien, E.J. (2007) 'Economic Base Multipliers Revisited', *Trinity Economic Working Papers*, TEP0807.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2007) 'Exploring Nonlinearity with Random Field Regression', *UCD Centre for Economic Research Working Paper Series*, No. 200717.

Bond, D., Harrison, M.J. and O'Brien, E.J. (2007) 'Modelling Ireland's Exchange Rates: From EMS to EMU', *UCD Centre for Economic Research Working Paper Series*, No. 200718.

Bond, D., Harrison, M.J. and O'Brien, O.J. (2007) 'Modelling Ireland's Exchange Rates: From EMS to EMU', *European Central Bank Working Papers*, 283.

Bond, D. Harrison, M.J. and O'Brien, E.J. (2008) 'Nonlinearity as an Explanation of the Forward Exchange Rate Anomaly', *UCD Centre for Economic Research Working Paper Series*, No. 200801.

Bond, D., Harrison, M.J. and O'Brien, E.J (2009) 'Exploring Long Memory and Nonlinearity in Irish Real Exchange Rates using Tests based on Semiparametric Estimation', UCD Centre For Economic Research, WP 09/01.

Other Publications

Hutchinson, K. (2007) 'Retail at UU: Working Closely with Business' *Ulster Business*, June, p. 54.

Hutchinson, K. (2008) 'Retailers Told to Adapt to Changing Industry or Shut', *Belfast Telegraph*, April 29.

Hutchinson, K. (2008) 'Hey, Big Spender?', *Belfast Telegraph*, July 1.

SECTION V: STAFF CONTINUING PROFESSIONAL DEVELOPMENT ACTIVITIES

During the past year, staff in the Department have undertaken a variety of professional development activities and training courses. These included courses taken by individual members of staff and courses organised for all staff members. Training courses involved aspects of learning and teaching and health and safety.

A list of professional development activities undertaken and training courses attended by staff during the past year are detailed in Appendix A.

APPENDIX A: TRAINING COURSES AND CONFERENCE ATTENDANCE

Claire McCann participated in the following workshops on teaching and learning matters:

- Assessment: first year and beyond
- Regulatory Framework and Evaluation/Revalidation Briefing
- Research Informed Teaching: Purpose and Practical Application
- School PDP Co-ordinators' Workshop and other PDP events
- STAR Workshop – 'Peer Assisted Study Sessions'
- Understanding & Supporting Ulster Students with Dyslexia Workshop.

Professor Philip Hamill attended a Professors in Accounting Conference (CPAF), Manchester 8-9 September 2008 and the British Accounting Association Annual Conference in Dundee, 21-23 April 2009. In October 2008 he attended a course on Financial Modeling with Mathlab in Dublin. In January 2009 he attended a CEMMAP course entitled 'Microsimulation', at University College London.

Mrs Claire McCann and Dr Lisa Bradley attended a Course Directors' network event in August 2008.

A Peer Review briefing session was held for Department staff in September 2008.

Judith Hough attended Placement Supervisors Training in October 2008.

Dr Andrea Reid undertook a series of academic and corporate induction activities during October 2008 and January 2009.

Elaine Wilson and Judith Hough have successfully completed a Staff Development module on Professionalism in Committee Support.

Various staff from the Department completed Equality Awareness training.

Judith Hough completed a Refresher First Aid course in June 2009.

Dr Grainne Byrne undertook Health and Safety training in Risk Assessment in June 2009.