PhD in Management Science Handbook 2017/2018
Welcome to the Department of Management Science! I am pleased that you have chosen to undertake your doctoral studies here with us. Your PhD experience will definitely mark your private and professional life: it’s a journey. And we will work together over the years, as it is a journey not only for students but also for the academic and supporting staff that will guide and support you.

As you begin this journey, take notice of the large number of other PhD students: they come from various countries all over the world and with different backgrounds but you are all here with the aim to make a contribution to the body of knowledge of your discipline. That’s what a PhD is and this is what we will help you to achieve.

Our commitment to high-quality research is demonstrated by the lively research environment of LUMS, whose exceptional quality has been demonstrated by our performance in the research evaluation exercises carried out since 1996. This outcome has been confirmed by the most recent Research Excellence Framework (REF 2014) that confirmed that LUMS is the most research-intensive business school in the UK, with 80% of our research activity recognised to be world-leading or internationally excellent. And doctoral students are a vital component of our research environment.

Attaining your PhD is not an easy challenge. You will need to be committed and focused – able to take responsibility for your own learning, while at the same time being open to guidance from your supervisors. You will have many claims on your time, yet will need to prioritise your PhD if you are to complete it within a sensible timeframe. However, a Lancaster PhD is worth striving for and I hope you will find your time here rewarding and happy.

This handbook provides details of your research training and various other aspects of your PhD studies. Alongside compulsory modules, there is a rich offering of other opportunities either from LUMS, other faculties, through the ESRC’s North West Doctoral Training Centre (http://www.nwdtc.ac.uk/) to which we belong, and through NARTI, a network of leading University Business and Management Schools in the North of England which provides advanced doctoral training, and helps establish networks to share expertise cross-regionally (http://lubswww.leeds.ac.uk/narti/). Do take advantage of the multitude of possibilities but keep a watch on your time and your PhD objectives.

I hope that you find this handbook helpful, but please do not hesitate to contact me or the relevant supporting staff if you have any queries.

Nikos Kourentzes
PhD Programme Director, Management Science
September 2017
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Useful Contact Details

The Programme Team

Director of PhD in Management Science:
Dr Nikos Kourentzes
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LUMS Programme Team

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Dr Marian Iszatt-White
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Director of Research Training Programme (Business & Management):
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Doctoral Co-ordinator:
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Guidelines for the professional behaviour of
doctoral students and supervisors

Purpose
The Department is active in research and teaching, and maintains links with industry. We expect all members of the Department, whether members of staff or students, to act in a professional manner. Many doctoral students already know what professional behaviour is and what is expected from them, but it seems helpful to clarify this. The purpose of this document is to outline some of what is expected of both staff and doctoral students.

Office presence and supervision
As a general principle, full-time doctoral students are expected to be available during normal office hours. This is the default arrangement. Other arrangements are possible with agreement of the supervisor(s), who can withdraw consent to any other setup at any time if she/he feels that the current performance of the student demands the default arrangement.

Doctoral students should normally expect to have face to face supervision sessions with their supervisor(s) at least once each fortnight and may meet more frequently if that is appropriate. There will be times when there are longer gaps between supervision sessions, due to holidays, conference attendance, illness and the like. Appropriate alternative arrangements will be made in such circumstances.

Responsiveness to communication
Both students and supervisors should take care to respond quickly to emails or other messages. At least a confirmation should always be given promptly, so that the sender knows that the message is received. Supervisors are too busy to waste time because a student does not bother to reply or confirm receipt.

Research as primary responsibility
The primary commitment for full-time doctoral students is to do research, for which they can expect appropriate training and support. We expect doctoral research to lead to papers that are published in scientific journals, as well as the production of a PhD dissertation.

In addition, students are expected to involve themselves in appropriate professional networks including conference presentations and seminars.

The research may involve relationships with companies and other entities that could potentially provide support/projects for research projects. Research activity might include the collection of background information on an industry in the field of the thesis (e.g. revenue management) and preparation of presentations of the research field for companies, as well as producing the dissertation and scientific papers.

Research training might include writing summaries of fundamental articles, training in programming, and drafting referee reports of papers under submission in the field of the student’s thesis (assigned by the supervisor) and the presentation of seminar and conference papers.
It is never the duty of a doctoral student to develop commercial codes, though the coding of algorithms for research purposes is frequently required.

**Teaching and grading**
In addition to their research activity, doctoral students may (depending on their funding) be required to do work for the Department by performing activities such as grading and tutoring. In addition, with their agreement and with appropriate support and mentoring, doctoral students may give occasional lectures to students, based on their expertise. This teaching and grading activity can be a useful preparation for an academic career. Students who undertake teaching and/or grading are required to attend the University’s *Introduction to Teaching* course.

**Support for research-relevant activities of the supervisor**
The supervisor may also request support from the student for activities that are related to the student’s work; for example, creating teaching materials that build on the student’s supervised research. This is a useful part of the training needed for a possible academic career and, if needed, will be supported by the supervisor(s).

**Paid work**
Before undertaking any paid work, whether within the University or elsewhere, full-time research students must discuss this with their supervisor(s) before starting any such work.

It is important to note that Overseas students are only allowed to work 20 hours per week in total during term time. So it is your responsibility to ensure that you do not work more than this either in university tutorial work or work outside of the university. **You will be in breach of your visa regulations should you exceed these hours.**

**Sorting out problems**
Doctoral students who have problems with any of the above that cannot be resolved with their supervisors should contact the Director of the Doctoral Programme (Professor Boylan). If they are unable to resolve the issue, the matter will be taken up by the Head of Department (Professor Boylan).
Overview of Research Training

The research training of the PhD in Management Science 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 9).

Within Management Science, there are two different Research Training pathways, **Business & Management** or **NATCOR**. Operational Research students follow the **NATCOR** route. Researchers in Operations Management and Information Systems follow the **Business & Management** route.

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). These students will follow this programme together with PhD students in i) Leadership and Management; ii) Management; iii) Marketing; and iv) Organisation, Work and Technology. 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](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.
Students following the **NATCOR** pathway are required to attend five residential courses over a two year period. These courses cover: Combinatorial Optimisation, Convex Optimisation, Heuristics, Simulation and Stochastic Modelling. Further information can be found at: [http://www.natcor.ac.uk/](http://www.natcor.ac.uk/). Students are also required to take the following module and seminars:

**Term 1 – Michaelmas**
- MNGT 701: Research Philosophy & Methods (20 credits)
- Plagiarism (2-hour seminar)
- Ethics and Research (2-hour seminar)
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.

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.
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 via email and through the LUMS PhD Forum page on Moodle [https://mle.lancs.ac.uk/course/view.php?id=300](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](mailto: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       Year 1 full time and 1 – 2 part time
Date   Week 1 – 10/10/2016
Time   10am – 4pm
Venue   Charles Carter A19
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)
Date   Week 2 – 17/10/2016
Time   3pm – 5pm
Venue   Management School LT7
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)
Date   Week 3 – 24/10/2016
Time   3pm – 5pm
Venue   Management School LT7
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
Date   Week 4 – 31/10/2016
Time   3pm – 5pm
Venue   Management School LT7
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

All Students

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

All Students

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

Year 3 full time, 5 – 6 part time

Date Week 9 – 05/12/2016
Time 3pm – 5pm
Venue Management School LT7

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

First year students and selected students from other years

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.
Lent Term:

**WRITING ROOM – Every Monday, 3pm – 5pm in LUMS Meeting Room 5**

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.

**My Doctoral Journey**

**Convenor:** Dr Chihling Liu (Marketing)  
Dr William Tayler (Economics)

**Date:** Week 13 - 30/01/2017  
**Time:** 3pm – 5pm  
**Venue:** Furness LT2

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

**Date:** Week 14 – 06/02/2017  
**Time:** 10am – 4pm  
**Venue:** Management School A217 (Exec Suite)

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

**Date:** Week 16 – 20/02/2017  
**Time:** 3pm – 5pm  
**Venue:** Furness LT2

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

**Date:** Week 17 – 27/02/2017  
**Time:** 3pm – 5pm  
**Venue:** Furness LT2

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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<thead>
<tr>
<th>Date</th>
<th>Week 19 – 15-17/03/2017</th>
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<tr>
<td>Time (Day 1)</td>
<td>3pm – 6pm</td>
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<td>9am – 6pm</td>
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<tr>
<td>Time (Day 2)</td>
<td>9am – 4pm</td>
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<tr>
<td>Time (Day 3)</td>
<td>9am – 4pm</td>
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</table>

**Venue:** Forrest Hills (off-campus)

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:

<table>
<thead>
<tr>
<th>WRITING ROOM – Every Monday, 3pm – 5pm in LUMS Meeting Room 5 (LT10 in week 29)</th>
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<tbody>
<tr>
<td>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.</td>
</tr>
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How to Present your Work in Public and at Conferences  
**Convenor:** Dr Josip Kotlar  
**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.

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.

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.

Writing Retreat  
**Convenor:** Dr Angela Carradus & Dr Marian Iszatt-White  
**All Students**  
**Date:** Week 30 – 28-30/06/2017  
**Time:** 3pm – 6pm  
9am – 6pm  
9am – 4pm  
**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.
Other Research Training Courses in LUMS

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 II
- 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](mailto: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  
- ECON413  Market Risk Forecasting and Control  
- ACF524  Foundation of Financial Markets  
- ACF533  Principles of Financial Intermediation  
- ACF534  Banking Regulation and Financial Stability  

**Contact:** Emma Fitchett ([e.fitchett@lancaster.ac.uk](mailto: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](mailto: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](mailto:e.fitchett@lancaster.ac.uk))
Research Training Courses in Other Faculties

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](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.
**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/](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 Statistics Centre website for more information: [http://www.lancaster.ac.uk/maths/postgraduate/short-courses-and-cpd/](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  
  [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**  
  Alex Errington  
  [a.g.errington@lancaster.ac.uk](mailto:a.g.errington@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**  
  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.

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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 ulmsphdenq@liverpool.ac.uk
   Manchester Business School –Paul Greenham paul.greenham@mbs.ac.uk
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).

1.0 Purpose
The annual review procedure has three main aims:

1. To encourage and motivate MPhil/PhD student research.
2. To provide additional mentoring for graduate study
3. To decide the student’s continuing research and degree registration.

Throughout the process it is critical to keep in mind that students should finish within four years. This is important for students as well as the Department.

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 follows:
1. The rules for progression vary slightly according to the discipline being followed by the student (Information Systems, Operations Management or Operational Research), as detailed below:

*Information Systems / Operations Management*

A student can progress from year 1 to year 2 of the PhD programme if they pass 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), as well as the on-line tests for the plagiarism and ethics seminars. 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.
Two further progression rules relate to internal and external presentations. To this end, every PhD student must give a research-oriented seminar in his/her Department. Finally, every PhD student must have a research paper accepted at a conference before the end of the third year.

**Operational Research**

PhD students in Operational research follow a specific pathway of taught modules. They have to take the module ‘Research Philosophy & Methods’ (MNGT701) and 5 modules offered by NATCOR (i.e. a consortium of UK universities led by Lancaster University) over the course of their first two years of the PhD (with at least two modules in the first year); 2 of these 5 modules can be substituted by APTS modules (similar courses in statistical training) with the agreement of both supervisor and course director. These modules are delivered as 5 week-long residential modules; they consist of around 80 hours work, since, in addition to the 35 hours of the module itself, students are given a significant amount of preliminary reading. They are also often given reading to do during the evenings of the module itself.

The progression rule between year 1 and year 2 for PhD students in Management Science following the NATCOR pathway is to pass MNGT701 with at least 50% and at least two NATCOR/APTS modules with at least 40% (i.e. the passing mark used by NATCOR). Furthermore, at least one of these three modules must be passed with a mark at least 10 percentage points higher (i.e., 60% for MNGT701 and 50% for NATCOR modules) as well as the on-line tests for the plagiarism and ethics seminars. This rule must be fulfilled for the upgrade panel to take place. The remaining NATCOR/APTS modules must be passed with at least 40%. However, a total of two modules over the two years must be passed with a mark at least 10 percentage points higher than the passing level (with an uncapped resit available for every module). The two further progression rules for Information Systems/Operations Management students, relating to the presentation of a departmental research seminar, and having a paper accepted at a conference before the end of the third year, also apply to NATCOR students.

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.

2.0 General Information

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 PhD degree requires the submission of a thesis or a collection of papers with a substantial linking commentary. The MPhil degree requires the submission of a thesis.

For the MPhil, candidates are required to demonstrate an ability to conduct an original investigation, to test ideas, whether their own or those of others, and to understand the relationship of the topic or theme investigated to a wider field of knowledge. For the award of the PhD, in addition, the thesis or collection of papers should be an original contribution to knowledge or understanding in the field under investigation.

A Supervisory Panel is appointed for each student, consisting of the supervisor(s), the Department’s PhD Programme Director and another appropriate member of staff (the Appointed Member of Staff). The whole panel meets with the student once a year for an Annual Review Meeting. At the end of this meeting, the panel provides feedback to the student.

At the end of each review meeting, the panel members jointly decide on how the students should continue. In cases where the panel members disagree on the overall outcome of the annual review, a meeting with the Head of Department will take place and further actions will be discussed. If the Head of Department is a supervisor of the research student, another professor in the Department will act as Head of Department for this meeting.
The University’s online appraisal process is run separately, although it links into our review process. The University has to monitor PhD progress and this is done through the online system. This is usually done at four months and every six months thereafter.

Depending on the nature of your research some of you will need to follow the university ethics procedures. Further information can be found at: [http://www.lancaster.ac.uk/depts/research/ethics.html](http://www.lancaster.ac.uk/depts/research/ethics.html). It is very important that you take into account the length of time needed for this process in your planning.

3.0 Timing of review meetings

3.1 Full-time students

With the exception of students enrolled on the Integrated PhD programme, the first review meeting should take place within 10 months of the student’s enrolment date for MPhil/PhD. Thereafter review meetings will be held annually, usually in September. The first review meeting for students enrolled on the Integrated PhD programme should take place within 22 months of their enrolment date (i.e. 10 months into their first PhD year). Thereafter, review meetings will be held annually, as for other full-time PhD students.

The first review meeting for full-time PhD students also acts as the confirmation panel.

3.2 Part-time students

The progress of part-time students will differ from case to case, based on background and available research time, but the first review meeting should take place within 12 months of the student’s enrolment. The confirmation panel should be held within 18 months. Thereafter, review meetings will be held annually.

4.0 Outcomes from the annual review meetings

4.1 Confirmation panel

All departmental PhD students are initially enrolled for a provisional PhD. The confirmation panel, which should take place within 10 months (full time) or 18 months (part time) from the student’s enrolment date, will decide, using the options below, the degree for which a student is registered for subsequent years.

- PhD is confirmed
- Provisional PhD should be continued and reviewed within the next two months
- PhD registration should be changed to MPhil
- Recommend termination of registration

For MPhil students, the review panel will consider the following options.

- Continue with MPhil
- Recommend upgrade to PhD
- Recommend termination of registration

4.2 Subsequent reviews

Most research students continue with the degree determined at the first year review; however this can change. Thus the reviews that occur after the first year will consider the following options as appropriate

- PhD or MPhil registration continues
- PhD registration should be changed to MPhil
• MPhil registration should be changed to PhD
• Recommend termination of registration

5.0 The annual review process
5.1 Actions required by the student
The MPhil/PhD student should complete a report (see section 6) and submit an electronic copy in PDF format to the Postgraduate Office at least 14 days before the review meeting is scheduled to take place. In addition, the student should prepare a presentation (PowerPoint or equivalent) to make at the start of the review meeting.

• For the first annual review, this presentation should normally be 20 to 30 minutes in length. It should summarise the research area, provide a literature review, establish the research question(s) being addressed and discuss any problems.
• For subsequent reviews, this presentation should be about 20 minutes in length and should summarise the work done that year, indicate likely thesis chapters and provide a timetable for the rest of the PhD.

Following the meeting the student should provide a brief summary/minutes of the meeting. The summary is first agreed with the supervisor(s), then with the rest of the Supervisory Panel. It is then sent to the Department’s Postgraduate Office and may be accessed at future reviews if needed.

5.2 Actions Required by the Supervisor(s)
Before the First Annual Review, the supervisor(s) should, in conjunction with the Director of Research Students, ensure that an Appointed Member of Staff is part of the supervisory panel. The supervisor(s) should gain the agreement of the colleague and should ensure that their name is forwarded to the Department’s Postgraduate Office. It is normal for this colleague to also serve on the reviews held in subsequent years.

The supervisor(s) should ensure that a suitable date and time is agreed for the review meeting and at least one supervisor should attend the meeting. At the meeting, the supervisor(s) should discuss the student’s progress and agree a view of the student’s progress with the rest of the Supervisory Panel. If such agreement cannot be reached, the Head of Department will become involved.

5.3 Actions Required by the Supervisory Panel
The PhD Programme Director will normally Chair the Annual Review Meeting. All members of the panel will read the report beforehand, attend the review meeting and agree a view of the student’s progress with the rest of the Supervisory Panel. If such agreement cannot be reached, the Head of Department will become involved. At the end of the meeting, the panel will provide feedback to the student on his/her progress.

5.4 Actions Required by the Postgraduate Office (Gay)
The Department’s Postgraduate Office will schedule each Annual Review Meeting and book a suitable meeting room. If the student has not submitted the progress report 14 days before the scheduled date of the Annual Review Meeting, the Office will chase the student and supervisor and inform the Director of Research Students if there are problems. The Office will distribute the report to all panel members.
6.0 Progress report
6.1 First Annual review for MPhil and PhD students
The report should be a single, self-contained document, printed in 12-point font, at 1.5 line spacing and should normally be no more than 25 pages including references and figures. Approval is required for a larger document and larger documents submitted without approval will be rejected. The contents of the report should include the following:

- Objectives of the research (a justification of why the topic is interesting)
- A thorough literature survey in the specific area of the MPhil/PhD that leads to a critical assessment of the state of the art which identifies gaps
- The proposed research methodology and approach (with justification and identification of any difficulties)
- A description of any research work carried out to date and an indication of how it adds to the state of the art
- A description of research work to be carried in following years and an indication of how it adds to the state of the art
- A timetable for the second year of the research. The timetable should include specific milestones associated with expected tangible outcomes (e.g. papers to be submitted for publication, final draft of thesis chapters).
- A risk management plan which will identify potential risks and potential measures for alleviating the impacts of the identified risks.
- Plans and action related to attendance of appropriate PhD level training courses
- A summary of courses taken and marks awarded.

Students who intend to continue at MPhil should also include a rough outline of the structure of the proposed thesis.

6.2 Second (or later) year MPhil
The research should be complete and a thesis ready for submission. If not, a report should be prepared detailing the research carried out to date, together with a timetable for completion of the MPhil.

6.3 Second year PhD
The report should include:

- A summary of the research carried out to date (this may be fairly brief and should be written for an informed but not necessarily expert reader: more detailed appendices, e.g., draft papers, may be added)
- An indication of what proportion of the overall research project has been carried out to date and what are the tangible outcomes of the research work so far (e.g. papers submitted for publication, final drafts of thesis chapters, etc.), and a timetable for the third year of the research. The timetable should include specific milestones associated with expected tangible outcomes (e.g. papers to be submitted for publication, final draft of thesis chapters).
- An update of the risk management plan submitted for the first year review.
- An update on the plans and action related to attendance of appropriate PhD level training courses.
- A summary of courses taken and marks awarded.
• For PhD by thesis, an outline of the thesis with chapters shown and content indicated (or filled in if ready.) This includes an assessment of how it adds to the state of the art; that is, it should indicate its academic contribution.

• For PhDs by publication, at least one such publication should be ready for submission and should be submitted to the Supervisory Panel, together with a commentary defining its academic contribution.

As in year 1, the report should be compiled as a single document and should keep within the 25-page limit. Submitted or published papers can be provided as an Appendix.

6.4 Third (or later) year PhD
Since the University’s normal period for full-time PhD completion is three years, at the end of the third year the research should be complete and a thesis ready for submission or, in the case of PhD by publication, the linking commentary should be written and the papers available for scrutiny. If not, a report should be prepared summarising the research carried out to date and giving a timetable including specific milestones and expected tangible outcomes, and a risk management plan, for completing the PhD within the University’s maximum four year period.

As in earlier years, the report should be compiled as one single document and should keep within the 25-page limit. In addition, if available, a set of draft, submitted or published papers should be provided.
Careers and Employability

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) Wednesdays 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.
Assessment of assignments

This section relates to the compulsory modules.

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).

**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>
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**
Typically the department funds each student to attend at least one international conference and at least one national conference during the course of their studies. However, this will require your supervisor’s recommendation and is discretionary. There is also a central Faculty PhD conference budget to which 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/](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](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.

**Seminars**
The department organises seminars during the year and you are required to give a seminar at some point during your studies, usually in your second or third year. Attendance at these seminars is compulsory for full time PhD students. If you are unable to attend, you must send apologies to Gay and your supervisor(s) in advance, explaining, why you are unable to attend. We circulate an attendance list during each seminar.

**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/](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 9).

**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
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/PGRCode.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.

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 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. 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.