



**Lancaster University**  
MANAGEMENT SCHOOL

# The Research Training Handbook 13/14



October 2013



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## Introduction and Welcome

Welcome to Lancaster University Management School. We are pleased that you have chosen to undertake your research here.

As you would expect from a School with one of the top ratings for research, LUMS has one of the highest ranked and largest doctoral programmes for business and management in the world.

Our commitment to high-quality research is demonstrated by the fact that we have over 150 full-time PhD students (and many part-timers too) drawn from countries all over the world. In January 2012, the Financial Times ranked LUMS 7<sup>th</sup> in the world, and second in the UK, for the quality of our doctoral programme.

LUMS is a lively research environment in which doctoral students play a full and active part. The School's web pages give full details of the different types of research/doctoral routes including the Integrated PhD which incorporates MRes study.

LUMS is part of ESRC's North-West Doctoral Training Centre, which provides social science research training to students at Lancaster University, the University of Liverpool and the University of Manchester.

This handbook gives full details of the research training on offer throughout the academic year. Administration of the research training modules, the MRes programmes and the PhD in Management is co-ordinated through the Graduate Management School's Doctoral Programmes Office whose details are given on page 3.

Please take advantage of the research training on offer. We hope that you find this handbook helpful, but please do not hesitate to contact us if you have any queries or comments about the seminars and modules available.

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

*Sarah Patterson*  
*Doctoral Programmes Manager*

*Caroline Gatrell*  
*Director of School Doctoral Programmes*

**October 2013**

### Useful Staff Contacts

Doctoral Director:	Dr Caroline Gatrell
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### PhD Secretaries in Departments

#### **Accounting and Finance**

Carole Holroyd 93628

#### **Organisation, Work and Technology**

Wendy Wang 10961

#### **Economics**

Caren Wareing 94222

#### **Management Learning and Leadership**

Helen Ashman 10913

#### **Management Science**

Gay Bentinck 92408

#### **Marketing**

Gaynor Cannon 10901

#### **PhD in Management**

Stacey Read 10667

## OVERVIEW OF RESEARCH TRAINING

The research training described in this handbook includes **Modules** and **Seminars**.

The **Seminars** are open to all PhD students and are described on pages 17 to 23.

The **Modules** studied depend on your degree programme and your prior research training.

- MRes students study the courses listed on page 5
- PhD students follow a research training pathway and study modules selected by their supervisors.

There are four Research Training Pathways. **All** full-time students who commence PhD studies during or after October 2013 will follow one of the pathways.

The majority of LUMS PhD students will follow one of the three pathways approved by the Economics and Social Research Council (ESRC):

- **Accounting & Finance**
- **Business & Management**
- **Economics**

The students following these pathways will be assessed for at least 60 credits of research training, with exemption given for relevant prior training.

The remaining students follow a pathway of training approved by the Engineering and Physical Sciences Research Council (EPSRC), referred to here as:

- **Management Science**

All students of Accounting & Finance follow their departmental pathway.

All students of Economics follow their departmental pathway.

Some (but not all) students of Management Science follow their departmental pathway others follow the Business & Management pathway.

All other students follow the Business & Management pathway. The core modules are MNGT 531, 533, 535 and 537, and they are described on pages 6 to 16 of this handbook.

Information about the modules in the departmental pathways is provided in departmental literature.

**Core Courses for MRes Students:**

**Term 1 - Michaelmas**

MNGT 521 'Managing Research: An Overview of Issues and Methods'

MNGT 522 'Searching for Information in Management Research'

MRes students follow the full Masters programme in their subject area.

**Term 2 - Lent**

MRes students follow the full Masters programme in their subject area.

**Term 3 - Summer**

MNGT 523 'Research Design in Management'

MNGT 526 'Research Methods'

Dissertation (MNGT 524)

**Core Courses for Students on the Business and Management Pathway:**

**Term 1 – Michaelmas**

MNGT 531 'Managing Research: An Overview of Issues and Methods'

MNGT 537 'Production of Managerial Knowledge I: The Rise of Management Ideas and Concepts'

**Term 3 - Summer**

MNGT 533 'Research Design in Management'

MNGT 535 'Quantitative and Survey Research Methods'

**RESEARCH TRAINING MODULES**

**MNGT 521/531 'Management Research – An Overview of Issues and Methods'**

**Convenor:** Dr Casey Wilson  
Other Staff will be drawn from each department of the Management School.

**Michaelmas Term**

**Date** Wednesdays Weeks 1 – 10

**Time** 2.00 – 4.00 pm

**Venue** Lecture Theatre 7 (LUMS)

**Delivery:** 10 x 2 hour sessions

**Credit Rating**

MNGT 531: 15 credits

MNGT 521: 10 credits

**Compulsory Module for:**

PhD students on Business and  
Management pathway

MRes all programmes

<b>Wed 9<sup>th</sup> Oct</b>	<b>2 – 4.00</b>	Dr Casey Wilson (Introduction)
		Professor Mark Easterby-Smith (MLL)
<b>Wed 16<sup>th</sup> Oct</b>	<b>2 – 3.30</b>	Professor Margaret Hogg (Marketing)
<b>Wed 23<sup>rd</sup> Oct</b>	<b>3 – 4.30</b>	Professor Ken Peasnell (Accounting)
<b>Wed 6<sup>th</sup> Nov</b>	<b>3.30 – 5</b>	Professor Robert Fildes (Management Science)
<b>Wed 13<sup>th</sup> Nov</b>	<b>2 – 3.30</b>	Dr Giuseppe Migali (Economics)
<b>Wed 20<sup>th</sup> Nov</b>	<b>2 – 3.30</b>	Professor Mark Easterby-Smith (MLL)
<b>Wed 27<sup>th</sup> Nov</b>	<b>2 – 3.30</b>	Professor Mark Shackleton (Finance)
<b>Wed 4<sup>th</sup> Dec</b>	<b>2 – 3.30</b>	Professor Theo Vurdubakis (OWT)
<b>Wed 11<sup>th</sup> Dec</b>	<b>12.30 – 2.30</b>	Essay Briefing with Dr Casey Wilson followed by Group Presentations

**Course Aims and Objectives:**

Management is a broad multidisciplinary area. Research within management disciplines can vary from highly quantitative / positivistic studies to qualitative / post-modern approaches. But there is also a growing trend towards trans-disciplinary 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 unit therefore aims to provide a broad overview of methods and issues in management research. It also provides an opportunity for students across the School to meet each other.

## **Outline Syllabus: Sessions 1 – 9**

A broad framework will be provided within which many of the different methods and approaches of management research may be located.

Each session will be delivered by an established researcher with different interests in management research. They will discuss how researchers in their area view the research process and summarise typical research problems. Throughout the module students will be exposed to the most popular methodologies in the areas of management science, systems, economics, marketing, accounting and finance, organisational analysis and management learning.

### **Assessment**

100% coursework assessment.

40% Group Presentation. Students will be asked to form small groups in Week 1 of the first term and work together to prepare a 15 minute presentation for Week 9 classifying and reviewing the different methods encountered during the module.

60% Individual Short Essay. Students will be asked to write an individual essay which critically assesses a range of methodological approaches and identify their chosen approach for an area of interest that they may like to study.

MRes students (MNGT521) – Essay 1,500 words

PhD students (MNGT531) – Essay 2,500 words

### **Suggested Reading List**

#### **General**

Easterby-Smith, M; Thorpe, R and Lowe, A (2012) **Management Research: An Introduction**, London: Sage.

Alvesson, M and Deetz, S (2000) **Doing Critical Management Research**, Sage.

#### **Accounting and Finance**

Ryan, R; Scapens, R W and Theobald, M (1992) **Research Method and Methodology in Finance and Accounting**, Academic Press, 208.

#### **Economics**

Blaug, M (1992) **The Methodology of Economics: or how economists explain**, 2<sup>nd</sup> edition, CUP

Hoover, K D (1995) 'Why does methodology matter for economics?', *Economic Journal*, 105, 715-734.

#### **Management Learning**

Easterby-Smith, M and Thorpe, R (1997) "**Research traditions in management learning**", in J. Burgoyne and M. Reynolds (Eds) *Management Learning*, London: Sage.

#### **Marketing**

Shaw, EH and Jones, D G (2005) *A history of schools of marketing thought*, *Marketing Theory* 5/3.

#### **Operational Research**

Pidd, M (1996) **Tools for Thinking. Modelling in Management Science**, John Wiley & Sons, Chichester.

Daellenbach, H (1994), **Systems and Decision Making, a Management Science Approach**, John Wiley & Sons, Chichester.



### **Organisational Work and Technology**

Bryman, A (ed) (1989) **Doing Research in Organisations**, Routledge.

Bryman, A (1988) **Research Methods and Organisation Studies**, Unwin Hyman.

Ackroyd, S (1996) 'Review Article: The Quality of Qualitative Methods', **Organisation**, 3 (2), 439-51.

### **Systems**

Checkland, P and Holwell, S **Information, Systems and Information Systems**, Wiley, 1997.

Checkland, P and Holwell, S 'Action Research, its Nature and Validity', in **Systems Practice and Action Research**, 11 (1), 9-21.

Checkland, P **Soft Systems Methodology: a 30-year retrospective**, Wiley, 1999.

## MNGT 522 'Searching for Information in Management Research'

This module introduces students to the wide range of sources of information now available to doctoral researchers.

**Compulsory Module for:**  
Business and Management  
pathway  
MRes all programmes

PhD Students are encouraged to attend as many of these sessions as possible, consulting their supervisor(s) as necessary about the desirability of participating. This module is compulsory for students on the Business and Management pathway.

### **Introduction to the Library and Bibliographical Search Facilities Andy Holgate and Jean Blanquet (Management School Librarians)**

**Date:** Thursday 24<sup>th</sup> October 2013  
**Time:** 10.00am – 12.00pm  
**Venue:** Library Training Suite 1

This session will cover the major Business and Management databases such as Business Source Premier, ABI/Inform, Science Direct and Web of Science.

### **Update on Databases and Other Sources of Information for all years of PhD Students Andy Holgate and Jean Blanquet (Management School Librarian)**

**Date:** Friday 8<sup>th</sup> November 2013  
**Time:** 2.30pm – 4.30pm  
**Venue:** Library Training Suite 1

This session will 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.

## MNGT 523 / MNGT 533 'Research Design in Management'

**Convenor:** Professor Claire Leitch and Professor Judi Marshall  
(Management Learning and Leadership)

**Dates** Summer Term TBC  
**Time**  
**Room**

<p><b>Delivery:</b> 3 days in the Summer Term</p> <p><b>Credit Rating</b> MNGT 533: 15 credits MNGT 523: 10 credits</p> <p><b>Compulsory Module for:</b> PhD students on Business and Management pathway MRes all programmes</p>
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### **Course Aims and Objectives:**

This course is designed to make more explicit and available to inspection the assumptions and procedures necessarily entailed in management research of different kinds. The approach emphasises the place of different research designs and strategies as well as craft elements in the accomplishment of knowledge about management. In this way the course provides a basis for the appreciation and evaluation of the different varieties of research into management.

### **Outline Syllabus:**

- 1 **A Framework for Research Design.** The position of research design within the research process will be discussed, as well as the interrelationship between (a) research questions, (b) research positioning, i.e. philosophical assumptions and theoretical orientations, (c) research strategies and (d) research methods.
- 2 **The Craft of Research Design.** Looks at the research process and its associated skills: including the creative use of theory as well as types of research design & flexibility in design and implementation, organisation(s) negotiating access, networking, research methods & data analysis, research samples, and the role of researcher.
- 3 **The Politics and Ethics of Management Research.** Covers: the position of the researcher within wider communities; ethical considerations, such as vulnerability, privacy, deception, reciprocity and ownership; political considerations related to articulating the research question, negotiating access, managing stakeholders and interpreting findings; the history of the individual researcher and its implications for politics and ethics
- 4 **The Evaluation of Research and Ensuring Quality.** Covers: Evaluation of research in terms of quality, validity and claims to truth; audiences and the review process; standards of acceptability of the PhD, the assessment and value of academic work.
- 5 **Application to individual Designs.** Throughout the course there will be opportunities for individual students to explore how the ideas presented and discussed might apply to their own research design.

### **Assessment:**

100% coursework assessment – research design for the proposed PhD thesis, and justification for it (MRes students: 2,000 words and PhD students: 3,000 words).

### **Suggested Reading:**

Bryman, A. (2012) *Social Research Methods (4<sup>th</sup> ed)*. Oxford: Oxford University Press.

Collis, J. and Hussey. R. (2009) *Business Research: A Practical Guide for Undergraduate and Postgraduate Students (3<sup>rd</sup> ed)*. Basingstoke, Hants: Palgrave Macmillan.

Creswell, J.W. (2013). *Qualitative Inquiry & Research Design: Choosing among Five Approaches (3<sup>rd</sup> ed)*, Thousand Oaks, CA: Sage Publications.

Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches (3<sup>rd</sup> ed)*. Thousand Oaks, CA: Sage Publications.

Denzin, N. K. and Lincoln, Y.S. (2008) *The Landscape of Qualitative Research*. Los Angeles, CA: Sage Publications.

Easterby-Smith, M., Thorpe, R. and Jackson, P.R. (2012) *Management Research (4<sup>th</sup> ed)*. London: Sage Publications.

Flick, U. (2009) *An Introduction to Qualitative Research (4<sup>th</sup> ed)*. London: Sage Publications.

Knight, P. (2002) *Small Scale Research*. London: Sage Publications.

While these texts provide a good introduction to methodology students are strongly encouraged to read more widely and to draw upon appropriate journal articles to inform their research design further. During the workshop students will be provided with additional guidance about relevant reading.

## MNGT 526 'Research Methods'

**Convenors:** Qualitative: Dr Casey Wilson  
Quantitative: Dr Adam Hindle

**Credit Rating** 10  
**Core Module:**  
MRes only (not ITMOC)  
**Please note this module is not available to PhD students**

### ***Objectives and Learning Outcomes***

In a practical sense, the research methods module aims to prepare students for their summer projects, whether this is library based research or an in-company project. The module aims to provide a practical insight into conducting and managing qualitative and quantitative research.

Students should have acquired the knowledge, understanding and skills such that:

- They are familiar with the principal research methods employed in the business arena
- They are able to design and plan a programme of original research
- They understand research methodologies and research evaluation used in a variety of areas of international business
- Present clearly reasoned conclusions and recommendations generated by the original research
- Have developed a greater awareness of the practical issues involved when conducting different types of original and secondary research

On successful completion of the dissertation module, students should be able to :

- Demonstrate the ability to evaluate critically and undertake research in both business and academic environments
- Demonstrate a systematic and critical understanding of prior theoretical paradigms and empirical research in the appropriate literature

The course is taught in two separate elements, one covering qualitative, and one covering quantitative research.

### ***Outline Syllabus***

The **qualitative** element of the research methods module aims to cover the following essential components of qualitative research:

- Undertaking a Successful Project – to include the skills of a good researcher, managing the research, writing the research proposal, writing the literature review and ensuring ethical research
- Designing Qualitative Research Projects – Qualitative methods and mixed method designs
- Qualitative Data Analysis – making data, coding and using qualitative software
- Writing it up – guidance on how to pull the dissertation together.

The approach to teaching Quantitative Research Methods will be a mix of practical activities and lectures

**The quantitative element of the Research Methods Module aims to cover four essential components of successful quantitative research:**

- Designing quantitative research projects and surveys – you have a question in mind or a manager has a particular decision to make? If so, how do you then design an effective programme of research? How can a scientific and rational approach help make better decisions?
- Data and quantitative techniques – how do we manage and filter data and what tools and techniques are available for use in quantitative research projects, such as summary statistics and charting?
- Software for quantitative analysis – what software packages are available for use in quantitative research projects? Students will primarily use the dominant spreadsheet package – Microsoft Excel<sup>®</sup>. Students may also use SPSS<sup>®</sup> (*Statistics Package for Social Scientists*).
- Analytical techniques may include sampling, regression modelling, confidence intervals, and T-tests.

**The approach to teaching Quantitative Research Methods will be *practice-based*, via a series of workshops. Case studies and real data sets will be used at all times to give students experience in designing research projects, applying quantitative techniques and using spreadsheet software. Practical tips and common problems with quantitative projects will be covered.**

**Method of Assessment**

There are two parts to the assessment for this module:

1. Students will complete a research project in small teams of 2 or 3 students. The project will simulate a real quantitative research project as closely as possible. Evaluation will be based upon a team research report, of 5 pages. (50%)
2. Students will complete a 2,000 word individual essay. The students will be provided with a choice of three qualitative research questions and will be required to critically discuss their methodological choices. (50%)

**Key Texts:**

All essential material for the course will be provided on comprehensive handouts. However, for further reading:

- Bryman, A. and Burgess, A. *Business Research Methods*, Oxford University Press
- Clare Morris, *Quantitative Approaches in Business Studies*, FT Prentice Hall
- Collis, J & Hussey, R (2009), *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*

also:

- Denzin, N.K. & Y.S. Lincoln (2005), *Collecting & Interpreting Qualitative Research*, 3<sup>rd</sup> Edition, Sage
- Gomm, R.M. Hammersely & P. Foster (2000), *Case Study Method: Key Issues, Key Texts*, Sage.
- Knight, P.T. (2001) *Small-Scale Research*, London: Sage
- Moroney, M. J. (1990) *Facts From Figures*, Penguin Books.
- **John Walkenbach, *Excel 2007 Bible*, Wiley**
- Wayne Winston and S. Christian Albright *Management Science Modelling*, Thomson

## MNGT 535 'Quantitative and Survey Research Methods'

**Convenor:** Dr Gareth Ridall, Maths and Statistics

**Summer Term**  
**Weeks 2 – 6**

**Timing and location:**

**Tuesday 11-1** (Theory) Fylde LT1 A15  
(29<sup>th</sup> Apr, 6<sup>th</sup> May, 13<sup>th</sup> May, 20<sup>th</sup> May, 27<sup>th</sup> May)

**Friday 10-12** (Practical) Computer Lab A1  
(2<sup>nd</sup> May, 9<sup>th</sup> May, 16<sup>th</sup> May, 23<sup>rd</sup> May, 30<sup>th</sup> May)

**Delivery**

5 x 2 hour lectures

5 x 2 hour laboratory workshops

**Credit Rating**

15 credits

**Compulsory Module for:**

PhD students on Business and  
Management pathway

**Please note this Module is not  
available to MRes students**

**Course Aims and Objectives**

- To introduce some methods of data analysis to research students in the Management School.
- To develop the confidence of those with little or no previous experience of computing and/or statistics.
- To provide an introduction to computer-aided data analysis using the statistical package SPSS.
- To encourage informed choices on the types of data to be collected and modes of analysis.

**Course Outline**

**Lectures**

1. Introduction to surveys, sampling, data collection and descriptive data analysis
2. Probability distributions observed and expected frequencies, hypothesis testing: parametric and non-parametric tests
3. The normal distribution, confidence intervals; correlation analysis
4. Measuring statistical relationships: regression analysis
5. Factor analysis

**Computing Workshops**

1. Introduction to computing and the SPSS package, data management, descriptive and graphical data summaries
2. Hypothesis testing using parametric and non-parametric tests
3. Tests for normality, confidence intervals, correlation analysis
4. Simple and multiple regression analysis
5. Application of factor analysis

**Assessment:** Apply SPSS techniques to solving a research problem (2500-3000 words)

## MNGT 537 'Production of Managerial Knowledge I: The Rise of Management Ideas and Concepts'

**Convenor:** Dr Colin Brown, Organisation, Work and Technology

**Date** Tuesdays Weeks 1-10 (Michaelmas Term)

**Time** 9.00 am – 12.00 pm

**Venue** Lecture Theatre 4

**Extra session** Wednesday 13<sup>th</sup> November 2013

4.00 – 6.00pm

Room TBC

### **Compulsory Module For:**

PhD students on Business and Management pathway

### **Credit Rating:**

15 credits

### **Delivery:**

10 x 3 hour sessions in the Michaelmas Term

### **Aims and Objectives**

The aims of this module are to examine the influence of scientific ideologies in the domain of management and organisation studies. On the one hand, we shall examine the 'downstream' impacts of scientific knowledge. On the other, we focus upon the 'upstream' conditions associated with the production of scientific knowledge. Recently, radically different concepts of the nature of science have been developed, which entails careful consideration of the process involved in the achievement of scientific knowledge.

### **Lecture Programme**

L 1: Introduction: The cultural authority of science.

L 2: Knowledge in science and society.

L 3: Technoscientific innovations and competitive advantage.

L 4: The Enlightenment, Positivism and Fallibilism

L 5: Evidence based management

L 6: Chaos and complexity theory

L 6A: An Introduction to (critical) Realism

L 7: Environmental management under conditions of uncertainty

L 8: The social construction of scientific knowledge

L 9: Understanding 'Big Science'

L10: An introduction to actor network theory

### **Basic Reading List**

For each lecture there is a pre and post-recommended reading. These readings are available as a pack and can be obtained from the departmental office. In addition, the following texts are useful for particular sections of the course and maybe also in relation to other courses in the programme.

Chalmers, A. F. (1999) *What is This Thing Called Science*, Univeristy of Queensland Press

Nowotny, H. et al., (2000) *Rethinking Science: Knowledge and the Public in an Age of Uncertainty*, Polity Press

Hughes, J. A., & Sharrock W. W. (1997) *The Philosophy of Social Research*, Longman

Yearley, S. (2005) *Making Sense of Science: Understanding the Social Study of Science*, Sage Publications Ltd.

Johnson, P., & Duberley, J. (2000) *Understanding Management Research: An Introduction to Epistemology*, Sage Publications Ltd.

Baert, P. (2005) *The Philosophy of Social Science: Towards Pragmatism*, Polity Press



## **Assessment**

It is essential that you consult with your doctoral supervisor on this matter. You are required to submit a 3000 word essay to your supervisor by the 14<sup>th</sup> February 2014. Select one of the following options:

1. Critically evaluate the following article in the light of more recent literature on the topic.

Rousseau, D. (2006) 'Is There such a Thing as Evidence Based Management?' in *Academy of Management Review*, Vol. 31, No. 2, pp 256-269

2. Consider the relevance of any one of the following philosophical commitments to your proposed doctoral research topic:
  - a. Positivism
  - b. Realism
  - c. Social Constructionism
  - d. Pragmatism
  - e. Actor Network Theory

In order to tackle this question, you may find it useful to consult Johnson, P., & Duberley, J. (2000) *Understanding Management Research*, Sage Publications

## Research Training Seminars (Skills)

These seminars are open to all PhD students. The seminars are not compulsory with the exception of the sessions on **Plagiarism** and **Research Ethics** that run in the Michaelmas Term.

PhD students from across the school are encouraged to attend the seminars that they think will aid their study.

Details of these seminars will be circulated via email and through the PhD Course page on Moodle around one week before the event. You will be asked to login into your Student Portal ([https://portal.lancs.ac.uk/student\\_portal/#modules](https://portal.lancs.ac.uk/student_portal/#modules)) to register for any events.

Once you have signed up to a course please ensure you attend. If you find that you are unable to attend please log this on the Student Portal. Supervisors will be informed of repeated sign up and non-attendance.

### Michaelmas Term

#### [Strategies for Success: Managing Your PhD – Year 1](#)

**Convenor:** Dr Casey Wilson (LUMS) and Dr Ruth Allen (FST)

#### **Year 1: Getting Started**

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

**Date** Monday 14<sup>th</sup> October 2013 (Week 2)  
**Time** 9.00am – 5.00pm  
**Venue** Lecture Theatre 9

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

#### [Plagiarism \(Compulsory Session\)](#)

**Convenor:** Dr Sarah Gregory

*All Students (Compulsory)*

**Date** Wednesday 16<sup>th</sup> October 2013 (Week 2)  
**Time** 11.00am – 12.30pm  
**Venue** Lecture Theatre 9

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.

## Writing Your Literature Review – Part 1

**Convenor:** Dr Casey Wilson

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

**Date** Wednesday 23<sup>rd</sup> October 2013 (Week 3)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

This interactive workshop is designed to provide PhD students with the skills to write a critique of the literature in their research domain. In part one of this two part workshop on writing your literature review we will look at the key elements of a literature review, its structure and consider how to avoid the pitfalls of writing a poor review.

## Managing Writing

**Convenor:** Dr Casey Wilson

*All Students*

**Date** Wednesday 30<sup>th</sup> October 2013 (Week 4)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

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.

## Managing Your PhD Part-time

**Convenor:** Dr Caroline Gatrell

*Year 1 – 6 part time*

**Date** Wednesday 6<sup>th</sup> November 2013 (Week 5)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

This session is especially for part-time students, looking at writing, the importance of routine, writers block and managing your time. The session will take the form of a clinic and students will be invited to share their experiences and ask questions to help them progress in their studies.

## Ethics and Research (Compulsory Session)

**Convenor:** Dr Sarah Gregory

*All Students (Compulsory)*

**Date** Wednesday 13<sup>th</sup> November 2013 (Week 6)

**Time** 10.00am – 11.30am

**Venue** Lecture Theatre 9

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.

## Writing Your Literature Review – Part 2

**Convenor:** Dr Casey Wilson

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

**Date** Wednesday 20<sup>th</sup> November 2013 (Week 7)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

Following on from the session in Week 3 of the Michaelmas term you will be invited to bring with you to this second session your draft or completed literature review. The session will run as a clinic and students will be invited to share their experiences and ask questions to help them progress in their literature writing.

## Writing Retreat

**Convenor:** Dr Casey Wilson

*Year 2 full time and 4-5 part time*

**Date** Wednesday 4<sup>th</sup>, Thursday 5<sup>th</sup> and Friday 6<sup>th</sup> December 2013

**Time** 3.00pm – 6.00pm, 9.00am – 6.00pm and 9.00am – 4.00pm

**Venue** Forrest Hills

The writing retreat is aimed at final year students and the purpose of writing 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 7 and this retreat is dedicated to 2nd Year Full time and Year 4-5 Part time. Places will be allocated on a first come first serve basis.

## **Lent Term**

### Evaluating Academic Literature

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 22<sup>nd</sup> January 2014 (Week 2)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

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. You will do some reading/evaluation in class.

## Writing for Academic Journals in the Context of Career

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 29<sup>th</sup> January 2014 (Week 3)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

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.

## Qualitative Research Strategy and Design

**Convenor:** Dr Casey Wilson

*All Students*

**Date** Wednesday 5<sup>th</sup> February 2014 (Week 4)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

This session focuses on the evolution of qualitative research and the main qualitative methodologies that a researcher can employ.

## Qualitative Research Methods and Data Analysis

**Convenor:** Dr Casey Wilson

*All Students*

**Date** Wednesday 12<sup>th</sup> February 2014 (Week 5)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

This interactive session looks at the tools, techniques and methods that are available for the qualitative researcher. Qualitative data analysis is also explored. Consideration is also given to mixed methods and methodologies.

## Quantitative Research

**Convenor:** Dr Jonathan Ivy

*All Students*

**Date** Wednesday 19<sup>th</sup> February 2014 (Week 7)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

This session focuses on the main quantitative methodologies that a researcher can employ. This session looks at the tools, techniques and methods that are available for the quantitative researcher.

## Writing Retreat

**Convenor:** Dr Rowena Murray

*Year 3 full time and 5-6 part time*

**Date** Wednesday 5<sup>th</sup>, Thursday 6<sup>th</sup> and Friday 7<sup>th</sup> March 2014

**Time** 3.00pm – 6.00pm, 9.00am – 6.00pm and 9.00am – 4.00pm

**Venue** Forrest Hills

The writing retreat is aimed at 3rd year students and the purpose of writing 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 7 and this retreat is dedicated to 3<sup>rd</sup> Year Full time and Year 5-6 Part time. Places will be allocated on a first come first serve basis.

## Qualitative and Mixed Methods Research Clinic

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 12<sup>th</sup> March 2014 (Week 8)

**Time** 9.00am – 5.00pm

**Venue** Executive Suite

This session offers a chance for students undertaking qualitative research to bring specific issues to a clinic for consideration by three faculty members with expertise in this area. You do not need to submit work prior to the clinic; however, it would be worthwhile thinking through any specific issues that you would like to discuss beforehand so you get the most out of the event.

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.

## **Summer Term**

### Strategies for Success: Managing Your PhD – Years 2 & 3

**Convenor:** Dr Casey Wilson

**Being a Completer Finisher**

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

**Date** Monday 28<sup>th</sup> April 2014 (Week 2)

**Time** 10.00am – 1.00pm

**Venue** Lecture Theatre 9

This session 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.

### How to get Your Book Published

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 30<sup>th</sup> April 2014 (Week 6)  
**Time** 10.00am – 12.00pm  
**Venue** Charles Carter A19

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.

### Panels and Reviews

**Convenor:** Dr Casey Wilson

*All Students*

**Date** Wednesday 7<sup>th</sup> May 2014 (Week 3)  
**Time** 10.00am – 12.00pm  
**Venue** Charles Carter A19

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.

### Vivas: How to get Through Them

**Convenor:** Dr Casey Wilson

*All Students*

**Date** Wednesday 14<sup>th</sup> May 2014 (Week 4)  
**Time** 10.00am – 12.00pm  
**Venue** Lecture Theatre 7

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.

### How to present your work in public and at conferences

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 21<sup>st</sup> May 2014 (Week 5)  
**Time** 10.00am – 12.00pm  
**Venue** Charles Carter A19

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.

### How to write a thesis

**Convenor:** Dr Rowena Murray

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

**Date** Wednesday 28<sup>th</sup> May 2014 (Week 6)

**Time** 10.00am – 1.00pm

**Venue** Lecture Theatre 10

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 (Dr 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.

### Writing Retreat

**Convenor:** Dr Rowena Murray

*Year 3 full time and 5-6 part time*

**Date** Wednesday 28<sup>th</sup>, Thursday 29<sup>th</sup> and Friday 30<sup>th</sup> May 2014 (week 6)

**Time** 3.00pm – 6.00pm, 9.00am – 6.00pm and 9.00am – 4.00pm

**Venue** Forrest Hills

The writing retreat is aimed at 3<sup>rd</sup> year students and the purpose of writing 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 7 and this retreat is dedicated to 3rd Year Full time and Year 5-6 Part time. Places will be allocated on a first come first serve basis.

### Employability Session

**Convenor:** Dr Caroline Gatrell

*All Students*

**Date** Wednesday 11<sup>th</sup> June 2014 (Week 8)

**Time** 10.00am – 12.00pm

**Venue** Lecture Theatre 9

The aim of this session is to share good practice and embedded profession and career development into the research environments. The session will enable researchers to ask questions and obtain advice about enhancing their employability skills within an academic context.



## RESEARCH TRAINING RUN BY OTHER FACULTIES

### Questionnaire Design (Mathematics and Applied Statistics)

**Convenor** Dr Damon Berridge and Dr Gill Lancaster,  
Department of Mathematics and Statistics.

**Date** Monday 2<sup>nd</sup> December 2013  
**Time** Please see web link for details  
**Location** Please see web link for details

**Delivery**

1-day session

**Eligibility:**

All PhD Students

This course will provide students with the tools required to design questionnaires in an efficient and effective manner. There will be ample opportunity for students to discuss their own research interests and design for their own questionnaires.

#### **Topics**

Topics covered will include: useful resources, including the Question Bank; examples of current widely used questionnaires in the social sciences (e.g. BHPS, SCEL) and concomitant analyses; examples of good and bad practice; interview schedule vs. self-completion form; structured vs. semi-structured instruments; types of questions and responses; wording of questions; routing, branching and funnel sequences; questionnaires for use in longitudinal surveys; designing web-based questionnaires; overview of validity and reliability issues.

#### **Learning**

Students will learn through the practical application of the techniques covered in the module. Students will be encouraged to participate and share their experiences in group exercises.

#### **Knowledge and Understanding**

By the end of the course students will:

- have increased competence in the design of questionnaires;
- have an increased understanding of types of questions and responses, and wording of questions;
- be familiar with a range of useful resources, including the Question Bank;
- be familiar with routing, branching and funnel sequences;
- have an appreciation of the different types of validity and reliability.

**Please register for this course on the following web-page:**

<http://www.lancs.ac.uk/fas/cpd/statistics/courses/Questionnaire-Design>

If you wish to do this course, you should register as soon as possible online as it usually becomes fully booked very quickly after the start of term.

## FASS Modules

### **Michaelmas Term**

FASS508	Quantitative Research Methods Introduction
FASS509	Quantitative Research Methods 1 (online)
FASS620	Advanced Thesis Writing (Final Year Students): Towards Completion

### **Lent Term**

FASS516	Thesis Writing (First Year Students)
FASS516d	Thesis Writing (First Year Students) (online)
FASS507	Introduction to the Philosophy of the Social Sciences (online distance learning available)
FASS510	Qualitative Methods in the Social Sciences (includes FASS610-616)
FASS610-616	A Series of Sessions on Qualitative Methods in the Social Sciences
FASS512	Quantitative Research Methods 2 (online)
FASS517	Discourse Analysis
FASS617	How to Make the Most of your Supervision
FASS619	Advanced Thesis Writing (Second Year Students): Refocusing the Thesis
FASS506	Designing, Undertaking and Surviving Doctoral Research

### **Summer Term**

FASS521	Writing for Publication
FASS513	Approaches to Qualitative Analysis: A Workshop for Second and Third Year PGRs
FASS519	Presenting Conference Papers
FASS522	Ethics in Arts & Social Research
FASS618	The PhD Viva: Tragedy or Triumph?

The departments of non-FASS students will be expected to pay for their students' participation in all modules. The costs are indicated against each module.

**If you wish to sign up for any FASS modules please complete the 13/14 FASS Registration Form. Please return the form to the Doctoral Office who will forward it on to Michaela Scott.**

For more information about any of the modules run by FASS please visit the FASS website at: <http://www.lancs.ac.uk/fass/gradschool/training/index.htm> or contact Michaela Scott at [michaela.scott@lancaster.ac.uk](mailto:michaela.scott@lancaster.ac.uk).

## Other Useful Courses

### Computing Courses

Details of all courses are available directly from the Information Systems Reception in the Learning Zone (Alexandra Square). Anyone interested is advised to register early, directly through ISS.

A variety of one-off sessions and short courses are available throughout the year from the Service.

Please visit the ISS website for more information: <http://www.lancs.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.lancs.ac.uk/fas/cpd/statistics/>

### School Seminar Programmes

#### ➤ **Formal Research Seminars**

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 2 hours, with Wednesday afternoons, lunchtimes and evenings being especially popular.

Information about the talks are normally displayed 7 – 10 days in advance on the research student web board: <https://mle.lancs.ac.uk/course/view.php?id=300>

## ➤ Informal Research Groups

**'Lunchtime Seminars'** sessions are organised by the Department of Management Science, normally fortnightly on Wednesdays. These are informal sessions at which PhD students and staff give papers about their research, and lead discussions on them. For further information and to join the circulation list contact Gay Bentinck in the Department of Management Science.

These sessions are compulsory for Management Science PhD students and year 2 and 3 students are expected to informally deliver a paper at one of these sessions for practice and experience.

**North West Doctoral Training Centre**  
**Business and Management Pathway**  
**Research Training 2013/14**

The North West Doctoral Training Centre is collaboration between the three Universities of Lancaster, Liverpool and Manchester to provide access to quality research training for PhD students. Business and Management is a recognized pathway with the NWDC and for 2013-14 PhD students from the three Universities can attend selected courses at each partner institution. Details of the courses and how to register are provided below.

<b>Course Title</b>	<b>Date/Time</b>	<b>Venue</b>	<b>Tutor</b>
Building Theories	Mon 7 <sup>th</sup> Oct 13 9.00am – 12 noon	<b>Liverpool</b> Rendall Building, SR2	Dr Dirk Lindebaum
Strategies for Success – Managing Your PhD	Mon 14 <sup>th</sup> Oct 13 9.00am – 5.00pm	<b>Lancaster</b> Lecture Theatre 9 LUMS	Dr Casey Wilson
Ethnography	Wed 12 <sup>th</sup> Feb 14 Time to be confirmed	<b>Liverpool</b> To be confirmed	Dr Frank Worthington
Mixed Methods	Fri 21 <sup>st</sup> Feb 14 Fri 7 <sup>th</sup> Mar 14 10.00am – 4.00pm	<b>MBS</b> Room 10.5 Harold Hankins	Prof Sven Modell
Actor Network Theory	Mon 24 <sup>th</sup> Feb 14 10.15am – 4.15pm	<b>MBS</b> Room 10.5 Harold Hankins	Dr Chris Mclean
Qualitative and Mixed Methods Clinic	Wed 12 <sup>th</sup> Mar 14 9.00am – 5.00pm	<b>Lancaster</b> Executive Suite LUMS	Dr Caroline Gatrell & Prof Mark Easterby-Smith
Comparative Case Study Analysis	Mon 17 <sup>th</sup> Mar 14 10.00am – 4.00pm	<b>MBS</b> Room 10.02 Harold Hankins	Dr Laszlo Czaban
Phenomenology	Fri 2 <sup>nd</sup> May 14 Time to be confirmed	<b>Liverpool</b> To be confirmed	Dr Robin Holt
Social Network Analysis	Mon 5 <sup>th</sup> May 14 10.00am – 4.00pm	<b>MBS</b> To be confirmed	Dr Ronnie Ramlogan

**To attend**

1. Please note 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 you are registered at (not at the institution where the course will be held). You will be informed if you have secured a place and sent any advance reading lists and other relevant materials.  
 Liverpool – Clare Dorrian ([clare.dorrian@liverpool.ac.uk](mailto:clare.dorrian@liverpool.ac.uk))  
 Lancaster – Stacey Read ([s.read@lancaster.ac.uk](mailto:s.read@lancaster.ac.uk))  
 Manchester Business School – Daniel Wheatcroft ([Daniel.wheatcroft@mbs.ac.uk](mailto:Daniel.wheatcroft@mbs.ac.uk))
3. Details about credits will be provided by the institution you are registered at.

## Methods Fair 2012

Wednesday 9<sup>th</sup> October 2013

1.00pm – 6.00pm

Roscoe Building, University of Manchester

You do not need to attend for the full day and can just attend the sessions that are relevant to you.

Find out about the range of research methods being used across the social sciences.

An essential event for researchers, PhD students and supervisors.

Register online at: <http://www.methods.manchester.ac.uk/events/2013-10-09/index.shtml>

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

- One day Survival Skills Workshops
  - <http://www.lancs.ac.uk/hr/OED/SSkills/>
- Supporting Learning Programme
  - 4 month accredited programme  
<http://www.lancs.ac.uk/hr/OED/SLP/>

## Careers Workshops for PhD Students 2013/14

The following workshops are available to PhD students from all Faculties. Places are bookable on the Careers Service website [www.careers.lancs.ac.uk](http://www.careers.lancs.ac.uk).

<b>Date</b>	<b>Time</b>	<b>Session</b>
<b>4<sup>th</sup> June 2014</b>	<b>2pm - 4pm</b>	<p><b>Career Planning for PhD Students</b></p> <p>This introductory session is strongly recommended for all PhD students.</p> <p>It provides a clear picture of the job market for PhD students, the options available and the issues to consider when making a career choice. It also covers the key sources of job vacancies, job search techniques and the art of networking. This session forms the foundation for the rest of the workshops in this programme.</p>
<b>11<sup>th</sup> June 2014</b>	<b>2pm - 4pm</b>	<p><b>Writing an Effective Academic CV</b></p> <p>This helps students understand the type of CV required for academic posts and gives them practical experience of constructing an academic CV.</p>
<b>18<sup>th</sup> June 2014</b>	<b>2pm - 5pm</b>	<p><b>Academic Interviews</b></p> <p>This session is for those who wish to find out more about the academic interview process. It covers the how best to prepare for such interviews and also includes some interview practice in small groups.</p>
<b>26<sup>th</sup> June 2014</b>	<b>2pm - 4pm</b>	<p><b>Employer Interviews and Assessment Centres</b></p> <p>This shows students how best to prepare for employer interviews and assessment centres.</p> <p>For interviews, it shows them how to:</p> <ul style="list-style-type: none"> <li>• Understand the different types of interview they may face</li> <li>• Recognise the types of questions they are likely to be asked</li> <li>• Prepare effectively to promote themselves to their best advantage</li> </ul> <p>For the assessment centres it shows students:</p> <ul style="list-style-type: none"> <li>• What to expect at a typical assessment centre</li> <li>• Ways of preparing effectively</li> <li>• How to make the most of the opportunity to promote their suitability for the post</li> </ul> <p>The session will include a number of simulations so that students can get the feel of what it will be like to attend interviews and assessment centres.</p>

To access further careers support e.g. postgraduate careers information, job vacancy sources, or, to book a confidential careers guidance interview call into the Careers Service in The Base, on the ground floor of University House, or, telephone 592767. A great deal of useful information can also be found on our web site [www.careers.lancs.ac.uk](http://www.careers.lancs.ac.uk) and on the Vitae website for research students [www.vitae.ac.uk](http://www.vitae.ac.uk)

For further information on employability services, please visit <http://www.lancs.ac.uk/study/employability/support-for-masters-students/>  
<http://www.lancs.ac.uk/study/employability/support-for-phd-students/>

## MASTERS COURSE MODULES

**Eligibility:** PhD in Management; Departmental PhDs.

***MRes students follow the full Masters programme in their subject area.***

The School offers a wide range of full-time taught Masters' degrees, all of which are listed below.

Courses within these degree programmes may be directly relevant to a particular research topic. These will be identified by the research supervisor who should be consulted as soon as possible about the courses most appropriate for your research. They may be taken over all three years of the PhD.

If you wish to take modules from any MA or MSc courses, you may need to secure the permission of the Programme Director.

**Information on the Masters Courses and the Modules which are open to you can be found below along with information on who to contact for timetable information.**

### **MSc Finance and MSc Accounting and Financial Management**

#### **Michaelmas Term**

AcF401: Introduction to Quantitative Methods

AcF402: Introduction to Finance

AcF403: Introduction to Accounting

AcF404: Introduction to Financial Markets

AcF501: Quantitative Methods for Finance

AcF502: Foundations of Finance

AcF503: Principles of Financial Reporting

AcF504: Financial Markets

#### **Lent Term**

AcF601: Advanced Corporate Finance

AcF602: Advanced Investment Management

AcF603: Financial Reporting for Complex Entities

AcF605: Derivatives Pricing

AcF606: Financial Statement Analysis

AcF607: Corporate Governance

AcF608: Fixed Income Markets

AcF609: Financial Econometrics

AcF610: Advanced Management Accounting

Contact: Natalie Jolley

### **MSc International Business**

#### **Michaelmas Term**

MNGT571: International Business I

MNGT573: Quantitative Methods for Business

MNGT574: International Business Strategy

MNGT502: Accounting and Financial Management

MNGT504: Economics for Managers



**Lent Term**

MNGT572: International Business II  
MNGT576: International Marketing  
MNGT578: International Corporate Strategy and Structure

**Summer Term**

MNGT533: International Management Issue  
MNGT534: Business Ethics and Society

Contact: Sian Cameron

**MSc Money, Banking and Finance****Michaelmas Term**

ECON400: Topics in Economics  
ECON403: Applied Econometrics  
AcF402/502: Foundations of Finance  
AcF404/504: Financial Markets and Securities

**Lent Term**

ECON401: Economics for Money, Banking and Finance  
ECON404: International Banking and Risk Management  
ECON406: International Money and Finance  
ECON411: Islamic Banking  
ECON412: Behavioural Finance  
AcF601: Advanced Corporate Finance  
AcF602: Advanced Investment Management  
AcF609: Financial Econometrics  
AcF611: Commercial Bank Practice and Policy

Contact: Christine Faichney

**MA in Human Resources and Consulting****Michaelmas Term**

HRDC500: Introduction to Human Resources and Consulting  
HRDC501: Introduction to Research in Human Resource Development

**Lent Term**

HRDC502: Applications of Human Resources and Consulting  
HRDC503: Research and International Perspectives in Human Resources and Consulting

**Summer Term**

HRDC501: Introduction to Research in Human Resource Development  
HRDC503: Research in Human Resources and Consulting

Contact: Hazel Midgley

**MA in Human Resource and Knowledge Management****Michaelmas Term**

OWT.501: Organisation in the Twenty-First Century  
OWT.504: Knowledge Management I  
OWT.505: Human Resource Management I  
OWT.507: The Production of Managerial Knowledge I

**Lent Term**

OWT.502: Knowledge Management II  
OWT.503: Management of Change  
OWT.506: Human Resource Management II  
OWT.508: The Production of Managerial Knowledge II

**Summer**

OWT.509 – The Production of Managerial Knowledge II  
Law and Diversity

Contact: Jen Robinson

**MSc E-Business and Innovation****Michaelmas Term**

EBIN501: E-Business  
EBIN503: Business Planning and Finance  
EBIN504: Innovation  
EBIN518: Management in Context  
EBIN520: Introduction to ICT  
EBIN521: Technology for E-Business

**Lent Term**

EBIN509: Managing and Learning in Project Environments  
EBIN510: E-Marketing  
EBIN500: Managing Complexity  
EBIN525: Managing IT Architecture  
EBIN502: Information Management and Strategy

**Summer Term**

EBIN505: Research Methods

Contact: Sian Cameron

**MSc Information Technology, Management and Organisational Change****Michaelmas Term**

ITO1: Interpretations of Information, Technology and Organisations  
ITO4: Systemic Interventions and Consulting  
ITO8: Knowledge Management  
ITO15: Analysis, Design and Innovation  
ITO20: Encounters with Software and Organisational Practice  
ITO21: Reflective Practice  
ITO22: Skills Development: Negotiation, Argumentation and Presentation  
ITO11: E-Business  
ITO16: Enterprise Systems

**Lent Term**

ITO2: The Management of Organisational Change  
ITO3: Strategy and IT Management  
ITO6: Researching in Organisational Setting  
ITO7: Management and Learning in Project Environments  
ITO5: Social Aspects of the Digital age  
ITO23: E-Marketing

Contact: Sian Cameron

**MSc Operational Research and Management Science, MSc Logistics and Supply Chain Management and MSc Management Science and Marketing Analytics**

**Michaelmas Term**

MSCI502: Introduction to Operational Research and Management Science  
MSCI506: Problem Solving and Consulting Skills  
MSCI516: Spreadsheet Modelling for Quantitative Finance  
MSCI519: Spreadsheet Modelling  
MSCI521: Introductory Statistics  
MSCI536: Optimisation  
MSCI571: Strategic Supply Chain Management  
MSCI581: Introduction to Management Science and Marketing Analytics

**Lent Term**

MSCI504: Problem Structuring  
MSCI512: Computer Simulation  
MSCI513: C++ Computer Programming for Quantitative Finance  
MSCI523: Forecasting  
MSCI526: Data Mining for Marketing, Sales and Finance  
MSCI527: SAS Programming for Business Analytics  
MSCI532: Stochastic Modelling  
MSCI534: Optimisation and Heuristics  
MSCI544: Logistics (included in MSCI574)  
MSCI564: Marketing Research Methods  
MSCI573: Operations and Supply Excellence  
MSCI574: Logistics Modelling  
MSCI575: Strategic Sourcing  
MSCI576: Global Sourcing (with Services)  
MSCI582: Marketing Analysis and Modelling  
MSCI583: Pricing Analytics and Revenue Management

Contact: Jackie Clifton

### **Assignment Format and Submission**

Assignments should be typed minimum font size 10 with 1.5 line spacing. Each assignment's first page must be the assignment submission form, available on your VLE which confirms the work is your own (Academic Integrity) and you are aware of the University guidance on Research and Ethics.

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

### **Extensions**

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

### **Feedback and Notification of Assessment Marks**

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

Marks will be emailed to students by the programme office. Students may also view their overall marks to date following programme internal exam boards on the postgraduate student registry website <https://www.cisinfo.lancs.ac.uk/studentinfo/>

It should be remembered that until the External Exam Board has met, (October each year) any marks given to students are provisional and may be subject to change. The External Exam Board does not usually meet until 6 weeks after the end of the programme. *Please ensure that you retain all marked work until you have received the results from the External Exam 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 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 as listed below.

Please note extensions may be granted by the Programme Manager only in exceptional circumstances and all such requests must be directed in the first instance through the Doctoral Office who will direct requests to the Programme Manager.

<b><i>Circumstance</i></b>	<b><i>Documentation required</i></b>
Coursework - illness preventing submission.	<ul style="list-style-type: none"> <li>• a <i>variance request</i> (available on the VLE)</li> <li>• self certification – available at <a href="http://www.lancs.ac.uk/sbs/welfare/absence.html">www.lancs.ac.uk/sbs/welfare/absence.html</a></li> </ul>
Personal Issues – if you are suffering from severe personal issues that are affecting your ability to successfully complete your assignments.	<ul style="list-style-type: none"> <li>• Contact the Programme Manager</li> <li>• a <i>variance request</i> (available on the VLE)</li> </ul>

### 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

#### Module Evaluation

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.

Result	Broad Descriptor	Percent age	Primary verbal descriptors for attainment of Intended Learning Outcomes	Class
Pass	Excellent	70-100	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	Distinction
Pass	Good	60-69	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	Merit
Pass	Satisfactory	50-59	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	Pass
Fail	Marginal fail	40-49	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	Fail
Fail	Fail	30-39	Attainment of intended learning outcomes appreciably deficient in critical respects, lacking secure basis in relevant factual and analytical dimensions	
Fail	Poor fail	20-29	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	
Fail	Very poor fail	0-19	No convincing evidence of attainment of any intended learning outcomes, such treatment of the subject as is in evidence being directionless and fragmentary	

## USEFUL INFORMATION

The Management School has a large number of pages on the Internet, accessed through [www.lums.lancs.ac.uk](http://www.lums.lancs.ac.uk). Of particular interest might be the pages on the School's research [www.lums.lancs.ac.uk/research](http://www.lums.lancs.ac.uk/research). 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. More information about this tool will be available at the Induction.

All students are allocated personal addresses for the computer for email and other uses. This is organised by Information Systems Services (ISS). **You should check your 'Lancaster' email address on a daily basis** as information from your Department, general LUMS information and University information will be circulated via email.

### 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. All students should have shared access to a telephone, which can receive incoming calls and make calls within the university. **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. Subject specific applications (such as Datastream, LBM Workbench, Microfit etc) and information of specific programming packages (C++, Pascal etc) are available through the relevant department.

### 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 secretary 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 Secretary or the Departmental Officer in the relevant department can advise.

### Social Events

Arrangements are made for informal social events usually once a term.

### Staff-Student Meetings

We hold Staff-Student Meetings on a termly basis. All PhD students are encouraged to attend. 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 must complete 2 ethics forms with their supervisors **BEFORE** undertaking their fieldwork. These can be found on the University Research Office web-site: <http://www.lancs.ac.uk/depts/research/lancaster/ethics.html>

### 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 Postgraduate Student Handbook, which can be found at:

<http://www.lancs.ac.uk/depts/studreg/postgrads/index.htm>

### Postgraduate Handbook / Code of Practice

Lancaster's Regulations for Postgraduate Research Degree Programmes are contained in the Postgraduate Handbook, a printed copy of which is issued to each new student on registration. It is also available on-line at:

[www.lancs.ac.uk/users/gradschool/regulations.html](http://www.lancs.ac.uk/users/gradschool/regulations.html)

### Support for Dyslexic Students

Information on support if you are dyslexic can be found on the Student Support webpages at: <http://www.lancs.ac.uk/studentervices/disabilities/dyslexiguide.htm>.

### 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. Only one DNA is filled out per year and you will be able to see how your research proficiency changes as you progress through the PhD. Your DNA is accessed via 'myPGR' at:

<https://myplace.lancs.ac.uk/mypgr.nsf>.

### 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.

### 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 [www.research.lancs.ac.uk/portal](http://www.research.lancs.ac.uk/portal) and also, at a later date, 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.

### Academic Support

LUMS has an academic adviser, Gill Burgess, who supports all students, home or international, with aspects of study. You can contact Gill via the International Office in LUMS on (0)1524 510719.

### University Library

<http://libweb.lancs.ac.uk/>

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

The Management School Librarian is:

**Andy Holgate**

A21/51, Library B Floor, Blue Zone

Tel: 01524 592553

Email: [a.holgate@lancaster.ac.uk](mailto:a.holgate@lancaster.ac.uk)



## Management School PhD review procedures

### PHD ANNUAL REVIEW PROCEDURE:

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

### WHAT SHOULD I EXPECT FROM MY FIRST REVIEW?

- It will normally be 12 months after your initial registration. (Management Science conduct the first review within the first 10 months)
- 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:
  - 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. This is an excellent chance to review how this will affect your thesis
  - A literature survey (c 8000 words)
  - A 'methodology' chapter (c 3000 words)
  - A summary of work carried out
  - A plan for next year

### WHO WILL BE THERE?

- You, your supervisor(s), someone from a related area of research, and a chairperson.

### HOW WILL IT BE CONDUCTED?

Obviously personal styles and approaches vary, but in general:

- Your supervisor(s) and other members of the panel will meet for a few minutes before you arrive

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

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

#### DOs AND DON'TS

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

#### SECOND YEAR REVIEWS (AND LATER YEARS)

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

- Normally you will have the same panel members as Year 1
- You will be asked to produce a short report of your year's work (c 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