Welcome to the Department of Organisation, Work and Technology, and to Lancaster University Management School.

In studying for a research degree you will be treading new ground, studying issues at the forefront of theory and practice. You will be supported in this challenging, and exciting, venture by staff and fellow students in the Department, all of whom are committed to the development of methods and theories that extend knowledge and understanding in our field.

We hope you will find your studies here both exciting and fulfilling, and welcome you to our research community.

Professor James Faulconbridge
Head of Department
September 2017
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</table>
As a world renowned faculty, Lancaster University Management School (LUMS) is ranked in the top three Business Schools within the United Kingdom (Forbes Magazine, 2011), with current research challenging and pushing the boundaries of conventional wisdom and practice. Founded forty-five years ago, LUMS facilitates diverse and varied programmes, both throughout undergraduate and postgraduate, all of which have received accreditation from numerous outside governing bodies. Indeed, AACSB - the leading business school accreditation organisation – awarded Lancaster University Management School full accreditation in April 2008, making LUMS one of a small group of business schools to hold triple accreditation from AACSB, EQUIS and the Association of MBAs.

Increasingly a PhD in business or management is valued in management consultancy and professional research. A PhD from Lancaster University Management School can provide a springboard for careers in these fields.

Recruiting the best students’ world-wide, LUMS is a true International community, and is unique in its approach to teaching that prides itself on cultural integration and development, benefiting the student body with a wide range of perspectives and opportunities. Indeed, in 2008 seventy-five per cent of Lancaster University Management School’s research activity was assessed as world leading or internationally excellent in terms of originality, significance and rigour, and virtually all its research (ninety-five per cent) is at least of international standing. In 2014, LUMS continued to build on this strength and was ranked first in the UK for ‘research power’, which is a measure of the quantity and quality of research submitted. Through this global approach LUMS has developed strategic partnerships with organisations across the world, further strengthening Lancaster’s position as one of the leading Business Schools.

Currently, LUMS has over one hundred and fifty members within the academic faculty, with more than fifty full professors. Academic enquiry and research thus covers a wide range of management and business subjects.

Lancaster University Management School's research mission is to pursue research at the highest international level creating impactful outputs so as to guarantee the excellence of our programmes and our engagement with students, partners, clients and stakeholders. This long-term commitment to research of the highest quality has encouraged a distinctive and deeply embedded research culture within LUMS. High quality international faculty have been attracted to Lancaster. We publish in leading peer-reviewed journals, play major roles in developing new interdisciplinary research agendas across the academic community, engage with employers across all sectors, and influence national and international policy.
The Department of Organisation, Work and Technology, originally entitled Behaviour in Organisations, was one of the first departments of organisation studies to be established in the UK. Although empirical research has been an important strand within the Department since its inception in 1969, it has always been conducted on the basis of strong theoretical foundations. Thus the Department has been known as a centre for the advancement and application of organisational and social theory, with the research and writing of staff helping to define the emerging field of organisational studies. Indeed, in common with a number of Lancaster Management School departments, the establishment of the Department in the form that was chosen was both innovative and far-sighted. A succession of well-known academics has worked in the Department and many of our students, who have subsequently become influential figures in their own right, perpetuate Lancaster traditions.

In 2004 the Department changed its name. Organisation, Work and Technology emerged as an umbrella that sought to straddle the emerging diversity of research and teaching interests – and the changing nature of contemporary organisations themselves. It also recognised the Department’s interest in technology studies. Indeed, although the organisation of technology and, conversely, the practice of organisation through technology have emerged as strong foci within the Department these have nonetheless reinforced its longstanding theoretical interests through a dialogue on the nature of organisation and organisation theory.

Research
Research in the department and our PhD programme sets the agenda in debates about human resource management and employment relations; ethics, sustainability and management; information, technology and society; and management, organisations and society. Underlying our contributions is an interdisciplinary approach to research, with members of the department drawn from diverse backgrounds (including human geography, human resource management, organisation studies, philosophy, and sociology). This allows our research to bring humanities and wider social science perspectives into management research – something that is widely acknowledged as a crucial part of reshaping management research and education in the twenty-first century. This is all part of a wider programme to advance studies of the role and effects of management and organisations in contemporary society.

Human Resource Management and Employment Relations
The implications for managers and employees of ‘new’ workplace initiatives such as flexible working, team working, well-being, quality and knowledge management are pressing contemporary concerns. Similarly, the ways in which employees are managed, and the way this has differential affects according to age, gender and the professional status of an individual are equally significant. The Department makes substantial contributions to the critical exploration of such developments in both the public (e.g. National Health Service) and private sectors (e.g. financial and professional service firms) as part of an analysis of the changing world of work and employment. Members of the Department also play a central role in the Lancaster University Centre for Mobilities Research, examining forms of mobile work, its management and effects on workers and society.
Ethics, sustainability and management
News of serious moral transgressions in the world of business and management, which have far-reaching economic, social and political repercussions, appears in the media with alarming regularity. The same intensity and urgency is also reflected in questions about the relationship between business, management and the natural environment. Environmental sustainability poses one of the most significant challenges in current attempts to rethink and re-imagine the role and practice of management. The Department has a vibrant research environment and internationally recognised research portfolio focussed on ethics and sustainability. Members of the department play an active role in the Pentland Centre for Sustainability in Business which brings our research into dialogue with sustainability scholarship in Lancaster’s other faculties and departments. The Centre’s mission is that of connecting the best minds in science with the best brains in business to co-design research for a more sustainable world.

Information, technology and society
A broad range of factors influence the development and uptake of technological innovations and how these shape organisational processes and social practices. Researchers in the Department aim to develop new accounts of these factors, while attending to the effects of technologies in a diverse (from airports to consumer credit to universities) and global (including Africa, Europe, and Australasia) set of contexts. Several staff in the department are members of the Centre for Science Studies and the Centre for Technological Futures.

Management, organisations and society
All kinds of organisations and their management ideas, values, structures, and practices influence our contemporary lives. Cutting across all of the Department’s research is, therefore, a concern with the origins of contemporary forms of management and organising, their impacts on society, and the way various functional areas of management acquire their legitimacy. Questions about the role of management education in a world which is profoundly global and interdependent are also of concern.
### Useful Contact Details

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(Please direct any queries to Jean in the absence of the postgraduate coordinator)
The department is currently located on B floor of the award-winning Charles Carter Building. Below is a list of current staff in the Department of Organisation, Work and Technology with their room numbers, telephone extensions and email addresses. All telephone numbers start with 59 when dialling from outside the University. The area code for Lancaster is 01524.

### Academic Staff

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Social Events
The Department of Organisation, Work and Technology holds various social events throughout the course of each year, which PhD students are invited to. All PhD students are also invited to social events organised for the MSc HRM (Human Resource Management), MSc ITMOC (Information Technology and the Management of Change) and MSc PPM (Politics, Philosophy and Management) students, including the welcome lunch at the start of term, Christmas and Summer socials, and the Postgraduate Graduation lunch in December. PhD students are also encouraged to arrange their own social events, facilitating a cohesive and harmonious working environment, as well enabling strong social links and ties to develop.

Although you are registered as a PhD student in the Department of Organisation, Work and Technology, please note that you are also part of the University’s wider research community.

Staff / Student Consultative Committee
Along with their chosen Representative, PhD students will be invited to a termly meeting with the Doctoral Director and the Head of Department. An agenda will be constituted in advance, allowing the PhD Representative to consult their peers and prepare for the meeting.

Anyone interested in undertaking the role of Representative on behalf of fellow PhD students should contact the Postgraduate Coordinators’ as early in the year as possible. If any problems occur during the year, please don’t wait for the committee but discuss it with the appropriate member of staff, but if you are unsure who this might be, then please contact the Postgraduate Coordinators’ in the first instance.

Registration
Full time registration for doctoral students is a minimum of 36 months and maximum of 48 months. For doctoral students registered on a part-time basis, the minimum period of registration is 48 months and the maximum 84 months, with the review taking place 15 – 18 months after your initial registration.

All PhD students entering Lancaster University are initially registered as probationary PhD candidates rather than for the degree of MPhil. During your first year of study, toward the end of the year, you will present your research and progress to a review panel, in which your status will be either confirmed to continue as a PhD student, or downgraded to an MPhil due to unsatisfactory progress. In the majority of cases formal registration as PhD is confirmed.

The full-time PhD regulations are on the University’s web site, under the ‘Manual of Academic Regulations and Procedures’:
https://gap.lancs.ac.uk/ASQ/QAE/MARP/Pages/default.aspx
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

Safety in Fieldwork Guidance
During study for a PhD, the majority of students undertake fieldwork. Whilst this often takes place within a controlled environment, safety is of utmost concern and disregard for the safety guidelines is not taken lightly by Lancaster University.
A full copy of the Safety in Fieldwork can be found through the link below: http://www.lancs.ac.uk/depts/safety/files/Fieldwork.pdf

Objective
To ensure that fieldwork activities are properly assessed and appropriate control measures are implemented.

Summary
The University has adopted the UCEA Guidance on Safety in Fieldwork. The definition of fieldwork is wide and embraces activities that perhaps may not be thought of as fieldwork, such as social survey interviews. Guidance is given on how to assess the safety aspects of fieldwork and the precautions that should be implemented.

Duties and Responsibilities
It is the Head of Department’s responsibility to:
- Determine whether any Departmental activities fall within the definition of fieldwork and, if this is the case, to implement the requirements of the UCEA Guidance on Safety in Fieldwork;
- Ensure that any fieldwork is covered by adequate insurance arrangements;
- Ensure that the Health Questionnaire is completed for any fieldwork trips that last more than five days.

This above is only a brief overview of this section of the Safety Manual. The complete document should be consulted for complete guidance: http://www.lancaster.ac.uk/depts/safety/files/fieldguidance.pdf

Advice on the implementation of this policy can be obtained from the University Safety Office.

Ethical Issues and Forms
ALL PhD students undertaking fieldwork must complete an ethics form along with their supervisors BEFORE undertaking fieldwork. Guidance and the ethics form can be found on the following web-site: http://www.lancaster.ac.uk/lums/research/ethics/ (accessible when on the university’s network). All PhD students also have to take the compulsory seminar on ethics and research (see page 14).

Please note that ALL PhD students must seek research ethics approval BEFORE fieldwork is undertaken. This is to ensure that both you and your subjects are protected and aware of your rights, whilst ensuring your research remains ethically viable.
The ethics approval procedure and associated documentation can be found at the Ethics Guidance link above.

The approval application form may look long, but typically quite a number of the questions won't be applicable to you.

Once you have filled in the form with your supervisor(s) you will need to get it signed by your Head of Department and handed in to the PG Coordinator (B20). Copies will be kept on file and forwarded to the Management School’s Doctoral Office.

Before embarking on fieldwork, you should also submit a brief outline of your PhD research project. A few brief paragraphs for information is sufficient. This should include a short summary of what you propose to do in your field research, including methods, where the research will take place and any specific ethical issues. A copy of your letter of informed consent, once written and if appropriate, should also be included.

**Communication with the University**

You should, of course, liaise closely with your supervisor when you arrive to begin your studies. In addition:

**Email**

Email is used extensively as a means of communication. You will be automatically be allocated a Lancaster university email address. **YOU MUST ONLY USE YOUR LANCASTER EMAIL ADDRESS TO COMMUNICATE VIA EMAIL.** It’s important to check this regularly. You can contact staff and fellow students by email. You can of course also call in to staff offices and to the department office to see the PG Coordinators’ if you have any queries or problems.

**Mail**

Both external and internal mail will be left in your pigeonhole so it is important to check this regularly for post and for any messages from the department or elsewhere.

Incoming mail is collected from the Management School Porters Lodge and distributed via pigeonholes by support staff in the Departmental Office B20. Collection is in the morning and after lunch. Outgoing internal and external mail can be left in the post tray in the Departmental Office, B20.

External mail is taken by the Porters to the Post Office by 2.30pm each day. Any outgoing post **MUST** reach the Departmental Office by 2.15pm to reach the Porters Lodge by 2.30pm. After the cut off time mail will not be posted until the next day. All external mail must be clearly marked and sorted accordingly, likewise mail destined for overseas should also be clearly marked.

**Seminars in the Department of Organisation, Work and Technology**

Studying for your PhD requires a broad range of knowledge regarding not just your topic, but surrounding topics and discussions. To aid your knowledge accumulation, the department runs a series of seminars throughout the year. The topics are wide ranging and include guest speakers. All PhD students are warmly invited to attend and participate in the seminar programme. Reminders are sent by email prior to individual events.
The Department runs a series of PhD Discussion Workshops. These are essentially student led with a different PhD student taking organisational responsibility each year. They are facilitated by a member of faculty on a rolling basis. These take place approximately 5 times a year and provide an opportunity for PhD students to talk about their work with others in the group on an informal basis. The discussion session can sometimes be followed by drinks and a meal for those who wish.

The Department further encourages open discussion with your fellow PhD students, not just from Organisation, Work and Technology. Partnership seminars can, and are, organised by students across department and faculty, and many students have found this beneficial not only to their studies, but in facilitating a general understanding of the current academic world.

**Teaching Opportunities and Support Programme**

PhD students make a vital contribution to the teaching of the department. In some cases this is a condition of their studentship but for others teaching presents an opportunity to develop their skills. Moreover, many PhD students aim to pursue an academic career and it is important that they develop their teaching portfolio before entering the job market. Starting in academic year 2017-18 the department will establish a PhD teaching support programme, led by the Doctoral Director. The aim is for all students to formulate a ‘Teaching Development Plan’. This will assist in agreeing expectations as regards the progression from tutoring Part I seminars to Part II seminars, and then on to include guest lectures towards the end of their PhD. PhD students should share this teaching plan with their supervisors as it must accord with the development and planning of their PhD research. The Doctoral Director will work with the Director of Teaching in consultation with supervisors to ensure PhD students are allocated appropriate teaching that fits with their development plan and in accordance with departmental requirements and resources. The Teaching Development Plan should be formulated as part of the process of Development Needs Analysis completed during the early part of PhD study.

As a second strand to the Teaching Support Programme, once a term there will be a PhD teaching development meeting at which PhDs (whether currently involved in teaching or not) can meet with the Doctoral Director, Director of Teaching and other staff as appropriate to talk about their experiences and concerns and also share ideas and practices. Each meeting might have a particular focus – e.g. good ways of running seminars, marking and writing feedback on coursework, exam marking etc.

If you are interested in the teaching opportunities available, please see appendix 1.
Overview of Research Training

The research training of the PhD in Organisation, Work and Technology 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).

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

Students 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). This programme consists of the following compulsory modules and seminars:

**Term 1 – Michaelmas**  
- MNGT 701: Research Philosophy & Methods (15 credits)  
- MNGT 702: Understanding Your Discipline (15 credits)  
- MNGT 708: Searching for Information in Management Research (non-assessed)  
- Plagiarism (2-hour seminar, assessed)  
- Ethics and Research (2-hour seminar, assessed)

**Term 2 – Lent**  
- MNGT 703: Qualitative Methods (15 credits)  
or  
- MNGT704: Quantitative Methods (15 credits)

**Term 3 – Summer**  
- MNGT705: 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 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).
Research Training Modules

MNGT 701: Research Philosophy & Methods
Convenors: Dr Marian Iszatt-White (Leadership and Management)
Dr Jonathan Ivy (Marketing)
Dr Casey Wilson (Management Science)
Course Aims and Objectives
Management is a broad multidisciplinary area. Research within management disciplines can vary from highly quantitative / positivistic studies to qualitative / postmodern approaches. But there is also a growing trend towards transdisciplinary work where insights from one discipline are applied to problems in another area (e.g. behavioural accounting, or organisational learning viewed from a resource-based perspective). In parallel with this, methods traditionally associated with one area are being adopted by researchers in other areas. Hence it becomes increasingly important for management researchers to understand typical research problems and methods in areas other than their own. This module therefore aims to provide a broad overview of qualitative and quantitative approaches, together with an understanding of the different research paradigms operating within the research fields of business and management.

MNGT 702: Understanding Your Discipline
Convenor: Dr Robert Demir (Entrepreneurship, Strategy and Innovation)
Staff from each Department for the second part of the module
Course Aims and Objectives
This module provides the theoretical foundations to understanding the key issues/debates in the business and management literature. Within the different business and management disciplines there are significant areas of common ground – which might loosely be described as ‘organization theory’ - with which all academics in the field should expect to be familiar. These will be presented as a series of lectures delivered to the whole cohort. The second part of the module is intended to be discipline specific (and tailored to the specific needs of the students in a given cohort) and will thus be delivered in departmental ‘learning sets’, likely to take the form of guided readings, informal seminars and mini-projects.

MNGT 703: Qualitative Methods
Convenors: Dr Marian Iszatt-White (Leadership and Management)
Course Aims and Objectives
This module aims to provide training in core techniques/methods expected to be required by students intending to undertake qualitative research, together with an understanding of broader qualitative approaches/methodologies within which they may be utilized. This will include the main approaches to data collection and analysis, together with practical
experience of computer-aided data coding. Delivery of the module will be via a combination of lectures and practical workshops.

**MNGT 704: Quantitative Methods**

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

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

**MNGT 705: Research Design in Management**

**Convenors:** Dr Marian Iszatt White (Leadership and Management)

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

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

This module is delivered by a specialised librarian and introduces students to the wide range of sources of information now available to doctoral researchers. It will cover the major Business and Management databases such as Business Source Premier, ABI/Inform, Science Direct and Web of Science. It will also cover more general information sources such as searching for books in print and in other libraries, finding theses and dissertations, finding government publications and creating current awareness alerts.
Research Training Seminars (Skills)

These seminars are open to PhD students from all programmes. They are not compulsory with the exception of the sessions on Plagiarism and Research Ethics that run in the Michaelmas Term. However, PhD students from across the School are strongly encouraged to attend the seminars that they think will aid their study.

Details of these seminars will be circulated to you with a link so you can sign up online. Once you have signed up to a course please ensure you attend. If you find that you are unable to attend please provide Matthew with a 24 hours’ notice. Supervisors will be informed of repeated sign up and nonattendance. When signing up for Writing Retreats it is essential that you can commit to the whole 2.5 days and undertake any pre-reading.

Michaelmas Term:
Strategies for Success: Managing Your PhD – Getting Started (Year 1)
Plagiarism (Compulsory Session)
Ethics and Research (Compulsory Session)
Evaluating Academic Literature & Writing Your Literature Review
Managing Writing
Career Planning Part 1 – Preparing to Secure and Academic Post
Writing Retreat
Career Planning Part 2 – Developing an online presence

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

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

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

**Convenor:** Dr Marian Iszatt White

**Year 1: Getting Started**

- **Date:** Week 1 - 09/10/2017
- **Time:** 3.00 pm – 5.00 pm
- **Venue:** LT11 Management School

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

**Plagiarism (Compulsory Session)**

**Convenor:** Dr Sarah Gregory

- **Date:** Week 2 - 16/10/2017
- **Time:** 3.00 pm – 5.00 pm
- **Venue:** LT11 Management School

This compulsory session discusses the topic of plagiarism. The university guidelines are discussed and help and advice is provided on to avoid the traps of plagiarising work when writing.

**Ethics and Research (Compulsory Session)**

**Convenor:** Dr Sarah Gregory

- **Date:** Week 3 - 23/10/2017
- **Time:** 3.00 pm – 5.00 pm
- **Venue:** LT11 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.
Evaluating Academic Literature & Writing Your Literature Review

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

**Date**  
Week 6 - 13/11/2016

**Time**  
3.00 pm – 5.00 pm

**Venue**  
LT11 Management School

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

Managing Writing

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

**Date**  
Week 7 - 12/11/2016

**Time**  
3.00 pm – 5.00 pm

**Venue**  
LT11 Management School

This is a hands on session that considers why we find writing difficult. It will introduce a number of different techniques for ‘jump’ starting writing at any stage in your PhD. To help you get going, you will be required to do some writing in class, so you will need either a pen and notebook, or a lap top. The session will also encourage you to develop a disciplined writing practice, such as that offered by the writing retreat in week 9.

Careers Planning Part 1 – Preparing to Secure and Academic Post

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

**Date**  
Week 8 – 27/11/2017

**Time**  
3.00 pm – 5.00 pm

**Venue**  
LT11 Management School

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

**Convenor:** Dr Angela Carradus

*First Year students and Selected Students from other years*

**Date**  
Week 9 - 06/12/2017 – 08/12/2017

**Time**  
4.00 pm – 6.00 pm (Day 1)  
9.00 am – 6.00 pm (Day 2)  
9.00 am – 4.00 pm (Day 3)

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

The writing retreat is aimed at first year students (and selected students from other years where appropriate). Its purpose is to provide dedicated writing time, while developing productive writing practices and discussions around writing-in-progress.

Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and **will be expected to commit to the full schedule**.

Please note - spaces are limited to **14** and this retreat is dedicated to first year students. Places will be allocated on a first come first serve basis.

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

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

**Date**  
Week 10 – 11/12/2017

**Time**  
3.00 pm – 5.00 pm

**Venue**  
LT11 Management School

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

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

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

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

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

**NVIVO Training session 1**

**Convenor:** Dr Steve Wright  

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

**Establishing an Intellectual Identity**

**Convenor:** Dr Katy Mason

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

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

Convenor: Dr Marian Iszatt White

Managing Your PhD in the Mid-Term Years 2 – 3 full time, 3 – 6 part time
Being a Completer Finisher

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This full day workshop covers the complexities faced when you are part-way through and nearing the end of your PhD: refining and re-defining your goals; taking stock: where am I up to and where should I be? Collecting data; dealing with the mid-term blues and feeling fed up; thinking about originality; managing the writing process. The session also deals with the last, long haul: refining and re-defining the goal, knowing when you have got there; defining ‘contribution’, protecting your intellectual property; the writing process, tidying up, writing conclusions; finishing and submitting; managing corrections. This is an interactive workshop providing researchers with an opportunity to share their experiences and ask questions with other researchers from a mix of disciplines.

Panels and Reviews

Convenor: Dr Marian Iszatt White All Students

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

Enjoying Your VIVA

Convenor: Dr Marian Iszatt White All Students

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The aim of this session is to provide an overview of the viva process. It will look at what to do before the viva and the submission process, followed by an exploration of the key aspects of the viva and the viva outcome. A recent PhD graduate will also participate in the session to give a first-hand insights into the process and answer any questions you may have.
**Writing for Academic Journals in the Context of Career**

**Convenor:** Professor Margaret Hogg  
**Date**  Week 17 - 26/02/2018  
**Time**  3.00 pm – 5.00 pm  
**Venue**  George Fox LT4

This session will focus on:
- Academic writing and career planning
- The life story of a paper
- The reviewers’ perspective on your paper
- Enhancing your understanding of what gets published, what does not and why.

**How to write a thesis**

**Convenor:** Professor Rowena Murray  
**Date**  Week 18 - 05/03/2018  
**Time**  3.00 pm – 5.00 pm  
**Venue**  George Fox LT4

In this session students will be offered a comprehensive overview of many different writing practices and processes involved in the production of a thesis, with the aim of de-mystifying academic writing (Professor Murray, author of ‘How to Write a Thesis’). You will be expected to do some writing in class.

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

**NVIVO Training session 2**

**Convenor:** Dr Steve Wright  
**Date**  Week 19 - 12/03/2018  
**Time**  9.00 am – 1.00 pm  
**Venue**  C130 Library
Writing Retreat

Convenors: Dr Valerie Stead

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

The writing retreat is aimed at 2 and 3rd year students and the purpose of the retreat is to provide dedicated writing time, while developing productive writing practices and discussions around writing-in-progress.

Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and will be expected to commit to the full schedule.

Please note - spaces are limited to 14 and this retreat is dedicated to 2 and 3rd Year Full time and Years 4 - 6 Part time. Places will be allocated on a first come first serve basis.
Summer Term

How to present your work in public and at conferences

Convenor: Josip Kotlar

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

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

Getting an academic job and managing your career

Convenor: Dr Maurizio Zanardi

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

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

How to get Your Book Published

Convenor: Professor Caroline Gatrell (Liverpool University)

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

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

ATLAS Training session 1

Convenor: Dr Steve Wright

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

Convenor: Dr Mary McManus    All Students & ECR’s

Date: Week 25 - 21/05/2018
Time: 3.00 pm – 5.00 pm
Venue: LT12 Management School

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

ATLAS Training session 2

Convenor: Dr Steve Wright    All Students

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

Writing Retreat

Convenors: Dr Angela Carradus

Date: Week 29 - 20/06/2018 – 22/06/2018
Time: 3.00 pm – 6.00 pm (Day 1)
       9.00 am – 6.00 pm (Day 2)
       9.00 am – 4.00 pm (Day 3)
Venue: Forrest Hills (off-campus)

The writing retreat is aimed at all students and the purpose of the retreat is to provide dedicated writing time, while developing productive writing practices and discussions around writing-in-progress.

Lunch and refreshments will be provided, however attendees will be required to bring their own laptop and will be expected to commit to the full schedule.

Please note - spaces are limited to 14 and this retreat is dedicated to all students. Places will be allocated on a first come first serve basis.
LUMS offers a wide range of full-time taught Masters’ degrees. Courses within these programmes may be directly relevant to your research interests. They may be taken (for free) over all three years of your PhD programme. If interested to take any of these courses, you need to discuss their relevance with your supervisor(s). Permission of supervisor(s) and of the relevant Director of PhD/Master programme is also essential.

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

**PhD Programme in Accounting and Finance:**
**Contact:** Carole Holroyd (c.holroyd@lancaster.ac.uk)

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

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

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

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

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

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

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

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

**MSc International Business & Strategy**
**Contact:** Linda Smith (l.smith2@lancaster.ac.uk)

**MSc Logistics and Supply Chain Management, MSc Management Science and Marketing Analytics, MSc Operational Research and Management Science**
**Contact:** Jackie Clifton (j.clifton@lancaster.ac.uk)
MSc Management
Contact: Kim Barrington (k.barrington@lancaster.ac.uk)

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

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

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

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

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

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

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

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

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

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

Speakers will include well-known academics from other Business Schools, both in the UK and elsewhere, as well as the Management School’s most distinguished researchers. Sessions will usually last for 1 hour, with Wednesday afternoons, lunchtimes and evenings being especially popular.
Every student is automatically informed of the events taking place in his/her Department. If you want to be included in the mailing list of other Departments, please email the following contacts:

- Accounting & Finance  Carole Holroyd  c.holroyd@lancaster.ac.uk
- Economics  Caren Wareing  c.wareing@lancaster.ac.uk
- Entrepreneurship, Strategy & Innovation  Lindsay Haworth  l.haworth@lancaster.ac.uk
- Leadership & Management  Benjamin Milby  b.milby@lancaster.ac.uk
- Management Science  Gay Bentinck  g.bentinck@lancaster.ac.uk
- Marketing  Jonathan Haslam  j.haslam@lancaster.ac.uk
- Organisation, Work & Technology  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/](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/](http://lubswww.leeds.ac.uk/narti/)
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.

Job Market Candidates
For the PhD students looking for a job (i.e. with the prospect of submitting their dissertation within the next few months), LUMS hosts a webpage specifically dedicated to this purpose (It is important that every PhD student maintains a complete web presence on this page and that his/her LUMS (and external) webpage are fully up to date.

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

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

LUMS Advice Clinics and Careers Counselling
Bring your queries along to one of the weekly careers advice clinics (term-time only) where you can talk things through with the LUMS Careers Staff. Just drop in to the LUMS Career Zone (A112) by LT4 (http://www.lancaster.ac.uk/lums/careers/students/advice/).
- 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 Workshops
- Supporting Learning Programme; 4 month accredited programme
  http://www.lancaster.ac.uk/hr/OED/ED/SLP/

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

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

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

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

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

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

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

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

Penalties for Late Submission
Prior to the submission deadlines there are published procedures for the granting of extensions (variance request). Work submitted after a deadline but within the time limit of an approved variance shall not be subject to penalty. Work submitted late without an approved variance shall be penalised as follows:
• Work submitted up to 3 working days late will have 10 marks deducted;
• Work submitted more than 3 days late will be awarded a mark of zero (subject to any
  consideration of mitigating circumstances).

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

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

The progression rules are as follow:

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

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

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

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

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

PGR Appraisal System and Confirmation Panel
The appraisal system is designed to help you and your supervisor monitor your progress. The confirmation panel is also a good opportunity to take stock of how your research is going, to reflect on what has gone right and what has gone wrong, to gain feedback and to plan the next stage. You and your supervisor will be keen to ensure that you complete within a reasonable timescale – within 4 years of your initial registration – and the appraisal system helps to achieve this.

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

Who will be there?
• You, your supervisor(s), your independent panel member, and a chairperson.

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

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

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

Subsequent Panels (and later years)
You are more likely to feel more relaxed about your subsequent panels – this is simply because you have been through the process once and subsequent meetings become much more routine.

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

Core Information for PGR Students
This is a useful link which contains all the essential information you need to know about being a PGR student at Lancaster: [http://www.lancaster.ac.uk/current-students/postgraduate-research-students-core-information/](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 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/](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.

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**
Each PhD student is allocated a research budget of £150 each academic year which may be spent on conference registration fees or travel to conferences. In addition to this allocation there is a central Faculty PhD conference budget. Students may apply for funding with the support of their supervisor/department. This is a competitive process as there is a limited amount of funds. There are three calls for funding with the following deadlines: 31 October 2017, 1 February 2018, 31 March 2018. 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 an ethics form along with their supervisors BEFORE undertaking fieldwork. These can be found on the following website: http://www.lancaster.ac.uk/lums/research/ethics/ (accessible when on the university’s network). All PhD students also have to take the compulsory seminar on ethics and research.

**Plagiarism**
Within the UK there are conventions about the use of material in academic publications, including PhD theses. Definitions of plagiarism are given in the Plagiarism Framework available at: https://gap.lancs.ac.uk/ASQ/Policies/Pages/PlagiarismFramework.aspx All PhD student also have to take the compulsory seminar on plagiarism.
Lancaster University Code of Practice for Postgraduate Research Programmes

Lancaster’s Regulations for Postgraduate Research Degree Programmes are contained in the Code of Practice available online at: https://gap.lancs.ac.uk/ASQ/Policies/Pages/PGRCode.aspx

Postgraduate Research Regulations


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 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.
We hope you have an enjoyable and productive time at Lancaster, but we recognise that sometimes problems can affect your ability to study.

Please do not forget that it is your programme and your responsibility to seek help if you are experiencing difficulties. The University and Department will do whatever is possible to assist you, within the Rules and Guidelines of the University provided that we are aware of your problems. These may be personal, financial or academic. If you find yourself getting into difficulties we strongly urge you to consult anyone from the Programme team or Department in the first instance. Alternatively you may wish to contact the Counselling Service, the Student Service Office or the Students’ Union Advice Centre.

The University has a range of services and facilities for students. Find out the most up-to-date details on the university website at: http://www.lancs.ac.uk/sbs/.

Student Support Services – The Base, A-Floor University House
Student Support Services provides both specialist and general guidance and support to students surrounding accommodation, career information and preparation, counselling, disability, funding, Healthcare, mental health and welfare. Alternatively, appointments can be made online following the link provided, or alternatively through contacting them via the Telephone on extension 92525 internally, 592525 externally, or through email: thebase@lancaster.ac.uk. Please give your full name or student id when emailing the office.

Student Advisory Service Desk
The Student Advisory Student Desk is available in The Base for the first two weeks of each term, arrivals weekend, and welcome week. For details of all services, see www.lancs.ac.uk/sbs, or alternatively, ring extension 92525 internally, 592525 externally, or by emailing thebase@lancaster.ac.uk.

Students’ Union Advice Centre
The Centre is located in Slaidburn House and offers a full range of financial and welfare advice to students. Advisers will also undertake an advocacy role for students facing academic sanctions. Please ring extension 93765 internally, or 593765 externally.

Student Support Office
The Student Support Office, located in room A35 of The Base, the ground floor of University House, provides both specialist and general guidance and support to students and assists individual students if they encounter serious difficulties that cannot easily be resolved by their college or academic department.
Specialist advisers are also available to help students with disabilities and dyslexia, international students and students with financial problems. For any of the services listed below, please ring 92525 internally, or 01524 592525 externally.

Opening times:
Monday - Friday 9.00 a.m. - 5.00 p.m.
Email: thebase@lancaster.ac.uk

Health Services on Campus
www.lancs.ac.uk/lancuni/health.htm

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

Medical Practice
A General Practice, housed at the Health Centre on campus (located on the perimeter road near to the Pre-School Centre), and available to students registered with the Practice. Students living on campus, in Lancaster or in Morecambe may register. If you live further away, please ask at reception for details of the practice boundaries. Registered patients can also be seen at the King Street Practice in Lancaster.

Bailrigg Health Centre (University Campus): 01524 387780
The King Street Surgery: 01524 541651
www.kingstandunipractice.co.uk

Natural Health Care Centre on Campus:
Situated in the Chaplaincy Centre. For those who prefer alternative therapies, there are a number of natural health care practitioners based in the Chaplaincy Centre. At present they offer acupuncture, holistic massage, reflexology, shiatsu, medical herbalism, aromatherapy and homeopathy. For further information and booking contact the individual therapists direct. Lists of their names and contact numbers are displayed around the university.
http://www.chaplancs.org.uk/

Counselling Service
The Counselling Service offers a confidential, professional service to all members of the University. People come to Counselling with a variety of concerns ranging from short term personal, social, family or academic worries through to longer term, often more complex, psychological problems. Some may come only once or twice; others may use the service for regular meetings over a period of several months or more. The Counselling Service is located in the Base on A-floor, University House, off Alexander Square. To make an appointment, please ring extension 92690 or external number 01524-592690, or you can email: counselling@lancaster.ac.uk or book an appointment online at:

Opening times:
Monday - Friday 9.00 am - 5.00 pm
For urgent help you can call the Nightline on 94444, available from 10pm - 8am

Student Registry
The Student Registry's Postgraduate section deals with all matters relating to postgraduate students, from registration to graduation, including:

- Supporting the activities of the Graduate School
- Registration and re-registration of postgraduate students
- Tuition fee billing and administration
- Provision of student status letters (see online letter request forms for e.g. confirmation of student status, council tax certificate, visa letters)
- Maintenance of postgraduate records (e.g. make sure they have the right address for you for your graduation information and degree transcript!)
- Monitoring of student progress
- Changes to student status (intercalations, extensions, etc)
- Providing advice to postgraduate students with academic, registration and enrolment problems
- Processing of results and production of transcripts and certificates

Harassment Network
Every one of us has the right to study or work freely in an environment in which our dignity and privacy are respected, and the University has a clear responsibility as defined by the Equality Act 2010 to ensure that all forms of harassment and bullying are stopped effectively. The Harassment Network provides confidential support for any student or staff member who feels they are subject to harassment. Contact network members by phone (see internal telephone directory or by email at HarassNet@lancaster.ac.uk. Further information about the network is provided at http://www.lancs.ac.uk/hr/equality-diversity/bullying.html.

Lancaster University Student's Union (LUSU)
LUSU Advice and Support has a professional and experienced team of staff who provide students with free, independent and confidential advice. It is open Monday to Friday 9.00am – 5.00pm during term time and it is located between the Learning Zone and the University House Main Reception. LUSU can be contacted on extension 93765 and by email: advice@lancaster.ac.uk.

The Chaplaincy Centre
The Chaplaincy Centre is a multi-faith centre, welcoming people from all different faiths, exclusive of none. People of all world faiths are welcome to pray and worship, reflect and contemplate, explore faith issues, find support and encouragement and meet others. The experienced team of chaplains’ work together to provide a service to staff and students providing another source of welfare, advice and often practical support. The chaplaincy is located near Alexandra Square near University House. More information can be found on the University website, http://www.chaplancs.org.uk/, and can be contacted by email at admin@chaplancs.orh.uk, or via Telephone on (01524 594071).

Security
The University provides a team of trained Security Officers, led by the Head of Security and his Deputy. The Security staff undertake a number of duties, working shifts to cover 24 hours a day, 7 days a week, 365 days a year. The Security Lodge is Located on Bowland Avenue South, opposite the Chaplaincy Centre, near the main roundabout as your arrive on Campus.

Security reception can be contacted on 94541 internally, or 01524 594541.