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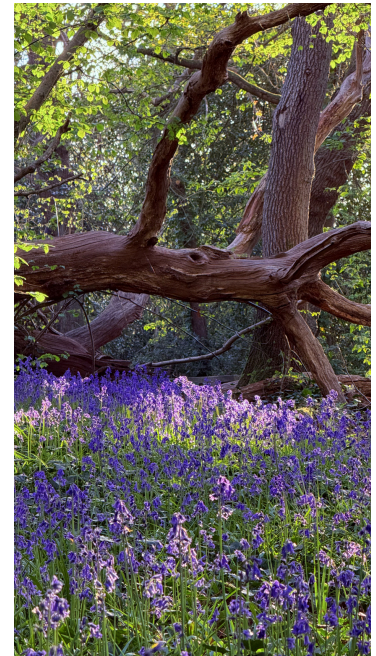
Welcome

Welcome to the April/May issue of the MGM Research Newsletter. This issue feels like a strong reminder that research culture is not built only through publications, grants, awards, and media coverage, important as these are. It is also built through people creating space for one another to share unfinished ideas, receive thoughtful feedback, ask difficult questions, and find confidence in their own research voice.

At the heart of this issue is our third annual MGM Postgraduate Research Conference. I can't believe it is the 3rd year we are organising this, and huge thanks to Terrance, Nghia, and Worravat for organising such a great day. This focus on doctoral development continues through Neha's success in the 3MT Faculty Heats and the fully booked workshop on artificial intelligence in doctoral research. Together, these activities show how strongly our PGR community is growing.

Across the rest of the issue, we also see colleagues taking research into public debate, policy, professional practice, and international conversations, from tourism to workplace wellbeing, racial equality, climate justice, AI ethics, and inclusion. Congratulations to everyone featured in this issue, and a special well done to Elisa and our PGRs, who continue to bring such energy, curiosity, and purpose to MGM's research culture.

Wenjie



3rd MGM PGR Conference



On 3rd June, MGM held its third annual Postgraduate Research Conference, themed "Rethinking Management in a Changing World: People, Places & Purpose".

The event was entirely organised by our PhD students **Terrance Ancheary**, **Nghia Vo**, and **Worravat Khamdee**, who took over from last year's organising committee and delivered an engaging, lively, and well-structured day. The conference featured presentations from MGM postgraduate researchers, thoughtful feedback sessions, opportunities for knowledge exchange and community building, and a truly entertaining round of the card game "Publish or Perish", which brought some much-needed humour to the joys and horrors of academic publishing.

The event was strongly supported by colleagues who contributed as chairs, discussants, and panellists, including **Ratnes**, **Graham**, **Ryan**, **Lauren**, and **Hai**. Many colleagues also joined throughout the day to support our doctoral community, helping to create a safe and encouraging space for PGRs to share their research, receive constructive feedback, and contribute to the School's wider research environment.

As always, we are very grateful to our research centres, TMRC and CREW, for their generous sponsorship of the event and student prizes. A big congratulations to this year's prize winners: **Katsuya Hasegawa**, **Essie Omoma**, **Nghia Vo**, and **Muhammad Abdul Aziz**. Well done to everyone involved in making this another successful celebration of our PGR community.

MGM was yet again represented in this year's Three Minute Thesis (3MT) competition. **Neha Dubey** has been awarded the People's Choice Award at this year's Faculty Heats of the Three Minute Thesis (3MT) competition. Neha's presentation was lauded for its "excellent verbal delivery" and for "seamlessly engaging the audience in her topic using really clear examples and scenarios". Please see below Neha's reflections of her 3MT experience:

In the 3MT competition, I got the opportunity to present my doctoral research exploring the conceptualisation of AI Service Failure- the employees' perspective. I am happy to know that my presentation resonated with the wider audience, earning their vote for the People's Choice Award.

Communicating my research to a wider audience and condensing it into three minutes was not an easy feat. The preparation made me reflect on my core research idea and the best way to communicate it to the audience. I not only received very positive comments on my confident verbal delivery but also some very constructive feedback underlining the need to include a brief outline of my methodological design, something I had set aside in the assumption that a general audience would find it unnecessary. A lesson learnt and advice for those who intend to participate in the future: accessibly framed, methodology can strengthen rather than complicate a three-minute pitch.

The Faculty Heats form part of a broader university-wide competition, with successful candidates going forward to represent their faculty at the institutional level.

Congratulations to Neha on this well-deserved recognition!



Neha Dubey
Greenwich Business School
Management and Marketing
University of Greenwich
When AI Takes the Front Desk



Artificial Intelligence in doctoral research



On the 1st June, **Dr Elisa Pannini** and **Dr Anna Piazza** (BOS) led a successful event on the use of artificial intelligence in doctoral research, funded by the Doctoral Training Alliance, Future Society Programme. This was a one-day, fully booked interactive workshop that welcomed 30 participants from DTA universities to discuss what is ethical and useful in employing AI during the PhD journey. The morning session was opened by **Dr Thomas Ferretti** (EBC) who discussed Artificial Intelligence's relationship with the big questions behind our pursuit of knowledge, starting from the philosophy and ethics of the scientific method, and positioning this reflection in today's highly competitive academic environment.

The second session was delivered by **Dr Guido Conaldi** (BOS), who explored the use of AI in research from a more practical angle; Dr Conaldi offered the audience a framework for evaluating AI-powered tools according to user control and impact on outcomes.

In the afternoon, **Dr Wenjie Cai** facilitated a series of card games to encourage participants to open a conversation on the PGR-supervisor relationship, and how to establish a frank dialogue on reciprocal expectations on the use of AI. Dr Cai also gave the attendees an overview of expectations from publishers around the use of AI in preparing manuscripts. The next step is to collate reflections from the day and put together a framework to support a transparent approach to the use of AI in the supervisory relationship.



Congratulations to **Dr Ryan Yung** and his co-authors, Brent Moyle and Elaine C. L. Yang, whose article has been selected as the Journal of Hospitality & Tourism Education **Article of the Year Award**. Their article, "Mitigating the Impact of ChatGPT: Cultivating Professional Identity Through Interactive Oral Authentic Assessments" was published in Journal of Hospitality & Tourism Education, Vol. 37, No. 4, in 2025. The paper explores how interactive oral assessments can support students' reflective learning and help them develop a stronger sense of professional identity in tourism and hospitality education.

Drawing on student reflective journals and interactive oral assessments, the study found that this assessment format encouraged students to think more deeply about their future careers, values, and responsibilities as professionals. The article also highlights the importance of goal relevance and double-loop learning, where students are encouraged not only to apply knowledge, but also to question their own assumptions, beliefs, and career aspirations.

This is a timely contribution to debates around assessment design in the age of generative AI, showing how authentic, dialogic assessment can support deeper learning and graduate development. A huge congratulations to Ryan and the team on this well-deserved recognition.

Public Engagement

Dr Isabella Ye published an article in **The Conversation** titled "What it's like to travel with a weak passport: 'There's no dignity'". The piece was also republished by The Independent, bringing her research to a wider public audience.

Drawing on her latest study on tourists' experiences at airport borders, Isabella highlights the hidden inequalities behind international travel. While tourism is often associated with freedom, escape, and discovery, travellers with weaker passports may face months of visa applications, extensive paperwork, financial uncertainty, and the possibility of rejection before the journey even begins.

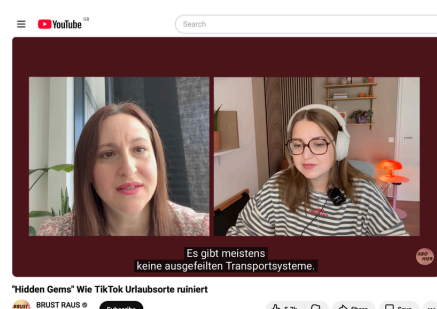
The article shows that borders are not only practical checkpoints, but also emotional spaces where travellers may feel anxious, scrutinised, embarrassed, or powerless. Some participants described learning to soften their tone, smile more, overexplain their plans, or carry extra documents to prove they are "genuine" tourists.

Isabella's work reminds us that freedom to travel is not equally shared. For many, tourism begins not with "Where shall I go?", but with "Will they let me in?"

Read the Conversation Article [HERE](#)



THE CONVERSATION



Dr Lauren Siegel was featured on a German webseries, Brust Raus ([link](#)), on the topic of TikTok tourism. While it was dubbed in German, Lauren spoke on the hidden dangers of social media-induced tourism to local communities that many travellers do not immediately realise during their travels. The video has already had over 190,000 views and 5,700 likes.



Dr Wenjie Cai works with Professor Brad McKenna (UEA) and Titchwell Manor to develop an AHRC Impact Acceleration Account project inviting hotel guests to explore the local landscape through beautifully **hand-drawn walking maps** rather than screens.

The initiative encourages guests to slow down, switch off and reconnect with the places around them. The maps guide visitors to local sites including Titchwell Marsh, Brancaster Beach, Barrow Common, the Norfolk Coast Path and Branodunum Fort, while also highlighting local shops, churches, cafés and community spaces. Developed with local walkers from King's Lynn Town Guides and artist-mapmaker Chrissie Nicholls, the project shows how tourism research can be translated into creative, place-based public engagement.

The story has attracted public attention through Greatest Hits Radio/Rayo, Local Free News, That's TV Norfolk, Titchwell Manor's social media.

By bringing together academic research, hospitality practice, local knowledge and creative mapping, the project offers a practical example of how research can support wellbeing, deepen visitor engagement and create more meaningful connections between tourists, communities and place.

Dr Nikki MacLeod and **Dr Wenjie Cai** were recently featured in a vidaXL article on the rise of staycations across Europe, with the story also picked up by Echo Boomer in Portugal. The piece explores how rising travel costs, climate concerns and changing lifestyle values are encouraging more people to rethink what it means to be "on holiday". Nikki commented that staycations are not only driven by financial pressures, but also by wider shifts towards slow living, simpler leisure choices, homemaking and the growing appeal of gardens as relaxing outdoor spaces. She also noted that the social status once attached to frequent flying is changing, with home-based holidays gaining their own quiet appeal. Wenjie added that the pandemic reshaped travel habits, turning what began as a necessity into a more conscious choice to stay closer to home. He also highlighted that younger generations are increasingly drawn to authentic, interactive and lower-impact experiences, many of which do not require long-distance travel. Together, their comments show how tourism research can help explain changing relationships between travel, home, wellbeing and everyday leisure. Read the vidaXL article here (Portuguese): <https://www.vidaxl.pt/staycation-trend-europe.html> Read the Echo Boomer coverage here: <https://echoboomer.pt/tendencia-ferias-em-casa-consumidores-redefinem-estar-de-ferias/>

A tendência das férias em casa:
"Consumidores estão a redefinir o que
significa estar de férias"



Dr Lauren Siegel was also interviewed for CBC Canadian News on Japan's tourism issues during the cherry blossom season. Lauren spoke about the hollowed out experience that results in following the circle of self-representation that social media posts can trigger. This story appeared as an online article ([Link](#)) and as a news segment. Here is the link to watch the segment on YouTube: [Link](#).



Tourists snap a picture in a rural Japanese street, with Mt. Fuji as a one-of-a-kind backdrop. (Malone Mullin/CBC)

It's not just communities that suffer when a place is swept up in a storm of algorithms and hashtags, says Lauren Siegel, a senior lecturer at the University of Greenwich. While it's hard for everyone, including Siegel, to resist building a trip around top-tier Instagram posts, it also hollows out the experience of travel, reducing the adventure to a digital commodity.

It's a "circle of self-representation," Siegel said. "You're travelling, you see a beautiful place online — it's geotagged, so you know exactly where the picture was taken. You then travel to that same place, create the same type of content ... there is no value added in your experience."



Dr Myrtle Emmanuel recently published a blog reflecting on the importance of names in creating a sense of belonging in higher education. While universities often focus on broad diversity and inclusion policies, the blog reminds us that everyday interactions also matter. Something as simple as learning how to pronounce a person's name correctly can strengthen recognition, trust, and connection.

The blog highlights how names are often mispronounced, shortened without permission, or anglicised in academic and professional settings. These experiences may seem small to some, but they can contribute to feelings of exclusion, cultural alienation, and identity suppression. Myrtle argues that inclusive naming practices should not depend only on individuals repeatedly correcting others. Instead, institutions can take practical steps, such as encouraging phonetic spellings in email signatures and profiles, offering pronunciation tools, and embedding this guidance into staff training.

The piece offers a clear and accessible message: belonging is built not only through policies, but through everyday acts of respect.

Read it [HERE](#)

Keynote

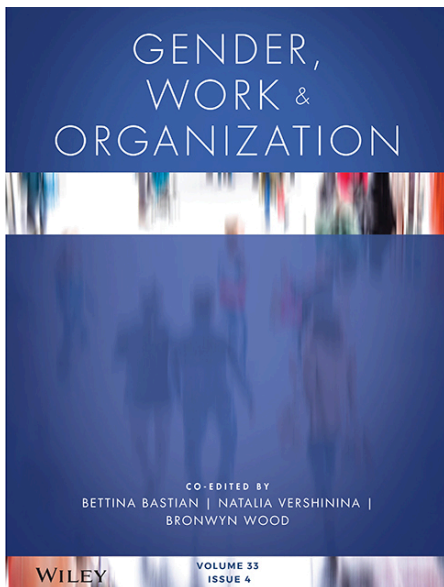
Dr Klairoong Hawa Phairor was invited to deliver a keynote session at the International Congress on Economics, Finance and Business, hosted by Erciyes University in cooperation with Sivas Cumhuriyet University in Turkey

Her keynote explored the environmental cost of generative AI, including its energy demands, water consumption, carbon emissions, hardware waste, and wider infrastructure pressures.

During her visit, Dr Phairor also led a workshop on behavioural design for social impact for students and staff at Erciyes University. The visit provided a valuable opportunity to exchange ideas with colleagues, students, and staff at Erciyes University on two timely and important themes: the responsible use of generative AI and the application of behavioural design for social impact.

Across both the keynote and workshop, there was a strong sense of curiosity, openness, and commitment to addressing complex challenges in thoughtful and practical ways. The engagement shown by students and staff made the visit especially meaningful and highlighted the important role universities play in shaping responsible, ethical, and socially aware future leaders.





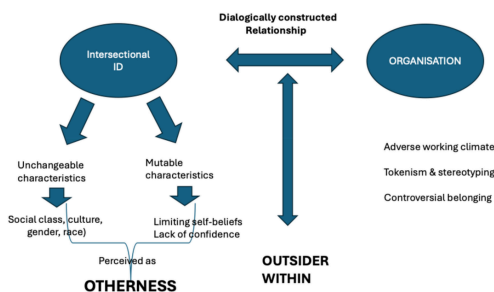
Dr Sven Kuenzel has co-authored a new article exploring the lived experiences of Black female leaders in UK business. Published in *Gender, Work & Organization* with an international research team, the paper examines how Black female leaders understand and navigate marginalisation in contemporary organisations. The study focuses on an important but still under-researched area. While there is growing work on gender, race, and leadership internationally, the specific experiences of Black female leaders in the UK remain less visible. Through qualitative inquiry, the authors explore how these leaders make sense of the barriers they face, not simply as women or as Black professionals, but through the overlapping effects of race, gender, identity, and organisational structures.

Drawing on John Shotter's approach to qualitative research, the paper emphasises understanding lived experience through dialogue. Rather than treating participants as distant research subjects, the study places their voices and interpretations at the centre of the analysis.

The findings identify three key themes: the perception of difference, the perception of self, and the relationship between the individual and the organisation. Together, these themes show how Black female leaders' experiences are shaped by both personal identity and wider workplace cultures.

The article contributes to debates on inequality in leadership by offering a more nuanced understanding of barriers such as the "glass ceiling" and "concrete ceiling". It reminds us that inclusion is not only about representation, but also about recognising the lived realities of those who continue to navigate marginalisation within professional spaces.

- Klapper, R. G., Upham, P. J., & **Kuenzel, S.** (2026). An exploration of the inter-sectional identity of Black female leaders in the UK: A Shotterian study. *Gender, Work & Organization*. <https://doi.org/10.1111/gwao.70131>



Dr Nicky Garsten has published a new article with an international team exploring what helps public relations and communication professionals feel valued, supported, and able to do meaningful work. Drawing on a global study with nearly 300 practitioners, educators, and academics from 24 countries, the team shows that workplace well-being in public relations is not simply about reducing stress or offering surface-level well-being perks. Instead, communication professionals are more likely to thrive when they feel their work matters, when their expertise is recognised, when they are connected to leadership, and when they have the space to make ethical professional judgements. The study also highlights where well-being can break down. PR professionals may struggle when they are cut off from senior decision-making, treated only as message-deliverers, or asked to communicate in ways that conflict with their own professional values. The article introduces the idea of "profession-practice alignment", which means the fit between the kind of communication professionals believe in and the kind of communication they are actually allowed to practise. This work offers an important message for communication leaders: healthier teams are not built through well-being rhetoric alone. They require trust, recognition, ethical room to act, and stronger relationships with management. The findings provide useful insights for organisations that want communication teams to be not only productive, but also purposeful, engaged, and ethically confident.

- Anton, A., **Garsten, N.**, Benecke, D. R., Glävan, E., & Tibaingana, A. (2026). Global insights: workplace well-being in communications. *Corporate Communication Review*, 2(1), 12–17. <https://doi.org/10.63904/ccr.v2i1.27>

The study at a glance

- Global Delphi study on the future, value, and social impact of PR
- Nearly 300 participants from 24 countries across six continents
- Around 1,500 qualitative responses analyzed
- Participants included practitioners, educators, and academics
- Well-being emerged indirectly and unprompted
- Analysis examined sentiment, triggers, and workplace conditions
- Positive sentiment was linked especially to success at work and ethical autonomy
- Negative sentiment was linked especially to disconnection from management and value-role misalignment
- The study proposes profession-practice alignment as a core condition for sustainable well-being in PR

Drivers of well-being in PR

Drivers of positive well-being	Drivers of negative well-being
Sense of success at work	Disconnection from management
Ethical autonomy	Misalignment between desired professional PR approach and actual role
Perceived importance of PR work	Lack of recognition for strategic communication
Connection with colleagues	Weak professional voice and limited influence

The logo for The BMJ, featuring the text "thebmj" in white lowercase letters on a blue rectangular background.

Dr Jane Lethbridge has co-authored an editorial in The BMJ titled "Creeping NHS privatisation in the NHS 10 year plan". The article critically examines the increasing role of private finance and private sector provision in the future delivery of NHS services in England.

The editorial responds to the 2025 NHS 10 year plan, which signals greater diversity in the provision of NHS services, including new neighbourhood health centres funded through private capital and expanded use of private providers for elective care. Drawing on previous evidence from public-private partnerships and private finance initiatives, the authors highlight the risks of relying on private capital to fund public healthcare infrastructure, including higher long-term costs, weak risk sharing, and the danger of repeating past failures.

The article also raises concerns about equity. When private providers are used to deliver NHS-funded treatment, they may be more likely to take on simpler and more financially viable cases, which can benefit healthier and more affluent patients while leaving more complex needs within the public system. Jane and her co-authors argue that NHS reform should not rely on old privatisation models presented as innovation. Instead, they call for stronger public investment, clearer safeguards, and careful attention to how future healthcare policies affect fairness, accountability, and patient care.

- Goodair, B., Kelly, I., **Lethbridge, J.**, & Bach-Mortensen, A. (2026). Creeping NHS privatisation in the NHS 10 year plan. BMJ, 393, s656. <https://doi.org/10.1136/bmj.s656>

Funding Success

Dr Leroi Henry and Dr Kenisha Linton (BOS), will represent the University of Greenwich in a major sector-wide evaluation of Advance HE's Race Equality Charter (REC).

The project, awarded through an Advance HE tender, will examine how the Race Equality Charter is bringing meaningful change to staff and students across higher education institutions. This is an important piece of work at a time when universities are being asked to move beyond statements of commitment and demonstrate real progress on racial equality, inclusion, and institutional culture.

The evaluation will be delivered in partnership with the Institute for Equity University Centre, led by Professor Paul Miller, with co-investigators from the University of Greenwich, UCL, and colleagues from Leeds.

This is a significant recognition of Leroi's expertise and Greenwich's growing leadership in equality, diversity, and inclusion research. Congratulations to Leroi and Kenisha on contributing to such an important national project.



Conference



Dr Jane Lethbridge presented a paper titled "Heat Stress, Labour and Ecology" at the hybrid Environmental Justice conference, "Where Do We Grow from Here? Environmental Justice and the Politics of Hope in the Planetary Age". The conference was held at the Centre for Environmental Justice, Colorado State University, United States, on 13–14 April 2026.

Jane's paper explored how rising temperatures are creating new risks for workers, particularly those in outdoor sectors such as agriculture and construction. As climate change increases occupational health and safety risks, organisations such as the WHO, ILO and UN have highlighted the urgent need to protect workers from heat stress. Trade unions are also beginning to campaign for stronger workplace protections, including maximum temperature limits.

The paper also moved beyond human labour to consider how rising temperatures affect "more-than-human" life, including pollinators and wider ecological systems. By examining how capitalism responds to heat stress in agriculture, Jane explored the links between worker protection, ecological care, and planetary justice. Her paper raised important questions about whether the interests of workers and more-than-human subjects may converge in the face of climate change, opening up new ways of thinking about environmental justice, labour rights, and care in a warming world.