PhD in Leadership & Management Handbook 2017/2018
Welcome

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 2017
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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 co-ordination 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
Useful Contact Details

Lancaster Management School Contacts

Director of LUMS Doctoral Programmes: Dr Marian Iszatt-White
Telephone: x94706
Office: C28, Charles Carter
Email: m.iszattwhite@lancaster.ac.uk

Director of Research Training Programme: Dr Marian Iszatt-White
(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
Email: m.watson@lancaster.ac.uk

Departmental Contacts

Leadership and Management Doctoral Director: Dr Haina Zhang
Telephone: x10765
Office: C39, Charles Carter
Email: h.zhang3@lancaster.ac.uk

Postgraduate Programmes Co-ordinator: Benjamin Milby
Telephone: x10929
Office: C26, Charles Carter
Email: b.milby@lancaster.ac.uk
Overview of Research Training

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 (15 credits)
- MNGT 702: Understanding Your Discipline (15 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
  Or
- MNGT 704: Quantitative Methods (15 credits)

**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](https://mle.lancs.ac.uk/course/view.php?id=300).

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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.
**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.

**MNGT 703: Qualitative Methods**

**Convenors:**  
Dr Marian Iszatt-White (Leadership and Management)
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: Dr Marian Iszatt-White (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.
Research Training Seminars (Skills)

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 to you with a link so you can sign up online. 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. When signing up for Writing Retreats it is essential that you can commit to the whole 2.5 days and undertake any pre-reading.

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
- Career Planning Part 1 – Preparing to Secure and Academic Post
- Writing Retreat

Lent Term:
- Career Planning Part 3 – Applying for Academic Jobs
- NVIVO Training session 1
- Establishing an Intellectual Identity
- Strategies for Success: Managing Your PhD – Staying Focused, Getting finished (Year 2 & 3)
- Panels and Reviews
- Enjoying your VIVA
- Writing for Academic Journals in the Context of your Career
- How to write a thesis
- Writing Retreat
- NVIVO Training session 2

Summer Term:
- How to Present your Work in Public and at Conferences
- Getting an Academic Job and Managing your Career
- How to get your Book Published
- ATLAS Training session 1
- Postdoc funding
- ATLAS Training session 2
- Writing Retreat
Michaelmas Term

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

**Convenor:** Dr Marian Iszatt White

**Year 1: Getting Started**  
*Year 1 full time and 1 – 2 part time*

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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, improving reading skills, and developing good writing practice.

**Plagiarism (Compulsory Session)**

**Convenor:** Dr Sarah Gregory  
*All 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 to avoid the traps of plagiarising work when writing.

**Ethics and Research (Compulsory Session)**

**Convenor:** Dr Sarah Gregory  
*All 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.
Evaluating Academic Literature & Writing Your Literature Review

**Convenor:** Dr Marian Iszatt White

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

**Date** Week 6 - 13/11/2017

**Time** 3.00 pm – 5.00 pm

**Venue** LT11 Management School

This session looks at how to evaluate and critique academic literature (e.g. journal articles, books, policy documents), with a view to enhancing your reading and analytical skills, thus making literature reviews easier to write. We will also look at the key elements of a literature review, its structure and content, and will consider how to avoid the pitfalls of writing a poor review. We will do some reading/evaluation in class.

Managing Writing

**Convenor:** Dr Marian Iszatt White

**All Students**

**Date** Week 7 - 20/11/2017

**Time** 3.00 pm – 5.00 pm

**Venue** LT11 Management School

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. 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. The session will also encourage you to develop a disciplined writing practice, such as that offered by the writing retreat in week 9.

Careers Planning Part 1 – Preparing to Secure and Academic Post

**Convenor:** Dr Peter Sewell & Elaine Davies

**Date** Week 8 – 27/11/2017

**Time** 3.00 pm – 5.00 pm

**Venue** LT11 Management School

This session will introduce students to the new careers support programme provided for LUMS PhD students. It will explore research from the AGCAS Research Task Group which suggested a series of key steps that should be completed alongside a PhD, in order to have the best possible chance of securing a first academic post. Students will also be inspired by a panel of LUMS PhD students who have succeeded in gaining an academic/research post in a prestigious research led university.
Writing Retreat

Convenor: Dr Angela Carradus

First Year students and Selected Students from other years

Date: Week 9 - 06/12/2017 – 08/12/2017
Time:
- 4.00 pm – 6.00 pm (Day 1)
- 9.00 am – 6.00 pm (Day 2)
- 9.00 am – 4.00 pm (Day 3)
Venue: Forrest Hills (off-campus)

The writing retreat is aimed at first year students (and selected students from other years where appropriate). Its purpose is to provide 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 - spaces are limited to 14 and this retreat is dedicated to first year students. Places will be allocated on a first come first serve basis.

Careers Planning Part 2 – Developing an on-line Academic Portfolio

Convenor: Dr Peter Sewell & Elaine Davies

Date: Week 10 – 11/12/2017
Time: 3.00 pm – 5.00 pm
Venue: LT11 Management School

This interactive workshop looks at the issues surrounding the development of your on line portfolio whether this is in the form of your on line CV, your Linked In profile, or your entry in Pure. It focusses in particular on the development of the type of content needed to ensure the desired impact.
Lent Term

Careers Planning Part 3 – Applying for Academic Jobs

Convenor: Dr Peter Sewell & Elaine Davies

Date     Week 11 – 15/01/2018
Time     3.00 pm – 5.00 pm
Venue     George Fox LT4

This interactive workshop is for students who are starting to apply for academic jobs and need help constructing an effective academic CV. Using job descriptions from real academic jobs, this workshop offers the opportunity to learn more about the structure, content and evidence base required in written applications. It also includes the chance to review examples of a wide selection of academic CVs.

NVIVO Training session 1

Convenor: Dr Steve Wright

Date     Week 12 - 22/01/2018
Time     9.00 am – 1.00 pm
Venue     C130 Library

Establishing an Intellectual Identity

Convenor: Dr Katy Mason

Date     Week 13 – 29/01/2018
Time     3.00 pm – 5.00 pm
Venue     George Fox LT4

What makes an excellent scholar? What is intellectual identity and where does it come from? This session will help you understand why intellectual identity matters, how to shape your journey towards a strong intellectual identity within your field, and how to put this identity to work for you in building your academic career. It will also highlight that the time to start thinking about intellectual identity is now – not when you already have you PhD.
**Strategies for Success: Managing Your PhD – Staying focused; getting finished**

**Convenor:** Dr Marian Izatt White

**Managing Your PhD in the Mid-Term**

*Being a Completer Finisher*

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This full day workshop covers the complexities faced when you are part-way through and nearing the end of your PhD: refining and re-defining your goals; taking stock: where am I up to and where should I be? Collecting data; dealing with the mid-term blues and feeling fed up; thinking about originality; managing the writing process. The session also deals with the last, long haul: refining and re-defining the goal, knowing when you have got there; defining ‘contribution’, protecting your intellectual property; the writing process, tidying up, 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 Izatt White

<table>
<thead>
<tr>
<th>Date</th>
<th>Week 15 - 12/02/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>3.00 pm – 5.00 pm</td>
</tr>
<tr>
<td>Venue</td>
<td>George Fox LT4</td>
</tr>
</tbody>
</table>

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

**Enjoying Your VIVA**

**Convenor:** Dr Marian Izatt White

<table>
<thead>
<tr>
<th>Date</th>
<th>Week 16 – 19/02/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>3.00 pm – 5.00 pm</td>
</tr>
<tr>
<td>Venue</td>
<td>George Fox LT4</td>
</tr>
</tbody>
</table>

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 a first-hand insights into the process and answer any questions you may have.
Writing for Academic Journals in the Context of Career

**Convenor:** Professor Margaret Hogg  
**All Students**

**Date**  
Week 17 - 26/02/2018

**Time**  
3.00 pm – 5.00 pm

**Venue**  
George Fox LT4

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  
**Year 3 full time, 5 – 6 part time**

**Date**  
Week 18 - 05/03/2018

**Time**  
3.00 pm – 5.00 pm

**Venue**  
George Fox LT4

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 - spaces are limited to 20. Places will be allocated on a first come first serve basis

NVIVO Training session 2

**Convenor:** Dr Steve Wright  
**All Students**

**Date**  
Week 19 - 12/03/2018

**Time**  
9.00 am – 1.00 pm

**Venue**  
C130 Library
Writing Retreat

Convenors: Dr Valerie Stead

Date     Week 19 – 14/03/2018 – 16/03/2018
Time     3.00 pm – 6.00 pm (Day 1)
         9.00 am – 6.00 pm (Day 2)
         9.00 am – 4.00 pm (Day 3)
Venue    Forrest Hills (off campus)

The writing retreat is aimed at 2 and 3rd year students and the purpose of the retreat is to provide 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 - spaces are limited to 14 and this retreat is dedicated to 2 and 3rd Year Full time and Years 4 - 6 Part time. Places will be allocated on a first come first serve basis.
Summer Term

How to present your work in public and at conferences

Convenor: Josip Kotlar

All Students

Date: Week 21 - 23/04/2018
Time: 3.00 pm – 5.00 pm
Venue: LT12 Management School

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.

Getting an academic job and managing your career

Convenor: Dr Maurizio Zanardi

All Students

Date: Week 22 - 30/04/2018
Time: 3.00 pm – 5.00 pm
Venue: LT12 Management School

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.

How to get Your Book Published

Convenor: Professor Caroline Gatrell (Liverpool University)

All Students

Date: Week 24 - 14/05/2018
Time: 3.00 pm – 5.00 pm
Venue: LT12 Management School

This session takes you through the process of getting your book published from writing a proposal as an unknown author, through to publication. The session covers both research monographs, and text books.

ATLAS Training session 1

Convenor: Dr Steve Wright

All Students

Date: Week 24 - 14/05/2018
Time: 9.00 am – 1.00 pm
Venue: C130 Library
**PostDoc Funding**

**Convenor:** Dr Mary McManus  
**All Students & ECR’s**

<table>
<thead>
<tr>
<th>Date</th>
<th>Week 25 - 21/05/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>3.00 pm – 5.00 pm</td>
</tr>
<tr>
<td>Venue</td>
<td>LT12 Management School</td>
</tr>
</tbody>
</table>

This workshop is aimed at faculty new to research funding. The session will cover an overview of the current research funding landscape and examine tools and techniques for searching for funding and developing internal and external partnerships.

**ATLAS Training session 2**

**Convenor:** Dr Steve Wright  
**All Students**

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
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</tr>
<tr>
<td>Venue</td>
<td>C130 Library</td>
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</tbody>
</table>

**Writing Retreat**

**Convenors:** Dr Angela Carradus

<table>
<thead>
<tr>
<th>Date</th>
<th>Week 29 - 20/06/2018 – 22/06/2018</th>
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</thead>
<tbody>
<tr>
<td>Time</td>
<td>3.00 pm – 6.00 pm (Day 1)</td>
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<tr>
<td></td>
<td>9.00 am – 6.00 pm (Day 2)</td>
</tr>
<tr>
<td></td>
<td>9.00 am – 4.00 pm (Day 3)</td>
</tr>
<tr>
<td>Venue</td>
<td>Forrest Hills (off-campus)</td>
</tr>
</tbody>
</table>

The writing retreat is aimed at all students and the purpose of the retreat is to provide 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 - spaces are limited to 14 and this retreat is dedicated to all students. Places will be allocated on a first come first serve basis.
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.

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

**PhD Programme in Economics:**
**Contact:** Caren Wareing (c.wareing@lancaster.ac.uk)

**MSc Accounting & Financial Management, MSc Advanced Financial Analysis, MSc Finance**
**Contact:** Linda Airey (l.airey@lancaster.ac.uk)

**MSc E-Business & Innovation**
**Contact:** Anne Wilbourn (a.wilbourn@lancaster.ac.uk)

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

**MSc Entrepreneurship, Innovation & Practice**
**Contact:** Maria Hellsten (m.hellsten1@lancaster.ac.uk)

**MA Human Resources & Consulting**
**Contact:** Catherine Southworth (c.l.southworth@lancaster.ac.uk)

**MSc Human Resource Management, MSc Politics, Philosophy & Management**
**Contact:** Sian Cameron (s.cameron@lancaster.ac.uk)

**MSc Information Technology, Management & Organisational Change**
**Contact:** Sian Cameron (s.cameron@lancaster.ac.uk)

**MSc International Business & Strategy**
**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**
**Contact:** Jackie Clifton (j.clifton@lancaster.ac.uk)
MSc Management
Contact: Kim Barrington (k.barrington@lancaster.ac.uk)

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

MSc Money, Banking and Finance
Contact: Emma Fitchett (e.fitchett@lancaster.ac.uk)

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

MSc Quantitative Finance
Contact: Emma Fitchett (e.fitchett@lancaster.ac.uk)
Other Useful Courses in the University

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](mailto: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.

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/](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/](http://www.lancaster.ac.uk/maths/postgraduate/short-courses/)

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  
  [c.holroyd@lancaster.ac.uk](mailto:c.holroyd@lancaster.ac.uk)

- **Economics**  
  Caren Wareing  
  [c.wareing@lancaster.ac.uk](mailto:c.wareing@lancaster.ac.uk)

- **Entrepreneurship, Strategy & Innovation**  
  Lindsay Haworth  
  [l.haworth@lancaster.ac.uk](mailto:l.haworth@lancaster.ac.uk)

- **Leadership & Management**  
  Benjamin Milby  
  [b.milby@lancaster.ac.uk](mailto:b.milby@lancaster.ac.uk)

- **Management Science**  
  Gay Bentinck  
  [g.bentinck@lancaster.ac.uk](mailto:g.bentinck@lancaster.ac.uk)

- **Marketing**  
  Jonathan Haslam  
  [j.haslam@lancaster.ac.uk](mailto:j.haslam@lancaster.ac.uk)

- **Organisation, Work & Technology**  
  Wendy Wang  
  [owt@lancaster.ac.uk](mailto: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.
Collaborative Training Partnerships and Initiatives with Other Universities

North West Social Science Doctoral Training Partnership
Business and Management Pathway

LUMS is part of ESRC’s North-West Social Science Doctoral Training Partnership (NWSSDTP), https://nwssdtp.ac.uk/, which provides social science research training to students at Lancaster University, Keele University, The University of Liverpool and the University of Manchester.

Business and Management is a recognized pathway with the NWSSDTP and PhD students from the partner 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.

Northern Advanced Research Training Initiative (NARTI)

LUMS is a member of NARTI which is a network of research-led universities in the north of England providing specialist advanced training through the facilitation of events, retreats and conference http://lubswww.leeds.ac.uk/narti/
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.

**Job Market Candidates**
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 this purpose (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.

**Careers – Seminar Series**
We have introduced 3 new LUMS careers sessions into the Research Training Seminar Series for 17/18 and these include:
- Career Planning Part 1 – Preparing to Secure an Academic Post (see page 11)
- Career Planning Part 2 – Developing an on-line Academic Portfolio (see page 12)
- Career Planning Part 3 – Applying for Academic Jobs (see page 13)

There is also a seminar skill session specifically dedicated to this issue entitled “Getting an Academic Job and Managing Your Career” which will be led by a leading Professor in LUMS. (see page 17).

**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) Wednesdays 4pm - 6pm; Fridays 3pm - 5pm; or individual appointments booked via Targetconnect ([https://lancaster.targetconnect.net/home.html](https://lancaster.targetconnect.net/home.html)).

Furthermore, other 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/))

**Vitae**
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.
Assessment

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 are submitted electronically via Moodle by specified time and hand-in date.

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.lanc.s.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).

When students are nearing the completion of their studies and actively seeking employment the information stored in PURE can be used to automatically create a Job Market Profile for them which will be displayed on the LUMS website.

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.

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 website: 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.

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).
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 online at: https://gap.lancs.ac.uk/ASQ/Policies/Pages/PGRCode.aspx

Postgraduate Research Regulations

The document which details the Postgraduate Research Regulations (taken from the Manual of Academic Procedures and Regulations) can be found here.

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.

PGR Tracker/Appraisals

The PGR tracker provides a platform to monitor the progress of PhD students, store relevant documents and trigger appraisal activities at appropriate milestones. You can access this appraisal system via the Student Portal.

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.

Learning Development and Academic Support

LUMS has a learning developer, Dr Helen Hargreaves, who supports all postgraduate students, home or international, with aspects of study. The best way to contact her is on learningdevelopmentlums@lancaster.ac.uk

University Library

All member of the University are entitled to use the Library on becoming a registered as borrowers. The act of registration as a reader or borrower constitutes an undertaking to accept the Library Rules.

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](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/](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/](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](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 a confirmation 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 confirmation panel to be confirmed as PhD students. Students can attempt the confirmation 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.

**PGR Appraisal System and Confirmation Panel**
The appraisal system is designed to help you and your supervisor monitor your progress. The confirmation panel 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 appraisal system helps to achieve this.

**What should I expect from my confirmation panel?**
- 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), your independent panel member, 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

**Subsequent Panels (and later years)**

You are more likely to feel more relaxed about your subsequent panels – this is simply because you have been through the process once and subsequent meetings 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: