



Academy of Marketing Teaching Research and Development Grants 2017/18

The proposal must be submitted to admin@academyofmarketing.org by **12 noon on 5 May 2017**.

Project Proposal Form (3 pages)

1. Proposed Project Title

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| Investigating External Examining for Marketing |
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2. Main Applicant Details

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| Name: | Dr Michael Harker |
| Job Title: | Lecturer in Marketing |
| Department: | Marketing |
| Institution: | University of Strathclyde |
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Names and Institutional Affiliations of Project Team Members

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| Prof. Ross Brennan – University of Hertfordshire Dr. Samantha Murdy – University of Strathclyde Dr. Janet Ward – University of Sunderland Dr. Juliette Wilson – University of Strathclyde |
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3. Head of School or Department Approval

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| I fully support the project proposal contained herein and agree to it being undertaken within my School/Department, should funding be granted. |
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|---|------------------------|
| Signed:  Prof. Spiros Gounaris | Date...04/05/2017..... |
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4. Project Overview (Max 300 words)

This project seeks to examine matters related to the appointment, role and impact of External Examiners for marketing components of business programmes at UK HEIs.

It will investigate issues such as institutional policies and processes for and about EEs including doctrine, expected duties, training and relationship management. Parallel to this, the viewpoint of External Examiners themselves will be considered. Their motivations, expectations and reflections based on their experiences before, during and after appointment on topics including assessment, programme coherence and structure, plagiarism and comparability with their own programmes.

Whilst the wider teaching and learning community takes a sporadic interest in these issues – such as the general research programme currently underway by the HEA - almost nothing has taken a Business School perspective and virtually nothing at all exists in respect of literature or professional body reporting for External Examiners of marketing programmes. It is hoped that the findings would be of great interest and significance for both every institution offering a marketing component in respect of teaching and of course collectively as a sector and beyond that to our stakeholders – such as the CIM.

5. Project Proposal

a) Rationale / Need for the Project (Max 200 words)

The External Examiner system underpins much of what we do. Quality, consistency, coherency scope, syllabus and an objective assessment of teaching and learning practice are in whole or in substantial part dependent on External Examiners and the relationships they have with their institutions.

Investigation of the processes and doctrine they encounter, their objectives and stances, and their personal thoughts on quality would reveal a great deal about what and how things are done in respect of marketing education at UK HEIs.

Whilst the wider teaching and learning community takes a sporadic interest in these issues, almost nothing has been published with a Business School perspective and virtually nothing at all exists on External Examiners of marketing programmes. This funding would close that gap, and the findings would be of great interest and significance for both every institution offering a marketing component in respect of teaching and collectively as a discipline.

This project would have as context and comparison the current HEA project on External Examiners which is considering issues on an all-subject basis but not going deeply into issues on topics specific to individual disciplines.

b) How the Project relates to Previous Research and Development Work (Max 300 words)

There is a sporadic history of the significance and importance of External Examiners being considered in literature (Biggs, 2001; Lewis, 2005, 2010). These prior studies fall into two categories – general overviews across UK HEIs (Clements, 2005; Hays and Bashford, 2009; Troy, 1987) or discipline specific studies. These latter tend to be in clinical subjects and engineering, with some from social sciences (Lawton, 2007; Gaunt, 1999). Business education generally, and marketing specifically can be considered as essentially unexamined territory.

This project would have as context and comparison the current HEA project (HEA 2015) on External Examiners which is considering connected issues on an all-subject basis but not going deeply into topics specific or atypically relevant to individual subjects. This makes doing the project now opportune – the HEA project provides breadth, and this focused one provides depth for our specific discipline.

In the wider teaching and learning literature, this project would connect with work considering sector wide topics inside and outside the UK (Harker, Caemmerer and Hynes, 2016)

c) Aims and Objectives (Max 150 words)

1. To establish commonality and variation in respect of policy and process institutionally in respect of External Examination for HE marketing education.
2. To establish the key issues, pressures and topics as seen and defined by prospective, current and former External Examiners of marketing components of business school programmes.
3. To produce a list of recommendations of changes to practice and policy for institutions and External Examiners.

d) Methodology and Timetable of Activity (Max 250 words)

There will be three main components to data collection and analysis. Sequentially these will be:

1. Desk research collecting and assessing institutional documentation on matters related to External Examiners – appointing, expected duties and involvement and terms and conditions
2. A series of workshops to which local External Examiners would be invited to express their views confidentially. Four, spread across the UK.
3. A questionnaire, based on issues and topics identified by the above to be distributed to a compiled list of marketing EEs collected via institution and public resources such as the JISC EE mailing list

e) Expected Deliverables and Outcomes (Max 150 words)

Please identify specific and tangible deliverables for the project work as well as wider outcomes.

| Deliverable Type | Brief Outline |
|--|--|
| Conference Paper | A competitive paper for AM 2018 |
| Teaching resources | Briefing documentation for new External Examiners based on advice and thoughts of veteran peers. |
| Update to guide to current practice | Briefing document for institutions overviewing peer institutional processes and policies |
| Journal papers | Paper giving grand overview of project and findings to be submitted to AMLE. |
| Web-based materials | Publicly available tabulations of key metrics as a sector resource |
| Workshop session | Four workshops with past, present and future External Examiners in [provisionally] Glasgow, Manchester, London and Sunderland. |
| Workshop session | Workshop session at AM2018 on the topics and issues identified – open to all conference attendees. |
| Paper to be submitted to International Journal of Management Education | Paper to be submitted on project outcomes wrt issues and topics highlighted by External Examiners. |

6. Anticipated benefits for learning, teaching and assessment practice in the subject area(s) (Max 150 words)

New External Examiners would benefit from reported experience and advice of more experienced peers and established EEs can compare and contrast their experiences and concerns

Institutions would become more aware of how their institutional policies and processes compared to those of peers.

The Academy of Marketing would gain significant insight into the current systems and practices – and trends and issues building - of a key element in ensuring quality and consistency of the marketing components of HE programmes.

7. Budget

| Expenditure Item (please list under each heading below) | Funding requested from Academy of Marketing | Contribution of host department/institution |
|---|--|--|
| Travel & Subsistence Travel and accommodation for workshops | Researcher attendance at Manchester workshop: | |

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|---|--|---|
| | Glasgow to Manchester flight: £82 London to Manchester flight: £119 Two nights accommodation (2 people at £75 per night): £300 Subtotal: £501 | |
| Dissemination Costs Academy of Marketing conference Workshop cost | Workshop expenses: Room hire: £1280 (£320 per day). Catering: £784 (£12.25 per delegate; 16 per location). Academy of Marketing attendance: Conference fee: £545 Subtotal: £2659 | Accommodation: £300 (4 nights) Train: £150 Per diem: £50 Subtotal: £500 |
| Materials & Consumables All hardware and software costs | | |
| Other (please specify) | Consumables, stationary, postage: £150 Subtotal: £150 | |
| TOTAL | £3260 | £500 [£3760 all-in] |

8. References (Max 10)

Biggs, John. "The reflective institution: Assuring and enhancing the quality of teaching and learning." *Higher education* 41.3 (2001): 221-238.

Clements, A., 2005, October. Strengths and Weaknesses of the External examiner Mechanism. In *Frontiers in Education, 2005. FIE'05. Proceedings 35th Annual Conference* (pp. F2D-19). IEEE.

Gaunt, D., 1999. The practitioner as external examiner. *Quality in higher education*, 5(1), pp.81-90.

Hannan, A. and Silver, H., 2006. On being an external examiner. *Studies in Higher Education*, 31(1), pp.57-69.

Harker, M.J., Caemmerer, B. and Hynes, N., 2016. Management Education by the French Grandes Ecoles de Commerce: Past, Present, and an Uncertain Future. *Academy of Management Learning & Education*, 15(3), pp.549-568.

Hays, R. and Bashford, L., 2009. Being an external examiner: what you need to know and do. *The Clinical Teacher*, 6(3), pp.160-163.

HEA (2015) A review of external examining arrangements across the UK
Report to the UK higher education funding bodies by the Higher Education Academy

Lawton, R. (2007) The role of the external examiner *Journal Of Geography In Higher Education* Vol. 10 , Iss. 1,1986

Lewis, R., 2005. External examiner system in the United Kingdom: Fresh challenges to an old system. *Public Policy for Academy Quality Research Program*. Available at: <http://www.unc.edu/ppaq/docs/ExExaminers.pdf>.

Lewis, R., 2010. External Examiner System in the UK: Fresh Challenges to an Old System. In *Public Policy for Academic Quality* (pp. 21-36). Springer Netherlands.

Trow, M., 1987. Academic standards and mass higher education. *Higher Education Quarterly*, 41(3), pp.268-292.

9. Signature of Main Applicant

Michael Hewitt

Completed forms, in Word format, should be returned to admin@academyofmarketing.org by **12 noon on 5 May 2017**. Winners will be announced at the Conference Dinner of the Academy of Marketing Conference 2017.