PhD in Management Handbook 2018/2019
Welcome to Lancaster University Management School (LUMS). I am delighted that you have chosen to undertake your doctoral studies here with us.

Studying for a PhD is a challenging and rewarding journey, and one that has the potential to change your life. As you begin this journey, look around you at the large number of other PhD students within the School: they come from various countries all over the world and from a wide range of different backgrounds. But you are all here with the aim of making 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 reflected in the lively research environment of LUMS, the exceptional quality of which has been demonstrated by our performance in the research evaluation exercises carried out since 1996. This excellence has been confirmed by the most recent Research Excellence Framework (REF 2014) that recognised LUMS as the most research-intensive business school in the UK, with 80% of our research activity seen to be world-leading or internationally excellent. And our doctoral students are a vital component of the research environment within which this excellent performance is generated. At the same time, the environment is one which fosters doctoral students to produce the very best work of which they are capable.

Attaining your PhD is not easy – nor should it be if it is to reflect the quality and standards which led you to choose to study at LUMS in the first place. 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 and to a satisfactory standard. However, a Lancaster PhD is worth striving for and I hope you will find your time here both rewarding and happy.

This handbook provides details of your research training and various other aspects of your PhD studies. Alongside the compulsory training modules, there is a rich offering of other opportunities either from LUMS or from other faculties. You will also have access to training provided through the ESRC’s North-West Social Science Doctoral Training Programme (https://nwssdtp.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 cross-regional expertise (http://lubswww.leeds.ac.uk/narti/). Do take advantage of the opportunities presented by these sources, at the same time as ensuring you manage your time effectively to achieve your PhD objectives.

I hope that you find this handbook helpful - and I would encourage you to read it thoroughly as an important source of information at every stage of your studies - but please do not hesitate to contact me or the relevant supporting staff if you have any queries.

Marian
Dr Marian Iszatt-White
Director of LUMS Doctoral Programmes
October 2018
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### Useful Contact Details

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<th>Name</th>
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<td>LUMS Doctoral Programmes Manager:</td>
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Overview of Research Training

The research training of the PhD in 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 Economic and Social Research Council (ESRC) and that also receive funding from the Engineering and Physical Sciences Research Council (EPSRC). As a PhD student in Management (Entrepreneurship & Strategy), you will follow the programme on the **Business & Management pathway**, together with PhD students in i) Management Science; ii) Marketing; and iii) Organisation, Work and Technology.

Students following the Business & Management pathway are assessed for 30 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 by on-line test)
- Ethics and Research (2-hour seminar, assessed by on-line test)

**Term 2 – Lent**
Specialist training to be agreed with your supervisors.

**Term 3 – Summer**
Specialist training to be agreed with your supervisors.

**Specialist Training**
You will be required to attend a minimum of 7 days (50 hours) additional, specialist research training during years 1 and 2 of your studies, to be agreed with your supervisors and the programme director. You will need to write a brief report (circa 500 words) setting out how each piece of training has contributed to your research.

**2 days of specialist training in total to be completed at the end of the first year of study.**
Please note: your training can be delivered by LUMS, Lancaster University, ESRC, NARTI or other relevant bodies to your discipline, and it can also be accredited or unaccredited.

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 four years, 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).
MNGT 701: Research Philosophy & Methods
Convenors: Dr Marian Iszatt-White (Entrepreneurship & Strategy)  
Dr Jonathan Ivy (Marketing)

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 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 via the LibCal system. 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:**
- Plagiarism (Compulsory Session) + on-line test
- Ethics and Research (Compulsory Session) + on-line test
- Strategies for Success: Managing Your PhD – Getting Started (Year 1)
- Evaluating Academic Literature & Writing Your Literature Review
- Writing Retreat
- Managing Writing
- Career Planning Part 1 – Preparing to Secure and Academic Post

**Lent Term:**
- Career Planning Part 2 – Developing an online Academic Portfolio
- Career Planning Part 3 – Applying for Academic Jobs
- Panels and Reviews
- Writing for Academic Journals in the Context of your Career
- Enjoying your VIVA
- Getting an Academic Job and Managing your Career
- Writing Retreat
- How to write a thesis

**Summer Term:**
- How to Present your Work in Public and at Conferences
- NVIVO Training session 1
- NVIVO Training session 2
- How to get your Book Published
- PostDoc Funding
- ATLAS Training session 1
- ATLAS Training session 2
- Writing Retreat
Michaelmas Term

**Plagiarism (Compulsory Session)**

**Convenor:** Dr Dermot O’Reilly  
*All Students (Compulsory)*

- **Date:** Week 2 - 17/10/2018  
- **Time:** 3.00 pm – 5.00 pm  
- **Venue:** Welcome Centre LT4

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 Valerie Stead  
*All Students (Compulsory)*

- **Date:** Week 3 - 22/10/2018  
- **Time:** 2.00 pm – 4.00 pm  
- **Venue:** LT5 Management School

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.

**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 4 - 31/10/2018  
- **Time:** 3.00 pm – 5.00 pm  
- **Venue:** Welcome Centre LT4

This activity-based workshop is aimed at first year students and is designed to 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. In addition, the workshop will provide researchers with the opportunity to meet and chat with other researchers, thus starting to build their support network.
Evaluating Academic Literature & Writing Your Literature Review

**Convenor:** Dr Marian Iszatt White  
*Year 1 full time and 1 – 2 part time*

**Date**  Week 7 - 21/11/2018  
**Time**  3.00 pm – 5.00 pm  
**Venue**  Welcome Centre LT4

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.

Writing Retreat

**Convenor:** Dr Angela Carradus  
*First Year students and Selected Students from other years*

**Date**  Week 8 - 28/11/2018 – 30/11/2018  
**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**  Lancaster House Conference Centre (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 16 and this retreat is primarily aimed first year students. However, if places are available students in year 2 and above may attend. Places will be allocated on a first come first served basis.

Managing Writing

**Convenor:** Dr Marian Iszatt White  
*All Students*

**Date**  Week 9 – 05/12/2018  
**Time**  3.00 pm – 5.00 pm  
**Venue**  Welcome Centre LT4

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 laptop. The session will also encourage you to develop a disciplined writing practice, such as that offered by the writing retreat in week 8.
**Careers Planning Part 1 – Preparing to Secure and Academic Post**

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

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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.
Lent Term

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

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

Date  Week 11 – 16/01/2019  
Time  3.00 pm – 5.00 pm  
Venue  LT10 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 LinkedIn profile, or your entry in Pure. It focusses in particular on the development of the type of content needed to ensure the desired impact.

**Careers Planning Part 3 – Applying for Academic Jobs**

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

Date  Week 12 – 23/01/2019  
Time  3.00 pm – 5.00 pm  
Venue  LT10 Management School

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.

**Panels and Reviews**

**Convenor:** Dr Marian Iszatt White

Date  Week 14 - 06/02/2019  
Time  3.00 pm – 5.00 pm  
Venue  LT10 Management School

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.
Strategies for Success: Managing Your PhD – Staying focused; getting finished

Convenor: Dr Marian Iszatt White

Managing Your PhD in the Mid-Term – *Years 2 – 3 full time, 3 – 6 part time*

Being a Completer Finisher

Date: Week 15 – 13/02/2019
Time: 3.00 pm – 5.00 pm
Venue: LT10 Management School

This workshop considers the complexities faced when you are part-way through your PhD: refining and re-defining your goals; taking stock; collecting data; dealing with the mid-term blues; thinking about originality; and managing the writing process. The session also deals with the last, long haul: re-refining the goal and knowing when you have got there; defining ‘contribution’; protecting your intellectual property; the writing up process; writing conclusions; finishing and submitting; and managing corrections.

Writing for Academic Journals in the Context of Career

Convenor: Professor Margaret Hogg

Date: Week 16 – 20/02/2019
Time: 3.00 pm – 5.00 pm
Venue: LT10 Management School

This session will focus on academic writing and career planning. It will consider the life story of a paper and also the reviewers’ perspective on your paper. The session aims to enhance your understanding of what gets published, what does not and why.

Enjoying Your VIVA

Convenor: Dr Marian Iszatt White

Date: Week 17 – 27/02/2019
Time: 3.00 pm – 5.00 pm
Venue: LT10 Management School

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.
Getting an academic job and managing your career

**Convenor:** Dr David Rietzke

**Date**  Week 18 - 06/03/2019  
**Time**  3.00 pm – 5.00 pm  
**Venue**  LT10 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.

Writing Retreat

**Convenors:** Dr Valerie Stead

**Date**  Week 19 – 13/03/2019 – 15/03/2019  
**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**  Lancaster House Conference Centre

The writing retreat is aimed at 2nd 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 16 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 served basis. Any spare places may be allocated to 1st year students.

How to write a thesis

**Convenor:** Professor Rowena Murray  
**Year 3 full time, 5 – 6 part time**

**Date**  Week 20 - 20/03/2019  
**Time**  3.00 pm – 5.00 pm  
**Venue**  LT10 Management School

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.
Summer Term

How to present your work in public and at conferences

Convenor: Josip Kotlar  
All Students

Date: Week 21 - 28/03/2019  
Time: 3.00 pm – 5.00 pm  
Venue: LT9 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.

NVIVO Training session 1

Convenor: Dr Steve Wright  
All Students

Date: Week 22 - 02/05/2019  
Time: 10.00 am – 12.00 noon  
Venue: C135 TR1 Library

NVIVO Training session 2

Convenor: Dr Steve Wright  
All Students

Date: Week 23 - 09/05/2019  
Time: 10.00 am – 12.00 noon  
Venue: C130 Library

How to get Your Book Published

Convenor: Professor Caroline Gatrell (Liverpool University)  
All Students

Date: Week 24 - 16/05/2018  
Time: 3.00 pm – 5.00 pm  
Venue: LT9 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.
PostDoc Funding

Convenor: Dr Clare O’Donnell

All Students & ECR’s

Date: Week 25 - 23/05/2019
Time: 3.00 pm – 5.00 pm
Venue: LT9 Management School

This workshop is aimed at those 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 1

Convenor: Dr Steve Wright

All Students

Date: Week 27 - 06/06/2019
Time: 10.00 am – 12.00 Noon
Venue: LICA A40 PC Lab

ATLAS Training session 2

Convenor: Dr Steve Wright

All Students

Date: Week 28 - 13/06/2019
Time: 10.00 am – 12.00 noon
Venue: C135 TR1 Library

Writing Retreat

Convenors: Dr Angela Carradus

Date: Week 29 - 19/06/2019 – 21/06/2019
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: Lancaster House Conference Centre

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 16 and this retreat is dedicated to all students. Places will be allocated on a first come first served 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 you are interested in taking 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](mailto:c.holroyd@lancaster.ac.uk))

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

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

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

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

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

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

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

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

**MSc International Business & Strategy**  
**Contact:** Linda Smith ([l.smith2@lancaster.ac.uk](mailto: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](mailto: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/

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/). Please email the completed form to the Doctoral Office (fass-rtp@lancaster.ac.uk). Since these modules are often oversubscribed, it is advisable to apply at the beginning of the academic year for modules running in all three terms, rather than waiting until the term in which they run. In case modules are oversubscribed, priority is given to FASS students.

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

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

Statistics Short Courses
The Postgraduate Statistics Centre offers a programme of continuing professional development courses aimed at scientists, social scientists, health researchers, teachers and professional medical statisticians. These applied statistics courses are for participants and researchers from any background with a basic level of numeracy. Please visit the Postgraduate Statistic Centres website for more information: http://www.lancaster.ac.uk/maths/study/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
- Economics  
  Caren Wareing  
  c.wareing@lancaster.ac.uk
- Entrepreneurship & Strategy  
  Lindsay Haworth  
  l.haworth@lancaster.ac.uk
- Management Science  
  Gay Bentinck  
  g.bentinck@lancaster.ac.uk
- Marketing  
  Gaynor Cannon  
  g.cannon@lancaster.ac.uk
- Organisation, Work & Technology  
  Wendy Wang  
  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 are offering 3 LUMS careers sessions as part of the Research Training Seminar Series for 18/19 and these include:
- Career Planning Part 1 – Preparing to Secure an Academic Post (see page 10)
- Career Planning Part 2 – Developing an on-line Academic Portfolio(see page 11)
- Career Planning Part 3 – Applying for Academic Jobs (see page 11)

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 13).

**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/#d.en.335141).
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)

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

**Educational Development support for postgraduates who teach (GTAs)**
- One-day Introduction to Teaching at Lancaster (ITL) Workshops
- Associate Teacher Programme; accredited programme [http://www.lancaster.ac.uk/oed/educational-development/associate-teacher-programme/](http://www.lancaster.ac.uk/oed/educational-development/associate-teacher-programme/)

**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.
Assignment Format and Submission
Assignments should be typed in font size 12 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).

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/](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/](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 you, 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/](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).

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.
Guidance on Lone Working
Whether you are at the university or doing fieldwork you may be working on your own and it is therefore appropriate that you familiarise yourself with the university’s policy on lone working. Please see the guidance available through the following link: http://www.lancaster.ac.uk/depts/safety/files/loneworking.pdf

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
There is a central Faculty PhD conference budget. Students may apply for funding with the support of their supervisor/department. This is a competitive process as there is a limited amount of funds. There are three calls for funding with the following deadlines: 31 October 2018, 1 February 2019 and 31 March 2019. More details will be posted on Moodle.

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

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

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

Ethical Issues
ALL PhD students undertaking fieldwork must complete 2 ethics forms with their supervisors BEFORE undertaking fieldwork. These can be found on the University Research Office web-site: http://www.lancaster.ac.uk/lums/research/ethics/ (accessible when on the university’s network). All PhD students also have to take the compulsory seminar on ethics and research and an on-line test. (see page 5).
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 and on-line test, (see page 5).

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

Postgraduate Research Regulations

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 (http://www.lancaster.ac.uk/library) on becoming a registered as borrowers. The act of registration as a reader or borrower constitutes an undertaking to accept the Library Rules.

Study Areas for Postgraduates
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.
LUMS Learning Development Referencing Guide
You can find the LUMS referencing guide on the LUMS Learning Development Moodle site: https://modules.lancaster.ac.uk/enrol/index.php?id=281
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-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 two compulsory 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 and iii) undertaking two specialist days of research training activity to be identified in conjunction with supervisors.

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 confirmation 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.
- 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 a 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