PhD in Leadership & Management Handbook 2016/2017
Welcome to the Department Leadership and Management. We are delighted that you have chosen to pursue your doctoral studies with us. I hope you enjoy your time with us. We have an active research culture and PhD students form an integral and important part of our learning community. You are joining a group of committed and internationally recognised scholars whose work is focused on the critique and improvement of learning processes for leaders, managers and organisations.

The PhD programme in the Department Leadership and Management provides an opportunity for doctoral students to explore issues around the topics of critical leadership studies, human resource management, organizational behaviours, international management, learning and action research, and sociologies of work and gender studies. We offer multiple viewpoints, including critical, cross-cultural, psychoanalytic, and feminist perspectives, which go beyond mainstream thinking in these areas of research and practice. Emphasis is placed on criticality, reflexivity and the integration of theory with practice. In addition to the wide range of resources provided by the School and the University, we provide specifically tailored sessions and workshops to stimulate discussion and creative thinking. Students are encouraged to become active members of the Department through contributing to the Departmental seminar series.

We understand that undertaking doctoral study can be a daunting experience. We will support you in your journey of knowledge creation and maximize your chances of achieving excellence in your doctoral research.

While doctoral research involves a large component of self-directed study there will be plenty of opportunities for you to meet other doctoral students and faculty at the many events offered by the School and University including research training courses, seminars and workshops. We encourage attendance at these as they play an important part in developing your intellectual and research skills. They also provide an excellent opportunity to extend your professional networks for later in your career.

If you have any concerns or issues we strongly urge you to seek advice. This handbook serves as a starting point for information. In addition, your supervisors and our administrative team will also be able to advise you.

Professor Claire Leitch
Head of Department

Dr Haina Zhang
Doctoral Director

September 2016
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Introduction to the Department

The Department is one of seven in Lancaster University Management School (LUMS), one of the leading full-spectrum business or management school in the UK and is the only one to be consistently highly ranked across all its major activities (MBA and Masters, Undergraduate, PhD, Research and Executive Education). We are also in the top 1% of business schools in the world to hold triple accreditation, which is recognition of the quality of everything we do. Our faculty are highly regarded and publish in leading, peer-reviewed journals, play major roles in developing new research agendas across the academic community, influence national and international policy and engage with employers across all sectors.

In the most recent assessment of our research (Research Excellence Framework, 2014) the School was ranked first in the UK for research power and 80% of our research activity was judged to be world-leading or internationally excellent. Seventy-five percent of our faculty were included in the submission which is a considerably higher number than for any other UK business school.

We are fortunate that we are able to recruit the best students to the School. We have a truly international community and we pride ourselves on being able to provide our students with a wide-range of perspectives and opportunities. Academic inquiry covers a wide range of management and business subjects.

Overview and Background

Current and future plans are informed by the historical trajectory and intellectual evolution of the Department. Established in 1974, the Management Teacher Development Unit quickly developed a reputation for innovative teaching and research into the ways managers learn. By 1984 the Unit was awarded departmental status (Department Management Learning). Over the past twenty years the department has continued to develop from a specialist postgraduate/post-experience management development unit into one with a much more diverse portfolio delivering a full spectrum of courses which now includes

(a) U/G programmes and
(b) Courses in leadership, (international) management, HR and consulting.

Reflecting departmental strategic expansion into leadership studies and recent development in management areas, the department has changed its name from ‘Management Learning and Leadership’ to ‘Leadership and Management’ on 1st April 2016. Reflecting DLM’s strategic focus on leadership studies, our PhD programme has been re-named (i.e. ‘Leadership and Management’). In the context of this significant diversification and extension of our teaching and research portfolio, what continues to unite all of DLM’s activities is a strong and shared focus on critical perspectives to leadership and management. Developing this theme is now a key strategic objective for DLM in terms of both research and teaching.
Research Themes

Research by staff within the Department covers a wide variety of topics but falls broadly into five main areas, as shown below:

- Critical Leadership Studies and Follower Dynamics
- Management Learning and Action Research
- International Management and Cross-cultural Studies
- Sociologies of Work and Gender Studies
- Human Resource Management and Organisational Behaviour

The detailed information of each research group can be found at http://www.lancaster.ac.uk/lums/leadership-and-management/research/groups/
Meet the Leadership and Management Staff

The Admin Team

Shirley Balshaw

Shirley is LM’s Department Officer, responsible for overseeing the running of the PG office and dealing with all departmental matters, including finance. She can be found in Room C27 in the Charles Carter Building.

e-mail: s.balshaw@lancaster.ac.uk

Benjamin Milby

Benjamin is your Postgraduate Programmes Coordinator, responsible for all administrative matters relating to research students. He should be your first point of contact for any admin related queries and can be found in Room C26 in the Charles Carter Building.

e-mail: dlmphdenquiries@lancaster.ac.uk

Catherine Southworth

Catherine is the Programme Coordinator for the Taught Masters programme, and sometimes covers for PhD matters in the absence of the PhD Coordinator.

e-mail: c.southworth@lancaster.ac.uk
Academic Staff

Mahnaz Abbariki
Research interests focus on organizational learning and knowledge management. In particular interested in the social side of learning, especially within the larger organizations, and the idea of intellectual capital within this type of work settings.
e-mail: m.abbariki1@lancaster.ac.uk

Pavel Bogolyubov
Pavel’s research focuses on the cultural implications of knowledge management: the influence of national/organizational culture on the knowledge management systems adoption and use.
e-mail: p.bogolyubov@lancaster.ac.uk

John Burgoyne
Research interests include: The learning organisation; Corporate management development; The nature of management; knowledge and competence; Theories of learning and teaching; Training and development methods.
e-mail: j.burgoyne@lancaster.ac.uk

Preman Chandranathan
Current research focuses on leadership and followership, particularly within Small and Medium Enterprises; Critical perspectives on entrepreneurship/leadership; Qualitative research methods.
e-mail: p.chandranathan1@lancaster.ac.uk

David Collinson
David’s research adopts a critical approach to leadership, management and organisation. He is founding co-editor (with Keith Grint) of the peer reviewed, international journal ‘Leadership’.
e-mail: d.collinson@lancaster.ac.uk

Carolyn Downs
Carolyn’s research area focuses on Sociological and business-based approaches to gambling, entrepreneurship and enterprise education, organisation and management of healthcare services along with business history.
e-mail: c.downs@lancaster.ac.uk

Elaine Dunn
Elaine’s research adopts a critical approach to the study of leadership and management drawing on concepts of gender, power and identity. Current research focuses on transformative learning and identity work within management education.
e-mail: e.l.dunn@lancaster.ac.uk
Anthony Hesketh

Anthony’s main research lies in the field of Leading performance; the politics of leading; the discursive construction of strategy; talent Management.
e-mail: a.hesketh@lancaster.ac.uk

Vivien Hodgson

Research interests are around networked learning and include research on staff and students' experiences and understanding of learning and teaching that seeks to adopt ‘open’ and collaborative critical pedagogical approaches supported by digital media and tools. Particular interests include the importance of digital scholarship in learning and for learning designs along with the changing identity of management educators and teachers in a digital world
e-mail: v.hodgson@lancaster.ac.uk

Ron Humphrey

Ronald’s work focuses on leadership, and he recently published a leadership book, Effective Leadership; he also does work empathy, emotional intelligence, entrepreneurship, identity theory, and other topics.
e-mail: r.humphrey@lancaster.ac.uk

Marian Iszatt-White

Marian’s research interests focus on the practice turn in leadership, and its daily accomplishment through discourse. Specific areas of interest include leadership as emotional labour and the dissonance arising from the juxtaposition of emotional labour and the requirements of authenticity.
e-mail: m.iszattwhite@lancaster.ac.uk

Ishan Jalan

Drawing from a social, critical and psychoanalytical approach, Ishan’s research interests mainly explore the areas of Emotions & the affect on organisations, leadership and identity, psychoanalytic study of organisations and qualitative methodologies.
e-mail: i.jalan@lancaster.ac.uk

Steve Kempster

The question that guides my research interest is ‘leadership for what?’ My research activities are centred on the responsibilities and practices of leadership.
e-mail: s.kempster@lancaster.ac.uk
Claire Leitch
Claire is our Head of Department and her research Interests lay in the area of entrepreneurial leadership; identity and leadership; leadership and leadership development; entrepreneurial learning; innovative qualitative approaches in entrepreneurship
e-mail: c.leitch@lancaster.ac.uk

Dermot O’Reilly
Dermot’s research interests revolve around critical perspectives on coordination and conflict, with a particular focus on alternative modes of leadership, organizing and learning.
e-mail: d.oreilly@lancaster.ac.uk

Robyn Remke
Robyn's research interests centre around organisational diversity, gender diversity within higher education, women and leadership, and organisational resistance and resilience.
e-mail: r.remke@lancaster.ac.uk

Michael Reynolds
Michael is an Emeritus Professor and his research focuses on the design of learning events; Differences between tutor intentions and students’ experiences; Using experiential methods and group work in management training and education; Learning from and working with difference; Qualitative research methods.
e-mail: m.reynolds@lancaster.ac.uk

Chris Saunders
Chris Directs the Executive MBA programme and is a senior teaching fellow specialising in teaching leadership and responsibility. His research interest lies in the practice of leading in a responsible way, with a focus on the development of guiding principles by a leader. He is co-author of the textbook Leadership.
e-mail: c.j.saunders@lancaster.ac.uk

Syed Shah
Syed completed his PhD here at Lancaster, and his research interests are in exploring contextual cultural influences on management learning and education experiences, and ICT use within international (developing) contexts.
e-mail: s.shah2@lancaster.ac.uk
David Simm

David is our International Director and his research focuses on the organisational change initiatives and the role of learning therein; the use of narrative as indicators of organizational performance and HR interventions and their relationship to performance enhancement.

e-mail: d.simm@lancaster.ac.uk

Valerie Stead

Valerie’s research lies in the field of critical approaches to learning and leadership, with a focus on gender and women leaders: qualitative research methods.

e-mail: v.stead@lancaster.ac.uk

Emma Watton

Emma’s research interests lie in leadership learning and the practice of leading with a particular focus on responsible leadership. Her current research is making use of artefacts and storytelling to understand different aspects of leadership learning. Emma mainly uses qualitative methods.

e-mail: e.watton@lancaster.ac.uk

Haina Zhang

Haina is our Doctoral Director. Her research focuses on leadership, organizational behaviour, international business and management with a comparative perspective, human resource management, and management in China.

e-mail: h.zhang3@lancaster.ac.uk

Randall Zindler

Current Research is based around the question; What competencies are determinant for (senior) managers who transition from a commercial role to a not-for-profit leadership role? Main interests lie in; Leadership transition, Socialisation, governance, strategy and change.

e-mail: r.zindler@lancaster.ac.uk
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<tr>
<th>Lancaster Management School Contacts</th>
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<tr>
<td><strong>Director of LUMS Doctoral Programmes:</strong></td>
<td>Dr Marian Iszatt-White</td>
</tr>
<tr>
<td>Telephone:</td>
<td>x94706</td>
</tr>
<tr>
<td>Office:</td>
<td>C28, Charles Carter</td>
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<td>Email:</td>
<td><a href="mailto:m.iszattwhite@lancaster.ac.uk">m.iszattwhite@lancaster.ac.uk</a></td>
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</table>

| **Director of Research Training Programme:**  |
| (Business & Management)                  |
| **Telephone:**                          | x94706 |
| **Office:**                             | C28, Charles Carter |
| **Email:**                              | m.iszattwhite@lancaster.ac.uk |

| **Doctoral Programmes Manager:**         | Sarah Patterson |
| **Telephone:**                          | x10664 |
| **Office:**                             | C98, LUMS |
| **Email:**                              | s.patterson@lancaster.ac.uk |

| **Doctoral Co-ordinator:**              | Matthew Watson |
| **Telephone:**                          | x10667 |
| **Office:**                             | C98, LUMS |
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<th>Departmental Contacts</th>
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<tr>
<td><strong>Leadership and Management Doctoral Director:</strong></td>
<td>Dr Haina Zhang</td>
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<td><a href="mailto:h.zhang3@lancaster.ac.uk">h.zhang3@lancaster.ac.uk</a></td>
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| **Postgraduate Programmes Co-ordinator:** | Benjamin Milby |
| **Telephone:**                          | x10929 |
| **Office:**                             | C26, Charles Carter |
| **Email:**                              | b.milby@lancaster.ac.uk |
The research training of the PhD in Leadership and Management includes Modules and Seminars. Modules are compulsory and specific to your PhD programme while seminars are open to all PhD students and are not compulsory (with the exception of the sessions on plagiarism and research ethics – more on page 6).

Within LUMS, there are four different Research Training Programmes approved by the Economics and Social Research Council (ESRC) and that also receive funding from the Engineering and Physical Sciences Research Council (EPSRC). As a PhD student in Leadership and Management, you will follow the programme on Business & Management, together with PhD students in i) Management; ii) Management Science; iii) Marketing; and iv) Organisation, Work and Technology.

Students following the Business & Management pathway are assessed for 60 credits of research training, with exemption given only for relevant prior training (to be approved by the Director of the PhD programme and by the Director of the Research Training Programme). This programme consists of the following compulsory modules and seminars:

**Term 1 – Michaelmas**
- MNGT 701: Research Philosophy & Methods (20 credits)
- MNGT 702: Understanding Your Discipline (10 credits)
- MNGT 708: Searching for Information in Management Research (non-assessed)
- Plagiarism (2-hour seminar, assessed)
- Ethics and Research (2-hour seminar, assessed)

**Term 2 – Lent**
- MNGT 703: Qualitative Methods (15 credits) or
  - MNGT 704: Quantitative Methods (15 credits)\(^1\)

**Term 3 – Summer**
- MNGT 705: Research Design in Management (15 credits)

Notice that the structure, content, and assessment format of the modules in the Business & Management pathway are scrutinised by an external examiner. Starting with the academic year 2015-2016 and for a term of three years (renewable), the external examiner is Professor Stuart Hyde from Manchester Business School. The external examiner’s report will be made available on the Moodle for PhD students at: https://mle.lancs.ac.uk/course/view.php?id=300.

\(^1\) A student can take both MNGT 703 and MNGT 704 (with the approval of the supervisor(s) and of the Director of the PhD programme). However, only one module can be taken for credits.
Departmental PhD workshops

The Department organises two workshops a year: one in Michaelmas term and another in Summer term. Each workshop is usually scheduled for two days. We invite external guest speakers and internal faculty members to give workshops on a variety of topics that are highly relevant to your PhD study, such as meeting challenges, research design, sampling, data analysis, writing-up, completion and viva, and publications. In order to gain maximum benefit from your PhD study, you are strongly encouraged and expected to attend these workshops.
Research Training Modules

MNGT 701: Research Philosophy & Methods

Convenors: Dr Marian Iszatt-White (Leadership and Management)  
Dr Jonathan Ivy (Marketing)  
Dr Casey Wilson (Management Science)

Course Aims and Objectives
Management is a broad multidisciplinary area. Research within management disciplines can vary from highly quantitative / positivistic studies to qualitative / postmodern approaches. But there is also a growing trend towards transdisciplinary work where insights from one discipline are applied to problems in another area (e.g. behavioural accounting, or organisational learning viewed from a resource-based perspective). In parallel with this, methods traditionally associated with one area are being adopted by researchers in other areas. Hence it becomes increasingly important for management researchers to understand typical research problems and methods in areas other than their own. This module therefore aims to provide a broad overview of qualitative and quantitative approaches, together with an understanding of the different research paradigms operating within the research fields of business and management.

MNGT 702: Understanding Your Discipline

Convenor: Dr Robert Demir (Entrepreneurship, Strategy and Innovation)  
Staff from each Department for the second part of the module

Course Aims and Objectives
This module provides the theoretical foundations to understanding the key issues/debates in the business and management literature. Within the different business and management disciplines there are significant areas of common ground – which might loosely be described as ‘organization theory’ - with which all academics in the field should expect to be familiar. These will be presented as a series of lectures delivered to the whole cohort. The second part of the module is intended to be discipline specific (and tailored to the specific needs of the students in a given cohort) and will thus be delivered in departmental ‘learning sets’, likely to take the form of guided readings, informal seminars and mini-projects.

Please refer to MNGT 702 module handbook for details of session times and room locations for the first part of the module conducted by Dr. Robert Demir. The second part of module is delivered by Department of Leadership and Management – see schedule as follows.

MNGT 702: Leadership and Emotions – Professor Ronald Humphrey  
14/11/2016 (Week 6), 10.00 – 12.00, Charles Carter C37.
This session looks at the role of emotions in leadership, and will examine how emotional intelligence, empathy, emotional labor, and emotional contagion influences leadership.
MNGT 702: Leadership Practice and responsibility: Research directions and approaches – Professor Steve Kempster
21/11/2016 (Week 7), 13.00 – 15.00, Charles Carter C37

The session will open up a discussion on the activities, orientations and purposes of leadership. It will explore a holistic and systemic orientation to an agenda and future directions of research within leadership practice and responsibility. Responsibility themes that are likely to be touched on include: fiduciary duty, ethics, sustainability, well-being, diversity, resource management. Research approaches to examine these themes are wide ranging, but are likely to require imagination. A given will be the necessity to engage stakeholders in the research process, addressing their questions and seeking relevance and impact as cornerstones to the research outcomes.

MNGT 702: Entrepreneurial Leadership: An Overview – Professor Claire Leitch
23/11/2016 (Week 7), 10.00 – 12.00, Charles Carter D41

This session will present an overview of entrepreneurial leadership. Most leadership research has been conducted in corporate settings, and much less attention has been given to issues of leadership and leadership development in the context of entrepreneurial and small and medium-sized enterprises (SMEs), high-tech settings or incubators. Accordingly, leadership in this context needs to be conceptualized differently from the corporate one, especially given the importance of entrepreneurship in economic development and restructuring.

Researching experience and practice in management learning – Professor Vivien Hodgson
29/11/2016 (Week 8), 10.00 – 12.00, Charles Carter C37

This session explores how research has been carried out in management learning and education through the use and adoption of different perspectives and methodologies. It will draw on the classic paper by Morgan and Smirch (1980) which was used as a framework by Hodgson and Watland (2004) for examining how research into networked management learning was being conducted between 1999–2002. The session will go on to consider in more details the research approaches associated with critical action learning (Trehan, K. and Pedler, M.2009) and phenomenography (Marton, 1981 and Harris, 2011).

Critical Leadership Studies – Professor David Collinson
07/12/2016 (Week 9), 14.00 – 16.00, Charles Carter 37

This session examines leadership dynamics from an alternative perspective. It explores the central concepts that comprise this more critical, emergent approach, including: power, dialectics, identity, difference, resistance, and empowerment.

MNGT 703: Qualitative Methods

Convenors: Dr Marian Iszatt-White (Leadership and Management)
Dr Casey Wilson (Management Science)
**Course Aims and Objectives**
This module aims to provide training in core techniques/methods expected to be required by students intending to undertake qualitative research, together with an understanding of broader qualitative approaches/methodologies within which they may be utilized. This will include the main approaches to data collection and analysis, together with practical experience of computer-aided data coding. Delivery of the module will be via a combination of lectures and practical workshops.

**MNGT 704: Quantitative Methods**

**Convenor:** Dr Jonathan Ivy (Marketing)

**Course Aims and Objectives**
This module aims to provide training in core techniques expected to be required by students intending to undertake quantitative research. It provides a thorough grounding in how to plan and conduct behavioural experiments and collect and analyse survey data, together with a practical introduction to statistical analysis and relevant software. Delivery of the module is likely to be via a combination of lectures and computer-based workshops.

**MNGT 705: Research Design in Management**

**Convenors:** Professor Claire Leitch (Leadership and Management)
Dr Valerie Stead (Leadership and Management)

**Course Aims and Objectives**
The aim of the module is to introduce students to research design in business and management. The module will make the assumptions and procedures necessarily entailed in management research of different kinds (including qualitative, quantitative and mixed methods) more explicit. The approach emphasises the place of different research designs and strategies in the accomplishment of knowledge about management as well as how to craft research. In this way the module provides a basis for the appreciation and evaluation of the different varieties of research as well as providing an opportunity for students to consider these issues in relation to their own research. It is taught as a block module early in the Summer term, to coincide with the production of students' research designs, which form the assessment for the module.

**MNGT 708: Searching for Information in Management Research**

This module is delivered by a specialised librarian and introduces students to the wide range of sources of information now available to doctoral researchers. It will cover the major Business and Management databases such as Business Source Premier, ABI/Inform, Science Direct and Web of Science. It will also cover more general information sources such as searching for books in print and in other libraries, finding theses and dissertations, finding government publications and creating current awareness alerts.
These seminars are open to PhD students from all programmes. They are not compulsory with the exception of the sessions on Plagiarism and Research Ethics that run in the Michaelmas Term. However, PhD students from across the School are strongly encouraged to attend the seminars that they think will aid their study.

Details of these seminars will be circulated via email and through the LUMS PhD Forum page on Moodle (https://mle.lancs.ac.uk/course/view.php?id=300). One week before each event all PhD students will receive an email about the upcoming seminar. Please email Matthew Watson (m.watson@lancaster.ac.uk) if you want to register. Once you have signed up to a course please ensure you attend. If you find that you are unable to attend please provide Matthew with a 24 hours’ notice. Supervisors will be informed of repeated sign up and nonattendance.

A room is also available at the times of the seminars to join other PhD students and members of staff to help you put aside time to undertake some focused writing (more details on the following pages).

**Michaelmas Term:**
- Strategies for Success: Managing Your PhD – Getting Started (Year 1)
- Plagiarism (Compulsory Session)
- Ethics and Research (Compulsory Session)
- Evaluating Academic Literature & Writing Your Literature Review
- Managing Writing
- Writing for Academic Journals in the Context of your Career
- How to write a thesis
- Writing Retreat

**Lent Term:**
- My Doctoral Journey
- Strategies for Success: Managing Your PhD – Staying Focused, Getting finished (Year 2 & 3)
- Panels and Reviews
- Vivas: How to get Through Them
- Writing Retreat

**Summer Term:**
- How to Present your Work in Public and at Conferences
- How to get your Book Published
- Getting an Academic Job and Managing your Career
- Writing Retreat
Michaelmas Term

**WRITING ROOM – Every Monday, 3pm – 5pm in LUMS Meeting Room 5 (B108 in week 10)**

There is a room available in LUMS for you to join other PhD students and members of staff if you are not attending a skills seminar to help you to put aside time to undertake some focused writing. Regular writing time is essential for successful completion of your studies – do take time to come along.

**Strategies for Success: Managing Your PhD – Getting Started (Year 1)**

**Convenor:** Dr Marian Iszatt-White

**Year 1: Getting Started**

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This full day workshop is aimed at first year students and is designed to provide researchers with the opportunity to meet and chat with other researchers. In addition the activity-based workshop will enable you to focus on important issues such as: defining the nature of a PhD and setting your goals; choosing and refining your topic; managing your time; managing relationships with supervisors and improving critical reading skills.

**Plagiarism (Compulsory Session)**

**Convenor:** Dr Sarah Gregory

**All Year 1 Students (Compulsory)**

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This compulsory session discusses the topic of plagiarism. The university guidelines are discussed and help and advice is provided on how to avoid the traps of plagiarising work when writing. Every first-year PhD student must pass a computer-based examination.

**Ethics and Research (Compulsory Session)**

**Convenor:** Dr Sarah Gregory

**All Year 1 Students (Compulsory)**

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This workshop looks at research ethics and the role of the researcher. The session also looks at the practical ethical policies and procedures when undertaking research at Lancaster. Every first-year PhD student must pass a computer-based examination.

**Evaluating Academic Literature & Writing Your Literature Review**

**Convenor:** Dr Marian Iszatt-White

**Year 1 full time and 1 – 2 part time**

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<th>Date</th>
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<td>Venue</td>
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This session looks at how to evaluate and critique academic literature (e.g. journal articles, books, policy documents), with a view to enhancing your critical reading and analytical skills, thus making literature reviews easier to write. We will also look at the key elements of a literature review, including its structure, and consider how to avoid the pitfalls of writing a poor review. You should expect to do some reading/evaluation activities in class.
Managing Writing
Convenor: Dr Marian Iszatt White  
Date  Week 6 – 14/11/2016  
Time  3pm – 5pm  
Venue  Management School LT7
This is a hands-on session that considers why we find writing difficult. It will introduce a number of different techniques for ‘jump starting’ writing at any stage in your PhD. It will also offer some guidelines for structured writing and emphasize the importance of getting into good writing habits at an early stage in your PhD. To help you get going, you will be required to do some writing in class, so you will need either a pen and notebook, or a lap top.

Writing for Academic Journals in the Context of your Career
Convenor: Professor Margaret Hogg  
Date  Week 7 – 21/11/2017  
Time  3pm – 5pm  
Venue  Management School LT7
This session will focus on:
- Academic writing and career planning
- The life story of a paper
- The reviewers’ perspective on your paper
- Enhancing your understanding of what gets published, what does not and why.

How to write a thesis
Convenor: Professor Rowena Murray  
Date  Week 9 – 05/12/2016  
Time  3pm – 5pm  
Venue  Management School Lecture Theatre 7
In this session students will be offered a comprehensive overview of many different writing practices and processes involved in the production of a thesis, with the aim of de-mystifying academic writing (Professor Murray, author of ‘How to Write a Thesis’). You will be expected to do some writing in class. Please note that spaces are limited to 20 and that places will be allocated on a first come first serve basis.

Writing Retreat
Convenor: Dr Angela Carradus  
Date  Week 9 – 07-09/12/2016  
Time  3pm – 6pm  (Day 1)  
9am – 6pm  (Day 2)  
9am – 4pm  (Day 3)  
Venue  Forrest Hills (off-campus)
The writing retreat is aimed at first year students (and selected students where appropriate) with the purpose of providing dedicated writing time, while developing productive writing practices and discussions around writing-in-progress. Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and will be expected to commit to the full schedule. Please note that spaces are limited to 14 and places will be allocated on a first come first serve basis.
My Doctoral Journey
**Convenor:** Dr Chihling Liu (Marketing)

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<tr>
<th>Date</th>
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<tr>
<td>Time</td>
<td>3pm – 5pm</td>
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<td>Venue</td>
<td>Furness LT2</td>
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Dr Liu from the Department of Marketing will give an honest account of making and surviving her PhD journey, culminating in the challenge of writing an interesting theoretical story from her data set in the last year of writing up.

**Strategies for Success: Managing Your PhD – Staying focused, Getting finished (Year 2 & 3)**

**Convenor:** Dr Marian Iszatt-White

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<th>Date</th>
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<tr>
<td>Time</td>
<td>10am – 4pm</td>
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<td>Venue</td>
<td>Management School A217 (Exec Suite)</td>
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This full day workshop covers the complexities faced when you are part-way through: refining and re-defining your goals; taking stock of where you are up to and where you should be; collecting data; dealing with the mid-term blues and feeling fed up; thinking about originality; and managing the writing process. The session also deals with the last, long haul: refining and re-defining the goal (again); knowing when you have got there; defining ‘contribution’, protecting your intellectual property; tidying up and writing conclusions; finishing and submitting; managing corrections. This is an interactive workshop providing researchers with an opportunity to share their experiences and ask questions with other researchers from a mix of disciplines.

Panels and Reviews

**Convenor:** Dr Marian Iszatt-White

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The aim of this session is to help you manage the process of panels and reviews and to arm you with handy hints about what to expect; how to minimise the ‘stress’ of the event and how to reach your full potential.

Vivas: How to get Through Them

**Convenor:** Dr Marian Iszatt White

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<th>Date</th>
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The aim of this session is to provide an overview of the viva process. It will look at what to do before the viva and the submission process, followed by an exploration of the key aspects of
the viva and the viva outcome. A recent PhD graduate will also participate in the session to give first-hand insights into the process and answer any questions you may have.

Writing Retreat

**Convenor:** Dr Angela Carradus & Dr Marian Iszatt-White

**Second and third year students and selected students from other years**

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<tr>
<th>Date</th>
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<tr>
<td>Time</td>
<td>3pm – 6pm (Day 1)</td>
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<td>9am – 6pm (Day 2)</td>
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<td>9am – 4pm (Day 3)</td>
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<tr>
<td>Venue</td>
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The writing retreat is aimed at second and third year students (and selected students where appropriate) with the purpose of providing dedicated writing time, while developing productive writing practices and discussions around writing-in-progress. Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and **will be expected to commit to the full schedule.** Please note that spaces are limited to 14 and places will be allocated on a first come first serve basis.
Summer Term:

**WRITING ROOM – Every Monday, 3pm – 5pm in LUMS Meeting Room 5 (LT10 in week 29)**

There is a room available in LUMS for you to join other PhD students and members of staff if you are not attending a skills seminar to help you to put aside time to undertake some focused writing. Regular writing time is essential for successful completion of your studies – do take time to come along.

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**How to Present your Work in Public and at Conferences**

**Convenor:** Dr Josip Kotlar  
**All Students**

- **Date:** Week 25 - 22/05/2017  
- **Time:** 3pm – 5pm  
- **Venue:** Management School LT9

The aim of this session is to help students enhance their skills at presenting work for conferences. The session will begin with an overview of what is involved in presenting your work at conferences, and time will be available for discussion and advice on specific issues.

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**Getting an Academic Job and Managing your Career**

**Convenor:** Professor Maurizio Zanardi  
**All Students**

- **Date:** Week 27 – 05/06/2017  
- **Time:** 3pm – 5pm  
- **Venue:** Management School LT9

The aim of this session is to consider the challenges and opportunities in getting your first academic job and managing your career. The session will focus on enhancing your employability skills and there will be chance to ask questions about managing your career in an academic context.

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**How to get your Book Published**

**Convenor:** To be confirmed  
**All Students**

- **Date:** Week 28 – 12/06/2017  
- **Time:** 3pm – 5pm  
- **Venue:** Management School LT9

This session takes you through the process of getting your book published from writing a proposal as an unknown author, through to publication.

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**Writing Retreat**

**Convenor:** Dr Angela Carradus & Dr Marian Iszatt-White  
**All Students**

- **Date:** Week 30 – 28-30/06/2017  
- **Time:** 3pm – 6pm  (Day 1)  
  9am – 6pm  (Day 2)  
  9am – 4pm  (Day 3)  
- **Venue:** Forrest Hills (off-campus)

The writing retreat is aimed at all students with the purpose of providing dedicated writing time, while developing productive writing practices and discussions around writing-in-progress. Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and will be expected to commit to the full schedule. Please note that spaces are limited to 14. Places will be allocated on a first come first serve basis.
Within LUMS, there are other Research Training Programmes. Similarly, LUMS offers a wide range of full-time taught Masters’ degrees. Courses within these programmes may be directly relevant to your research interests. They may be taken (for free) over all three years of your PhD programme. If interested to take any of these courses, you need to discuss their relevance with your supervisor(s). Permission of supervisor(s) and of the relevant Director of PhD/Master programme is also essential.

Information on the courses which are open to you can be found below along with information on who to contact for timetable information.

**PhD Programme in Accounting and Finance:**
- ACF851  Advanced Quantitative Finance Methods
- ACF852  Advanced Corporate Finance I
- ACF856  Advanced Asset Pricing II
- ACF857  Corporate Finance II
- ACF861  Advanced Accounting: Theory
- ACF862  Advanced Accounting: Empirics
- ACF866  Data Programming Skills for Accounting Research
- ACF875  Econometric Topics in Accounting & Finance

**Contact:** Carole Holroyd (c.holroyd@lancaster.ac.uk)

**PhD Programme in Economics:**
- ECON801  Research Skills for Economists
- ECON802  Mathematics for Economists
- ECON803  Microeconometrics
- ECON804  Time Series
- ECON805  Applied Macroeconomics
- ECON806  Microeconomics
- ECON810  Applied Behavioural Economics
- ECON811  The Economics of Human Capital

**Contact:** Caren Wareing (c.wareing@lancaster.ac.uk)

**MSc Accounting & Financial Management, MSc Advanced Financial Analysis, MSc Finance**
- ACF400  Financial Databases
- ACF401  Introduction to Quantitative Methods
- ACF402  Introduction to Finance
- ACF403  Introduction to Accounting
- ACF404  Introduction to Financial Markets
- ACF501  Quantitative Methods for Finance
- ACF502  Foundations of Finance
- ACF503  Principles of Financial Reporting
- ACF504  Financial Markets
- ACF601  Advanced Corporate Finance
- ACF602  Advanced Investment Management
- ACF603  Financial Reporting for Complex Entities
- ACF605  Derivatives Pricing
- ACF606  Financial Statement Analysis
- ACF607  Corporate Governance
- ACF608  Fixed Income Markets
- ACF609  Financial Econometrics
- ACF610  Advanced Management Accounting
- ACF631  Risk Management in Commercial Banking
- ACF632  Financial Data Platforms
- ACF633  Principles of Financial Intermediation
- ACF638  Professional Ethics: Standards in Finance and Accounting Practice

Contact: Linda Airey (l.airey@lancaster.ac.uk)

MSc E-Business & Innovation
- EBIN 501 E-Business
- EBIN 502 Information Management and Strategy
- EBIN 504 Innovation
- EBIN 510 E-Marketing
- EBIN 521 Technology for E-Business
- EBIN 528 Digital Innovation

Contact: Anne Wilbourn (a.wilbourn@lancaster.ac.uk)

MSc Economics
- ECON501  Microeconomics
- ECON502  Macroeconomics
- ECON503  Econometrics
- ECON504  Research Skills for Economists
- ECON511  Public Economics and Political Economy
- ECON512  Labour Economics
- ECON513  Industrial Organisation
- ECON514  Financial Economics
- ECON515  Health Economics
- ECON404 International Money and Banking
- ECON412 Behavioural Finance

Contact: Emma Fitchett (e.fitchett@lancaster.ac.uk)

MSc Entrepreneurship, Innovation & Practice, MSc International Innovation
- ENSI501  Introduction to Entrepreneurship
- ENSI502  New Venture Creation
- ENSI503  Innovation in Practice 1
- ENSI504  Entrepreneurship in Practice
- ENSI505  Corporate Entrepreneurship
- ENSI506  Internationalisation and New Technologies
- ENSI507  Innovation in Practice 2
- ENSI509  Family Enterprise Management
- ENSI510  Contemporary Research Methods in Management
- ENSI527  Entrepreneurial Financing

Contact: Alex Errington (a.g.errington@lancaster.ac.uk)
MA Human Resources & Consulting
- HRDC500 Introduction to Human Resources and Consulting
- HRDC501 Introduction to Research in Human Resources
- HRDC502 Applications of Human Resource Management and Consulting
- HRDC503 Research in Human Resources Development and Consulting

Contact: Catherine Southworth (c.l.southworth@lancaster.ac.uk)

MSc Human Resource Management, MSc Politics, Philosophy & Management
- OWT501 Organisations in the 21st Century
- OWT502 Knowledge and Global Organisations
- OWT503 Management of Organisational Change
- OWT504 Knowledge Management
- OWT505 Human Resource Management I
- OWT506 Human Resource Management II
- OWT507 Production and Knowledge Management I
- OWT508 The Production Of Managerial Knowledge II
- OWT509 The Production Of Managerial Knowledge III

Contact: Ellie Appleton, Wendy Wang (e.appleton@lancaster.ac.uk, w.wang@lancaster.ac.uk)

MSc Information Technology, Management & Organisational Change
- ITO1 Interpretations of Information, Technology and Organisations
- ITO11 E-Business
- ITO15 Analysis, Design and Innovation
- ITO16 Enterprise Systems Architecture
- ITO2 The Management of Organisational Change
- ITO22 Academic and Professional Practice
- ITO23 E-Marketing
- ITO25 Knowledge and Global Organisations
- ITO26 Human Resources Management I
- ITO27 Human Resources Management I
- ITO3 Strategy, IT and Digital Business
- ITO4 Systemic Interventions and Consulting
- ITO5 Cyber Security and Enterprise Resilience
- ITO6 Researching in Organisational Settings
- ITO7 IT Project Management
- ITO8 Knowledge Management

Contact: Sian Cameron (s.cameron@lancaster.ac.uk)

MSc International Business & Strategy
- ENSI571 Firms in the Global Economy
- ENSI 573 Business Skills and Analytics
- ENSI574 International Business Strategy
- ENSI576 International Marketing
- ENSI577 Cross National Management and Leadership
- ENSI578 International Corporate Strategy and Structure
- ENSI580 Competition in Global Markets
- ENSI584 Cross Border Mergers & Acquisitions
- ECON408 Growth in Emerging Economies

Contact: Linda Smith (l.smith2@lancaster.ac.uk)
MSc Logistics and Supply Chain Management, MSc Management Science and Marketing Analytics, MSc Operational Research and Management Science
- MSCI502 Introduction to Operational Research and Management Science
- MSCI504 Problem Structuring
- MSCI506 Problem Solving and Consulting Skills
- MSCI512 Computer Simulation
- MSCI513 C++ Computer Programming for Quantitative Finance
- MSCI516 Spreadsheet Modelling for Quantitative Finance
- MSCI519 Spreadsheet Modelling
- MSCI521 Introductory Statistics
- MSCI523 Forecasting
- MSCI526 Data Mining for Marketing, Sales and Finance
- MSCI527 SAS Programming for Business Analytics
- MSCI532 Stochastic Modelling
- MSCI534 Optimisation and Heuristics
- MSCI536 Optimisation
- MSCI564 Marketing Research Methods
- MSCI571 Strategic Supply Chain Management
- MSCI573 Operations and Supply Excellence
- MSCI574 Logistics Modelling
- MSCI575 Strategic Sourcing
- MSCI576 Global Sourcing (with Services)
- MSCI577 Business Analysis & Enterprise Systems
- MSCI581 Introduction to Management Science and Marketing Analytics
- MSCI582 Marketing Analysis and Modelling

Contact: Jackie Clifton (j.clifton@lancaster.ac.uk)

MSc Management
- MNGT601 Accounting & Reporting for Managers
- MNGT602 Marketing Management
- MNGT603 Human Resource Management
- MNGT604 Corporate Financial Management
- MNGT605 Operations Management
- MNGT606 Management Accounting
- MNGT607 Organisational Behaviour
- MNGT608 Business Strategy Game
- MNGT609 Managerial Economics
- MNGT610 Market Research
- MNGT611 Strategic Management
- MNGT612 Leadership Development
- MNGT613 Digital Transformation of Business
- MNGT614 Entrepreneurs for the World
- MNGT615 Corporate Governance

Contact: Kim Barrington (k.barrington@lancaster.ac.uk)

MSc Marketing
- MKTG501 Markets
- MKTG502 Marketing
- MKTG503 Consumer Behaviour
- MKTG504 Strategic Marketing in Practice
- MKTG505 Marketing Communications
- MKTG506  Digital Marketing
- MKTG507  Branding Strategy
- MKTG508  Business to Business Marketing
- MKTG 509  Advanced Consumer Behaviour

Contact: Gaynor Cannon (g.e.cannon@lancaster.ac.uk)

MSc Money, Banking and Finance
- ECON400  Macroeconomics for Money, Banking and Finance
- ECON401  Microeconomics for Money, Banking and Finance
- ECON403  Applied Econometrics
- ECON404  International Money and Banking
- ECON406  International Money and Finance
- ECON412  Behavioural Finance
- ACF524  Market Risk Forecasting and Control
- ACF533  Principles of Financial Intermediation
- ACF534  Banking Regulation and Financial Stability

Contact: Emma Fitchett (e.fitchett@lancaster.ac.uk)

MSc Project Management
- PJTM 530  Principles of Project Management
- PJTM 531  Project Leadership
- PJTM 532  Advanced Project & Programme Management
- PJTM 533  Developing Project Management Professional Practice
- PJTM 534  Commercial Aspects of Project Management
- PJTM 535  Delivering projects: Strategy, implementation and change
- PJTM 536  Action Research

Contact: Jackie Clifton (j.clifton@lancaster.ac.uk)

MSc Quantitative Finance
- ACF629  Financial Econometrics
- ECON451  Economics for Money, Banking and Finance
- ECON456  International Money and Finance
- MATH580  Financial Stochastic Processes
- MATH581  Statistical Methods for Financial & Economic Applications
- MATH582  Assessing Financial Risk: Extreme Value Methods
- MSCI535  Optimisation

Contact: Emma Fitchett (e.fitchett@lancaster.ac.uk)
Other Faculties within Lancaster University also offer PhD training in their respective fields. Some of these provisions are open to LUMS students; details of these courses are provided below.

**Courses run by the Mathematics and Statistics Department**
The Mathematics and Statistics Department regularly runs courses on various methodological aspects. For the list, calendar and costs of these courses, please refer to their website at [http://www.lancaster.ac.uk/maths/postgraduate/short-courses-and-cpd/list-of-courses/](http://www.lancaster.ac.uk/maths/postgraduate/short-courses-and-cpd/list-of-courses/). If you wish to take any of these courses, you should register online as soon as possible as they usually become fully booked very quickly after the start of term.

**Courses run by Faculty of Arts and Social Science (FASS)**
The Faculty of Arts and Social Sciences also regularly runs courses (methodological or more general) that could be of interest to PhD students from LUMS. For the list and calendar of these courses, please refer to [http://www.lancaster.ac.uk/arts-and-social-sciences/study/postgraduate/research-training-programme/modules/](http://www.lancaster.ac.uk/arts-and-social-sciences/study/postgraduate/research-training-programme/modules/).

If you wish to sign up for any FASS modules, please discuss this possibility with your PhD supervisor(s). If approved by PhD supervisor(s) and by the PhD director of your programme, please complete the FASS Registration Form, which is available from the FASS RTP website ([http://www.lancaster.ac.uk/arts-and-social-sciences/study/postgraduate/research-training-programme/registration/](http://www.lancaster.ac.uk/arts-and-social-sciences/study/postgraduate/research-training-programme/registration/)). Please email the completed form to the Doctoral Office (fass-rtp@lancaster.ac.uk). Since these modules are often oversubscribed, it is advisable to apply at the beginning of the academic year for modules running in all three terms, rather than waiting until the term in which they run. In case modules are oversubscribed, priority is given to FASS students.
Other Useful Courses

Computing Courses
Details of all courses are available directly from the Information Systems Reception in the Learning Zone (Alexandra Square). Anyone interested is advised to register early, directly through ISS. A variety of one-off sessions and short courses are available throughout the year from the Service. Please visit the ISS website for more information: http://www.lancaster.ac.uk/iss/.

Note: these are very popular and reach maximum capacity quickly. You are advised to register early in Term 1 or, alternatively, consider whether you can take the course later in the academic year when pressure on places is not so great.

Statistics Short Courses
The Postgraduate Statistics Centre offers a programme of continuing professional development courses aimed at scientists, social scientists, health researchers, teachers and professional medical statisticians. These applied statistics courses are for participants and researchers from any background with a basic level of numeracy. Please visit the Postgraduate Statistic Centres website for more information: http://www.lancaster.ac.uk/maths/postgraduate/short-courses-and-cpd/

School Seminar Programmes
Students are encouraged to attend the wide range of research talks, presentations and forums organised throughout the year, where relevant, both in the Management School and elsewhere on campus. PhD students are especially encouraged to attend the sessions organised by the department in which they are registered.

Speakers will include well-known academics from other Business Schools, both in the UK and elsewhere, as well as the Management School’s most distinguished researchers. Sessions will usually last for 1 hour, with Wednesday afternoons, lunchtimes and evenings being especially popular.

Every student is automatically informed of the events taking place in his/her Department. If you want to be included in the mailing list of other Departments, please email the following contacts:

- Accounting & Finance: Carole Holroyd cholroyd@lancaster.ac.uk
- Economics: Caren Wareing c.wareing@lancaster.ac.uk
- Entrepreneurship, Strategy & Innovation: Alex Errington a.g.errington@lancaster.ac.uk
- Leadership & Management: Benjamin Milby b.milby@lancaster.ac.uk
- Management Science: Gay Bentinck g.bentinck@lancaster.ac.uk
- Marketing: Jonathan Haslam j.haslam@lancaster.ac.uk
- Organisation, Work & Technology: owt@lancaster.ac.uk

Informal Research Groups
There are a number of informal research groups in LUMS where PhD students give papers about their research, and lead discussions on them. Check with your supervisor(s) and Doctoral Director for further information.
LUMS is part of ESRC’s North-West Doctoral Training Centre (http://www.nwdtc.ac.uk/, website for NWSSDTP under construction), which provides social science research training to students at Lancaster University, the University of Liverpool and the University of Manchester. Following on from a bid submitted to the ESRC in February 2016, the Universities of Keele, Lancaster, Liverpool and Manchester have now been successfully accredited as an ESRC North West Social Science Doctoral Training Partnership (NWSSDTP) to confer studentships starting in 2017/28.

Business and Management is a recognized pathway with the NWDTC and NWSSDTP and PhD students from the three Universities can attend selected courses at each partner institution. Details of the courses at Manchester and Liverpool (i.e. Keele does not participate in the Business and Management pathway) are available on the website of the NWSSDTP.

To attend
1. Please note that places are limited and will be allocated on a first come, first served basis.
2. If you are interested in attending please send an e-mail to the administrative contact at the institution providing the course. You will be informed if you have secured a place and sent any advance reading lists and other relevant materials.

Liverpool University Management School – Rebecca Lumberg ulmsphdeng@liverpool.ac.uk
Manchester Business School – Paul Greenham paul.greenham@mbs.ac.uk
Employability after your PhD degree is of paramount importance. Advice and guidance about possible job opportunities and preparation for the job market is part of the support that students receive from supervisor(s) and other faculty members. A Faculty wide meeting for prospective PhD students on the job market usually takes place in October with Departmental-specific meetings scheduled later on. There is also a seminar skill session specifically dedicated to this issue (see page 10).

For the PhD students looking for a job (i.e. with the prospect of submitting their dissertation within the next few months), LUMS hosts a webpage specifically dedicated to the purpose (http://www.lancaster.ac.uk/lums/study/phd/phd-job-market-candidates/). It is important that every PhD student maintains a complete web presence on this page and that his/her LUMS (and external) webpage are fully up to date.

Furthermore, other LUMS and University-wide resources are also available, as detailed below.

**Educational Development support for postgraduates who teach (GTAs)**

- One-day Introduction to Teaching Workshops
- Supporting Learning Programme; 4 month accredited programme [http://www.lancaster.ac.uk/hr/OED/ED/SLP/](http://www.lancaster.ac.uk/hr/OED/ED/SLP/)

**LUMS Advice Clinics and Careers Counselling**

Bring your queries along to one of the weekly careers advice clinics (term-time only) where you can talk things through with the LUMS Careers Staff. Just drop in to the LUMS Career Zone (A112) by LT4 ([http://www.lancaster.ac.uk/lums/careers/students/advice/](http://www.lancaster.ac.uk/lums/careers/students/advice/)).

Postgraduate students please contact Peter Sewell (p.sewell@lancaster.ac.uk)
Wedgesdays 4pm - 6pm; Fridays 3pm - 5pm; or individual appointments booked via Targetconnect ([https://lancaster.targetconnect.net/home.html](https://lancaster.targetconnect.net/home.html))

**Careers Workshops for PhD Students 2016/17**

The central Careers service provides specific help and guidance for PhD students, including workshops on the following topics:

- Academic Interviews
- Career planning for PhD students
- Employer Interviews & Assessment Centres
- Writing an Effective Academic CV

Please visit [http://www.lancaster.ac.uk/careers/students-graduates/help-and-advice/support-for-phd-students/](http://www.lancaster.ac.uk/careers/students-graduates/help-and-advice/support-for-phd-students/) for more details. Places are bookable on the Target Connect, using your university log in [https://lancaster.targetconnect.net/home.html](https://lancaster.targetconnect.net/home.html)

Further information can also be found on many other external websites. In particular, it may be worth visiting the Vitae website for research students [www.vitae.ac.uk](http://www.vitae.ac.uk) Vitae is dedicated to realising the potential of researchers through transforming their professional and career development.
Assignment Format and Submission
Assignments should be typed minimum font size 10 with 1.5 line spacing. Each assignment’s first page must be the assignment submission form, available on your VLE which confirms the work is your own (Academic Integrity) and you are aware of the University guidance on Research and Ethics.

All assignments (one hard copy unless otherwise specified plus an e-version on the VLE) are to be submitted by specified time and hand-in date. Hard copies are to be submitted to the Doctoral Office unless otherwise indicated.

Extensions
Extensions are only given in exceptional circumstances. Please see the heading ‘What to do if illness affects your studies’. All requests for an extension must be completed in writing on a variance request form (available on the VLE).

Feedback and Notification of Assessment Marks
Feedback on assessed work will where possible be provided within four weeks (excluding vacations and staff absences).

Marks will be emailed to students by the programme office. Students may also view their overall marks to date via the Student Portal. It should be remembered that until the External Examination Board has met, (October each year) any marks given to students are provisional and may be subject to change. Please ensure that you retain all marked work until you have received the results from the External Examination Board.

Moderation of Assessed Work
A second marker will moderate the assessment work for each module. The programmes external examiner will confirm whether or not marks awarded are appropriate. As per the University regulations there is no appeal against academic judgement.

Penalties for Excessive Word Count
Work submitted with excessive word count (+10%) will be subject to a five (5) mark penalty deduction. There is no penalty for submitting less than the recommended word count. The word count includes:
- Main body of text
- In text quotations
- In text references
- Section headings

The word count does not include: Abstract, title, contents page, reference list, bibliography and appendices.

Penalties for Late Submission
Prior to the submission deadlines there are published procedures for the granting of extensions (variance request). Work submitted after a deadline but within the time limit of an
approved variance shall not be subject to penalty. Work submitted late without an approved variance shall be penalised as follows:

- Work submitted up to 3 working days late will have 10 marks deducted;
- Work submitted more than 3 days late will be awarded a mark of zero (subject to any consideration of mitigating circumstances).

**Declaration that the word length of the thesis conforms to the permitted maximum**

Candidates are required to make a declaration at the front of the thesis that the word-length conforms to the permitted maximum. If it exceeds this, the declaration must also include confirmation that this has been approved on behalf of the University (currently by the PVC (Education)).

**What to do if illness or personal issues affect your studies**

If you are unfortunate enough to be ill or are suffering from severe personal issues which will affect your ability to submit coursework on time you may request an extension. Depending on the nature of your circumstance different documentation will be required. Contact the Doctoral Coordinator in your Department for further information.

**Mitigating Circumstances**

Mitigating Circumstances (e.g. ill health or severe personal difficulties) may be taken into consideration by the Mitigating Circumstances Committee which makes recommendations to the Internal and External Exam Boards only when supported by documentary evidence (e.g. a doctor’s certificate).

**Collaboration**

In individual pieces of work, students are not permitted to work closely with other colleagues. **Under no circumstances may individual coursework be prepared jointly.** Where coursework is specified as being assessed on a group basis it should be prepared by the specific groups alone. Where a group member does not contribute fully to a piece of group work the other members may inform the faculty member responsible and an individual grade may be awarded to that student. Any individual working on a group assessed piece of work may be vivaed to identify his/her contribution to the group grade and an individual grade awarded.

**Student Feedback Mechanisms**

Evaluation is more than feedback of the good and bad elements of the programme. It provides continual information for us to improve the programme. Without all of us seeking to improve all elements of the programme we will not be able to sustain the high standards and achieve greater success in the future. Consequently it is very important that all members of the class actively participate in the evaluation process.

You will be contacted by email at the end of each module and asked to complete a Module evaluation that will be accessed via a URL link. We ask that you respond to the request to submit your feedback as soon as possible. Feedback is anonymous.
Postgraduate Grade Descriptors
All assessment is marked in line with the grade descriptors for postgraduate students.

<table>
<thead>
<tr>
<th>Result</th>
<th>Broad Descriptor</th>
<th>Percentage</th>
<th>Primary verbal descriptors for attainment of Intended Learning Outcomes</th>
<th>Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pass</td>
<td>Excellent</td>
<td>70-100</td>
<td>Exemplary range and depth of attainment of intended learning outcomes, secured by discriminating command of a comprehensive range of relevant materials and analyses, and by deployment of considered judgement relating to key issues, concepts and procedures</td>
<td>Distinction</td>
</tr>
<tr>
<td>Pass</td>
<td>Good</td>
<td>60-69</td>
<td>Conclusive attainment of virtually all intended learning outcomes, clearly grounded on a close familiarity with a wide range of supporting evidence, constructively utilised to reveal appreciable depth of understanding</td>
<td>Merit</td>
</tr>
<tr>
<td>Pass</td>
<td>Satisfactory</td>
<td>50-59</td>
<td>Clear attainment of most of the intended learning outcomes, some more securely grasped than others, resting on a circumscribed range of evidence and displaying a variable depth of understanding</td>
<td>Pass</td>
</tr>
<tr>
<td>Fail</td>
<td>Marginal fail</td>
<td>40-49</td>
<td>Attainment deficient in respect of specific intended learning outcomes, with mixed evidence as to the depth of knowledge and weak deployment of arguments or deficient manipulations</td>
<td></td>
</tr>
<tr>
<td>Fail</td>
<td>Fail</td>
<td>30-39</td>
<td>Attainment of intended learning outcomes appreciably deficient in critical respects, lacking secure basis in relevant factual and analytical dimensions</td>
<td>Fail</td>
</tr>
<tr>
<td>Fail</td>
<td>Poor fail</td>
<td>20-29</td>
<td>Attainment of intended learning outcomes appreciably deficient in respect of nearly all intended learning outcomes, with irrelevant use of materials and incomplete and flawed explanation</td>
<td></td>
</tr>
<tr>
<td>Fail</td>
<td>Very poor fail</td>
<td>0-19</td>
<td>No convincing evidence of attainment of any intended learning outcomes, such treatment of the subject as is in evidence being directionless and fragmentary</td>
<td></td>
</tr>
</tbody>
</table>
Useful Information

Core information for PGR students
This is a useful link which contains all the essential information you need to know about being a PGR student at Lancaster: http://www.lancaster.ac.uk/current-students/postgraduate-research-students-core-information/ Similarly, the page of the Doctoral Academy also provides a host of links: http://www.lancaster.ac.uk/research/doctoral-academy/

Lancaster email address
All students are given a Lancaster University email address, of the form a.n.other@lancaster.ac.uk, which is assigned during Induction. Please note that any contact we make with you will be through your Lancaster email address. It will be assumed that you access this email account on a daily basis. Please do not forward emails from this address to another email address as this may delay or prevent us from contacting you.

PhD Student Web Profiles
The University’s research information system, Pure, is now available for postgraduate research students to use. Pure can be used to record information about yourself, your research interests and research publications. This information can also be used to produce your web profile which will appear at http://www.research.lancs.ac.uk/portal/ and also on the LUMS website. An email will be sent to you at the start of term to give you full details about how to create your profile.

It is of great importance that you maintain an up-to-date web presence, as a way to disseminate your research findings and get known in the profession. Therefore, it is assumed that all PhD students maintain a (minimal) web presence on the LUMS website, possibly complemented with a personal website on a different platform (e.g. google).

iLancaster
iLancaster is a free mobile app delivering Lancaster University services, resources and information –at your fingertips – whenever you want them, from wherever you are. It’s available to download to your mobile devise or view from any web browser. You can find everything from your Welcome Week planner to bus timetables, where to eat and drink and financial planners.

Office Space
Full-time students are offered an office space. Basic facilities usually include a bookcase, desk, chair and access to a filing cabinet for each PhD student. You will be allocated an office for 4 years. Normally, after 4 years we will ask you to vacate the office ready for a new intake of students. Part-time students are not normally offered office space.

Computing Facilities
All full-time doctoral students are allocated a PC on arrival which they keep for the duration of their studies in their personal office. All Management School PCs have access to statistical packages, email, and the Internet. For general IT support, including software queries, contact the ISS Service Desk on phone extension 10987 or by email to iss@lancaster.ac.uk. You can also visit the ISS knowledge base: http://lancasteranswers.lancs.ac.uk
Printing and Photocopying
All full-time PhD students are automatically allocated a printing budget when they register. If PhD students use up their printing allowance they must contact their departmental PhD co-ordinator to request a top-up. This is granted at the department’s discretion. Each department decides on its particular policy for payment of photocopying, use of fax, stationery and telephones: either the Doctoral Co-ordinator or the Departmental Officer in the relevant department can advise.

Research Conference Budget
Full-time PhD students in the Department of Leadership and Management (DLM) can apply to a travel budget held by DLM to support conference travel expenses. Please note, you must be presenting a paper at the conference. For details of how to apply please see Shirley Balshaw, DLM’s Departmental Officer. In addition to this allocation there is a central Faculty PhD conference budget. Students may apply for funding with the support of their supervisor/department. This is a competitive process as there is a limited amount of funds. There are three calls for funding with the following deadlines: 31 October 2016, 1 February 2017, 31 March 2017. More details will be posted on Moodle.

LUMS Web pages
LUMS has a large number of pages on the Internet, accessed through http://www.lancaster.ac.uk/lums/. It would be worth to familiarise yourself with the many pieces of information it offers. You should also log onto Moodle for PhD students at: https://mle.lancs.ac.uk/course/view.php?id=300 for notices and information relating to the Research Training.

Social Events
Arrangements are made for informal social events for all PhD students, usually once a term.

Staff-Student Meetings
Staff-Student Meetings are held on a termly basis. All PhD students are encouraged to attend or raise any issue with their departmental PhD representative. At the meetings we discuss issues that are of concern to you. PhD students are usually asked for agenda items prior to the meeting and an agenda is circulated normally a week before the meeting.

Ethical Issues
ALL PhD students undertaking fieldwork must complete 2 ethics forms with their supervisors BEFORE undertaking fieldwork. These can be found on the University Research Office web-site: http://www.lancaster.ac.uk/lums/research/ethics/ (accessible when on the university’s network). All PhD students also have to take the compulsory seminar on ethics and research (see page 15).

Plagiarism
Within the UK there are conventions about the use of material in academic publications, including PhD theses. Definitions of plagiarism are given in the Plagiarism Framework available at: https://gap.lancs.ac.uk/ASQ/Policies/Pages/PlagiarismFramework.aspx All PhD student also have to take the compulsory seminar on plagiarism (see page 6).

Lancaster University Code of Practice for Postgraduate Research Programmes
Lancaster’s Regulations for Postgraduate Research Degree Programmes are contained in the Code of Practice available on-line at: https://gap.lancs.ac.uk/ASQ/Policies/Pages/PGRC.aspx
Guidance Notes for Research Degrees
Lancaster’s guidance on the Examination of Research degrees can be found at: http://www.lancaster.ac.uk/sbs/registry/docs/ExternalExaminers/guidance-notes-research-degree.pdf

Development Needs Analysis (DNA)
All PhD students are required to complete the DNA online. Your DNA (Development Needs Analysis) allows you to audit yourself against the skills and competencies we develop as researchers. You can then use this to discuss with your Supervisor the training and development opportunities you may need for the forthcoming year.

Attendance Monitoring
The University based on pedagogical and welfare grounds and in compliance with government requirements has instituted attendance monitoring for postgraduate research programmes. You will be required to confirm your attendance via an online system on a regular basis. You will receive further details from Student Registry.
All students are expected to complete and submit a supervision meeting report form to their supervisors.

Effective Learning Support
LUMS has an academic adviser, Gill Burgess, who supports all postgraduate students, home or international, with aspects of study: http://www.lancaster.ac.uk/lums/people/gill-burgess

University Library
All members of the University are entitled to use the Library (http://www.lancaster.ac.uk/library) on becoming a registered as borrowers. The act of registration as a reader or borrower constitutes an undertaking to accept the Library Rules. For further information on where to find help and advice go to: http://www.lancaster.ac.uk/library/news-training-and-events/news/2015/changes-to-academic-services/

Study Areas for Postgrad
Notice that the library features a Postgraduate Study Area: a silent study space with print, scan and copy facilities close by. The Graduate College Study and Social Hub is located on Alexandra Park and provides quiet study space, group work space, social space and games room, as well as print, scan and copy facilities. Finally, there is also a dedicated area in town: the Postgraduate Study Hub is located on the first floor of the Storey Institute on Meeting House Lane. It features quite study space, small group work space, Eduroam Wi-Fi access.

Emergencies
In case of an emergency requiring an ambulance on campus you should dial 999 on an internal telephone (or 01524 594541 if using another telephone) in order to contact the Security Office - staffed 24 hours every day of the year. Security will arrange for an ambulance if required. Security staff will meet the ambulance and direct to the site. Please do not use mobiles for direct emergency calls. Precious time can be lost when the ambulance driver is unfamiliar with the University.

GTA support
PhD students have the opportunity to teach on our undergraduate courses. This is particularly valuable experience for anyone contemplating an academic career in the future. The Graduate
Teaching Assistants (GTA’s) meet once a term with the departmental Director of Teaching, Dr Valerie Stead. Dates will be circulated prior to the beginning of each term.

The Department of Leadership & Management has adopted the University’s procedures for the recruitment, development and payment of postgraduates and contract research staff who teach. Our recruitment process involves the supervisors or line managers responsible for the individual concerned in conjunction with the Head of Department and relevant teaching director (the Department has separate undergraduate and postgraduate teaching directors). Approval is required from all three of these individuals along with confirmation that the amount of contact hours does not exceed the University recommendation’s. These recommendations are that a full-time postgraduate student may, subject to the approval of the department(s) concerned, undertake demonstrating, teaching or other academic-related work, provided that the work is compatible with the student’s academic obligations. The total time devoted to such work shall not exceed an average of six hours per week in any one term. The Department rate of pay is in line with the University’s standard hourly rate for postgraduate students/contract researchers who teach. Current rates can be found on the HR website at http://www.lancaster.ac.uk/hr/total-reward/files/PGRates.html

We would recommend that Postgraduates wishing to teach attend the University Introduction to Teaching workshops and the Higher Education Academy accredited Supporting Learning Programme (SLP). Early booking is advised as demand is always high for these workshops.

Educational Development support for postgraduates who teach (GTAs)
• One day Introduction to Teaching Workshops
• Supporting Learning Programme; 4 month accredited programme
  http://www.lancaster.ac.uk/hr/OED/ED/SLP/

Lancaster University Branding
Lancaster University’s branding guidelines have been made available for PG students - for assistance when branding posters etc. They can be found at http://www.lancs.ac.uk/current-staff/brand/. You will need to log in with your username and password.

Lone Working
It is inevitable that at certain times students will find themselves working alone, for example during holidays, evenings and at weekends. In the majority of cases you do so without significant risk. However there are occasions when it is advisable to assess which tasks may be undertaken by a lone work. See the guidelines http://www.lancaster.ac.uk/users/safety/fieldtrips.html.

Out of Hours Access
A special swipe card system is in operation. Your magnetic library card (which can be collected after registration with the University) can be used. Rooms should only be used for work based activity, not social events or activities.

Holidays
Full-time graduate students are required to register at times to be specified and, unless registered as part-time students, they are required to be engaged full-time on their studies for the duration of their course except for up to 20 days’ holidays as approved in writing by their department(s) or supervisor(s).
To request a holiday a Post Graduate student should make that request in writing to their supervisor who should respond in writing indicating the dates for which the period of holiday applies.

Once approved, the student should be issued with a letter to confirm the dates of the vacation period. International students should be advised to show that letter to any employer in order for the employer to be aware of the student’s right to work during that vacation period. The approval documentation should then be loaded onto LUSI on-line as part of that student’s record.
Departments are responsible for carrying out a periodic assessment of students’ progress in line with the completion timetable outlined in the postgraduate assessment regulations. Formal appraisal for students is conducted 4 months after registration, then after 10 months, 16 months, 22 months and at regular intervals thereafter for full-time students (and after corresponding periods for part-time students). The second of these reviews (after 10 months) takes the form of an upgrade panel. It requires students to identify the research question and to propose milestones. Formal appraisal will include a recommendation as to whether the student should be allowed to continue. The student will be told about the outcome of the appraisal. If progress or the standard of work is considered below that generally expected, the student will be given constructive feedback on how matters might be improved. If the progress continues to be unsatisfactory, the student will be given a written warning that unless certain targets are achieved satisfactorily by a specified date the student will be referred to the Postgraduate Review Committee with a recommendation that the student’s registration be terminated. Further detail on criteria to be used for making decisions about the extension, suspension or termination of registration are provided in the Postgraduate Regulations (https://gap.lancs.ac.uk/ASQ/QAE/MARP/Documents/PGr-Assess-Regs.pdf).

Furthermore, all full-time PhD students registered from October 2016 are subject to progression rules, whose main objective is to ensure that PhD students, supervisor(s) and Doctoral Directors have a way to assess progress and properly identify any weakness in a student’s research experience to be able to intervene as quickly as possible with adequate support.

The progression rules are as follow:

1) Progression between year 1 and year 2 of the PhD programme is conditional on passing i) each of the four compulsory modules with at least 50% and two modules with at least 60% (with an uncapped resit available for every module); and ii) the on-line tests for the plagiarism and ethics seminars.

2) Having concluded their compulsory modules, PhD students must pass the upgrade panel to be confirmed as PhD students. Students can attempt the upgrade panel only if they have fulfilled the progression rules about the first-year modules. It is strongly advised for students to schedule their upgrade panel as soon as possible after the end of the modules and before the beginning of their second year (e.g. August/September).

3) As a way to develop presentation skills and receive feedback, every PhD student must give a research-oriented seminar in his/her Department. This internal seminar can take place at any time before the end of year 3 of the PhD programme (but ideally in year 2), should be open to anyone, and must be attended by faculty members on top of the supervisor(s).

4) In order to engage PhD students with the academic community to which their research interests belong, every PhD student must have a research paper accepted at a conference before the end of year 3 (and ideally in year 3, also as a preparation for the job market). Any type of external event (e.g. conferences, workshops, seminars) is acceptable as long as the event has been approved by the supervisor(s).

5) PhD students whose studies continue beyond year 3 will need to demonstrate annual progress in order to be allowed to continue towards the PhD degree.
Notice that for PhD students in receipt of a LUMS or Departmental studentship, the above progression rules are necessary conditions for continued financial support. On top, satisfactory teaching (or research assistance) performance, as required by the studentship, is required for continuation of a studentship to year 2 and year 3.

Annual Review Procedure
The annual review process is designed to help you and your supervisor monitor your progress. It is also a good opportunity to take stock of how your research is going, to reflect on what has gone right and what has gone wrong, to gain feedback and to plan the next stage. You and your supervisor will be keen to ensure that you complete within a reasonable timescale – within 4 years of your initial registration – and the review process is a way of achieving this.

What Should I Expect from my First Review?
- It will normally be 10 months after your initial registration.
- The first review is normally the time when your registration for a PhD will be assessed. You will either have your PhD registration confirmed, have your probationary PhD registration extended with a view to having it re-considered by a specified date or have a change of registration from probationary PhD to MPhil.
- You will be asked to produce revised research proposal as during the year your work will have moved you forward and you will have identified areas where you will focus and those which are peripheral. Please consult our supervisor(s) for their expectations and the form that the proposal should take (e.g. draft chapters, academic papers).

Who will be there?
- You, your supervisor(s), someone from a related area of research, and a chairperson.

How will it be conducted?
Obviously personal styles and approaches vary, but in general:
- Your supervisor(s) and other members of the panel will meet for a few minutes before you arrive.
- You will have the opportunity to introduce your work – normally for 10/15 minutes. It is up to you how you do this and whether you use overheads, PowerPoint etc. Unless you have had specific instructions, do whatever you are comfortable with.
- The ‘external’ person will ask questions, ask you to explain issues and generally provide constructive feedback. It is not the role of the external person to undermine the relationship you have developed with your supervisor, but to give you additional feedback, help and guidance.
- A period of discussion will follow, which will draw in all panel members, and when you will have an opportunity to ask (answer?) questions.
- You will normally be asked during the following week to produce a report summarising the review and the decisions taken/advice given. This will be circulated to panel members for comment and, once agreed, goes on file for reference next year. This has the advantage of getting you to reflect on the review and to learn from it.
- Normally reviews take about an hour.

They are intended to help and encourage, rather than daunt students. Certainly hard decisions do sometimes have to be made where progress is unlikely to lead to a PhD. But this is comparatively rare – it is clearly in your interests to get feedback on your work and the annual review is a good way of doing it.

DOs and DON’TS
- Do talk to your supervisor about what to expect.
- Do schedule it into your work programme, but don’t expect to make massive strides during your first month or two: you will only be finding your feet then
- Do talk to other PhD students who have had a review recently
- Don’t get unduly anxious, as it is designed to help you

**Second year Reviews (and later years)**

You are more likely to feel more relaxed about your second year interview – this is simply because you have been through the process once and subsequent reviews become much more routine.

- Normally you will have the same panel members as Year 1
- You will be asked to produce a short report of your year’s work (e.g. 1500 words)
- You should supply a sample chapter
- You should also draw up a plan of work for the year to come, indicating any problems you expect to encounter and how you propose to overcome them. You might also include discussion of areas of your PhD which might become conference papers/journal articles, as this is an ideal opportunity to discuss these issues and to get advice
Record of Supervision Meeting

Supervisors:
Date of Meeting:

Main Issues Discussed:

Guidance/Advice Received:

Course of action to next meeting:

Other Matters:

Date/Time of next meeting:

Student Signature: