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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 130 full-time PhD students (and many part-timers too) drawn from countries all over the world. LUMS is a lively research environment in which doctoral students play a full and active part. LUMS has built a 20-year reputation for research of exceptional quality as attested to by our performance in the RAE/REF since 1996. 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.  http://www.nwdtc.ac.uk/

We are also a member of NARTI, a network of leading University Business and Management Schools in the North of England which provides advanced doctoral training, and helps establish networks to share expertise cross-regionally. http://lubswww.leeds.ac.uk/narti/

This handbook gives full details of the research training available 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 4.

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

Professor Caroline Gatrell  
Director of School Doctoral Programmes

October 2014
Useful Staff Contacts

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**Organisation, Work and Technology**
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**Economics**
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**Management Learning and Leadership**
Helen Ashman 10913

**Management Science**
Gay Bentinck 92408

**Marketing**
Gaynor Cannon 10901

**PhD in Management**
Matthew Watson 10667
The research training described in this handbook includes Modules and Seminars.

The Seminars are open to all PhD students and are described on pages 18 to 24.

The Modules studied depend on your degree programme and your prior research training.
- MRes students study the courses listed on page 6
- 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.

Management Science students follow a pathway of training approved by the Engineering and Physical Sciences Research Council (EPSRC) via NATCOR, http://www.natcor.ac.uk/ and some modules from the Business & Management pathway.
- Management Science

All students registered on their PhD in Accounting & Finance follow their departmental pathway.

All students registered on the PhD in Economics follow their departmental pathway.

Students registered on the PhD in Management Science follow their departmental pathway. It is dependent on the subject specialism as to how many of these modules come from the Business & Management pathway and how many are covered by the NATCOR training.

Information about the modules in the departmental pathways in Accounting & Finance/Economics/Management Science is provided in departmental literature.

All other students follow the Business & Management pathway which is students registered on the following PhD programmes – Management/Management Learning & Leadership/Marketing/Organisation, Work & Technology. The core modules are MNGT 527, 528, 529 and 520, and they are described on pages 6 to 16 of this handbook.
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 529 ‘Managing Research: An Overview of Issues and Methods’

MNGT 527 ‘Production of Managerial Knowledge I: The Rise of Management Ideas and Concepts’

**Term 3 - Summer**

MNGT 528 ‘Research Design in Management’

MNGT 520 ‘Quantitative and Survey Research Methods’
RESEARCH TRAINING MODULES

MNGT 521/529 ‘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** Mondays Weeks 1 – 9

**Time** 6.00 – 7.30 pm

**Presentations** Week 10 – tbc

**Venue** Lecture Theatre 11 (LUMS)

**Delivery:** 9 x 2 hour sessions + 4 hour presentation session (Week 10)

**Credit Rating**
MNGT 529: 15 credits (PhD)
MNGT 521: 10 credits (MRes)

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

| Mon 6th Oct | 6 – 7.30 | Dr Casey Wilson (Introduction & Overview of Management Research) |
| Mon 13th Oct | 6 – 7.30 | Professor Caroline Gatrell (Qualitative Research) |
| Mon 20th Oct | 6 – 7.30 | Dr Jonathan Ivy (Quantitative Research) |
| Mon 27th Oct | 6 – 7.30 | Economics |
| Mon 3rd Nov | 6 – 7.30 | Management Science |
| Mon 10th Nov | 6 – 7.30 | Organisation, Work and Technology |
| Mon 17th Nov | 6 – 7.30 | IEED |
| Mon 24th Nov | 6 – 7.30 | Marketing |
| Mon 1st Dec | 6 – 7.30 | Management Learning & Leadership |
| Fri 12th Dec | 12.00 – 4.00 | 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.

The initial session will provide an overview to the module and include as assignment
briefing. This will be followed by two sessions which will provide an overview of qualitative,
quantitative and mixed methods research and research design within the management
context.

Subsequent sessions will be delivered by an established researcher with different interests
in management research. In these sessions they will talk about their own personal research
embedded within the wider context of their management discipline. Typically they will
discuss how researchers in their area view the research process and develop research
designs. They will consider the main philosophical, methodological and method discussions
with their discipline and will summarise typical research problems and comment on how
they may be overcome. These research specialist contributions will help new researchers to
understand the evolution of management research and make the link between different
management research disciplines.

Assessment
MRes: 100% coursework assessment (Group Presentation/Essay)

40% Group Presentation

In small groups you will be expected to work together and present a 15 minute presentation
on the following question.

"Critically classify and review the different methodologies/methods encountered
throughout the module"

The presentations will take place in Week 10 of the Michaelmas Term.

60% Short Essay (max 1,500 words)

"Critically assess a range of methodological approaches and identify your chosen
approach(es) for an area of interest that you may like to study"

For this assignment you should identify a range of methodological approaches and illustrate
that you are able to locate and critically discuss your chosen approach(es) within a wider
range of methods that are available, and used, within the management field.

You are expected to provide justification and a rationale for your choices and provide
reasons for rejecting alternatives. Consideration should be given to the philosophical
considerations of your chosen approach as well as the impact of your approach on the area
of interest that you are proposing to study.

The deadline for the individual written assignment will be the end of Week 3 of the Lent
Term.

PhD: 100% coursework assessment (Group Presentation/Essay)

40% Group Presentation

In small groups you will be expected to work together and present a 15 minute presentation
on the following question.

"Critically classify and review the different methodologies/methods encountered
throughout the module"

The presentations will take place in Week 10 of the Michaelmas Term.
60% Short Essay (max 1,500 words)

Identify and critically review the of methodological approaches adopted by a researcher/author within your research domain and critically consider the impact of their work on your own thinking and doctoral research”

For this assignment you should identify a prominent or relevant researcher within your research domain and critically review the methodological approach(es) that he/she has or is using in their research. You are expected to critique their methodological approach and to discuss their methodological choices and philosophical considerations in relation to the wider researcher community of your chosen discipline.

In addition you are to reflect and critique how your chosen researcher’s methodological framework has or will impact your own thinking in relation to the research strategy and design you are considering adopting for your own doctoral research. Reflect also on how your choices impact and affect where you sit as a researcher within your own research discipline.

The deadline for the individual written assignment will be the end of Week 3 of the Lent Term. The assignment will be marked and commented on by your supervisors.

Suggested Reading List

General


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.

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<th>Compulsory Module for:</th>
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<tr>
<td>Business and Management pathway</td>
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<td>MRes all programmes</td>
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<td>Credit Rating: Unassessed</td>
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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 (Management School Librarian)

Date/Time/Venue: To be confirmed

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 (Management School Librarian)

Date/Time/Venue: To be confirmed

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 528 ‘Research Design in Management’

Convenors: Professor Claire Leitch, Dr Valerie Stead

Dates/Venue
Summer Term - To be confirmed.
9.30 am – 3.30 pm

Course Aims and Objectives:
This course is designed to make the assumptions and procedures necessarily entailed in management research of different kinds 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 course provides a basis for the appreciation and evaluation of the different varieties of research into management. In addition, it provides an opportunity for students to consider these issues in relation to their own research.

Indicative Learning Outcomes:

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.** The research process and its associated skills will be considered: including the creative use of theory as well as types of research design and flexibility in design and implementation, organisation(s) negotiating access, networking, research methods and data analysis, research samples, and the role of researcher.

3. **The Politics and Ethics of Management Research.** A number of issues will be discussed including: 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.** During the session evaluation of the robustness and trustworthiness of the research will be considered 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.

Delivery: 3 day session
Credit Rating
MNGT 528: 15 credits (PhD)
MNGT 523: 10 credits (MRes)
Compulsory Module for:
PhD students on Business and Management pathway
MRes all programmes
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:


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

Summer Term - Timing to be confirmed

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\textsuperscript{\textregistered}. Students may also use SPSS\textsuperscript{\textregistered} (Statistics Package for Social Scientists).
- Analytical techniques may include sampling, regression modelling, confidence intervals, and T-tests, Chi-squared tests, and a brief introduction to VBA programming.

Method of Assessment

The assessment for this module will be 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.

Key Texts:

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

- 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\textsuperscript{rd} Edition, Sage
- Wayne Winston and S. Christian Albright *Management Science Modelling*, Thomson
MNGT 520 ‘Quantitative and Survey Research Methods’

Convenor: Dr Gareth Ridall, Maths and Statistics

Summer Term
Weeks 2 – 6

Timing and location:
Tuesday 11-1 LUMS, Lecture Theatre 1
(28 April, 5 May, 12 May, 19 May, 26 May)

Friday 9-11 (Practical) Computer Lab A8
(Engineering)
(1 May, 8 May, 15 May, 22 May, 29 May)

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).
Assignment deadline is Thursday 4 June 2015 at 4.00 pm.

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
MNGT 527 ‘Production of Managerial Knowledge I: The Rise of Management Ideas and Concepts’

Convenor:  Dr Colin Brown, Organisation, Work and Technology

Date  Tuesdays Weeks 1-9 (Michaelmas Term)

Time  Tuesdays 9.00 am – 12.00 pm

Venue  Tuesdays Lecture Theatre 12

Extra session  Wednesday 12th November 2014
4.00pm – 6.00pm
Lecture Theatre 9

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.


**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 13th February 2015. Select one of the following options:

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


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

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 the Lancaster Virtual Learning Environment around one week before the event. You will be asked to login into your Student Portal (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 provide Stacey with 24 hours notice. Supervisors will be informed of repeated sign up and non attendance.

Michaelmas Term

GMS 621: Strategies for Success: Managing Your PhD – Part 1, Year 1

Convenor: Professor Caroline Gatrell

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

Date  8th October 2014 (Week 1)
Time  10am - 12noon
Venue  tbc

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. writing.

GMS 602: Plagiarism (Compulsory Session)

Convenor: Dr Sarah Gregory  All Students (Compulsory)
Date  22nd October 2014 (Week 3)
Time  10am – 12noon
Venue  Charles Carter A17
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

**GMS 604: Managing Writing**

*Convenor:* Dr Casey Wilson  
*All Students*

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<tr>
<th>Date</th>
<th>29th October 2014 (Week 4)</th>
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<tbody>
<tr>
<td>Time</td>
<td>10am – 12noon</td>
</tr>
<tr>
<td>Venue</td>
<td>A217 (Executive Suite)</td>
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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.

**GMS 620: Managing Your PhD Part-time**

*Convenor:* Professor Caroline Gatrell  
*Year 1 – 6 part time*

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<th>Date</th>
<th>5th November 2014 (Week 5)</th>
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<tbody>
<tr>
<td>Time</td>
<td>10am – 12noon</td>
</tr>
<tr>
<td>Venue</td>
<td>A217 (Executive Suite)</td>
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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.

**GMS 605: Ethics and Research (Compulsory Session)**

*Convenor:* Dr Sarah Gregory  
*All Students (Compulsory)*

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<tr>
<th>Date</th>
<th>12th November 2014 (Week 6)</th>
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<tr>
<td>Time</td>
<td>10am-12noon</td>
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<tr>
<td>Venue</td>
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This workshop looks at research ethics and the role of the researcher. The session also looks at the practical ethical policies and procedures when undertaking research at Lancaster.

**GMS 603: Writing Your Literature Review – Part 1**

*Convenor:* Dr Casey Wilson  
*Year 1 full time and 1 – 2 part time*

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<th>Date</th>
<th>19th November 2014 (Week 7)</th>
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<tr>
<td>Time</td>
<td>10am-12 noon</td>
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<tr>
<td>Venue</td>
<td>tbc</td>
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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.

**GMS 607: Writing Retreat**

**Convenor:** Dr Casey Wilson  
Year 2 full time and 4-5 part time

Date  
3rd, 4th and 5th December 2014 (Week 9)

Time  
4-6pm, 9am – 6pm and 9am – 4pm

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

GMS 608: Evaluating Academic Literature

Convenor: Professor Caroline Gatrell

All Students

Date  28th January 2015 (Week 13)
Time  10am – 12noon
Venue  tbc

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.

GMS 603: Writing Your Literature Review – Part 2

Convenor: Dr Casey Wilson

Year 1 full time and 1 – 2 part time

Date  4th February 2015 (Week 14)
Time  10am – 11.30am
Venue  A217 (Executive Suite)

Following on from the session in Week 7 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.

GMS 621: Strategies for Success: Managing Your PhD – Part 2, Years 2 and 3

Convenor: Dr Casey Wilson

Managing Your PhD in the Mid-term and Being a Completer Finisher

Year 3 full time, 5 – 6 part time

Date  11th February 2015 (Week 15)
Time  10-4pm
Venue  tbc

This full day workshop covers the complexities faced when you are part-way through 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. This 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.

GMS 613: Qualitative Methods Research Clinic

Convenor: Professor Caroline Gatrell/Dr Casey Wilson

All Students

Date  5th March 2015 (Week 18)
This session offers a chance for students undertaking qualitative research to discuss themed issues with faculty members (themes to be confirmed).

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.

**GMS 607: Writing Retreat**

**Convenor:** Dr Rowena Murray  
**Year:** 3rd year full time and 5-6 part time

<table>
<thead>
<tr>
<th>Date</th>
<th>11th, 12th and 13th March 2015 (Week 19)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td>3-6pm, 9am – 6pm and 9am – 4pm</td>
</tr>
<tr>
<td><strong>Venue</strong></td>
<td>Forrest Hills</td>
</tr>
</tbody>
</table>

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 3rd Year Full time and Year 5-6 Part time. Places will be allocated on a first come first serve basis.

**GMS 609: Writing for Academic Journals in the Context of Career**

**Convenor:** Professor Caroline Gatrell  
**All Students**

<table>
<thead>
<tr>
<th>Date</th>
<th>16th March 2015 (Week 20)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td>3.30 pm – 5.00 pm</td>
</tr>
<tr>
<td><strong>Venue</strong></td>
<td>tbc</td>
</tr>
</tbody>
</table>

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.
Summer Term

Panels and Reviews

Convenor: Dr Casey Wilson

Date: 6th May 2015 (Week 23)
Time: 10-12noon
Venue: LT9

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

Date: 13th May 2015 (Week 24)
Time: 10-12noon
Venue: LT9

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

Date: 20th May 2015 (Week 25)
Time: 10-12noon
Venue: LT9

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

How to get Your Book Published

Convenor: Professor Caroline Gatrell

Date: tbc
Time: tbc
Venue: tbc

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.
**GMS 619: Employability**

**Convenor:** Professor Caroline Gatrell  
**All Students**

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Time</td>
<td>tbc</td>
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<tr>
<td>Venue</td>
<td>tbc</td>
</tr>
</tbody>
</table>

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

**How to write a thesis**

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

<table>
<thead>
<tr>
<th>Date</th>
<th>17th June 2015 (Week 29)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>10-1pm</td>
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<tr>
<td>Venue</td>
<td>tbc</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Date</th>
<th>17th, 18th and 19th June 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>3-6pm and 9am – 6pm and 9am – 4pm</td>
</tr>
<tr>
<td>Venue</td>
<td>Forrest Hills</td>
</tr>
</tbody>
</table>

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 16 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.
Questionnaire Design (Mathematics and Applied Statistics)

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

**Date**  
Monday 1\(^{st}\) December 2014

**Time**  
Please see web link for details

**Location**  
Please see web link for details

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, SCELI) 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](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. The cost is £30.
### Faculty of Arts and Social Science Modules (FASS)

#### All year

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>FASS516d</td>
<td>Thesis Writing (First Year Students only) (distance learning)</td>
<td>£222</td>
<td></td>
</tr>
<tr>
<td>FASS625</td>
<td>Ethics in Arts &amp; Social Science Research - a self-learning resource (distance learning)</td>
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</table>

#### Michaelmas Term

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>FASS506M</td>
<td>Designing, Undertaking and Surviving Doctoral Research – Cohort 1</td>
<td>£89</td>
</tr>
<tr>
<td>FASS507</td>
<td>Introduction to the Philosophy of the Social Sciences (distance learning available)</td>
<td>£444</td>
</tr>
<tr>
<td>FASS508</td>
<td>Quantitative Research Methods Introduction</td>
<td>£133</td>
</tr>
<tr>
<td>FASS509</td>
<td>Quantitative Research Methods 1 (distance learning)</td>
<td>£133</td>
</tr>
<tr>
<td>FASS516M</td>
<td>Thesis Writing (First Year Students only) – Cohort 1</td>
<td>£222</td>
</tr>
<tr>
<td>FASS517</td>
<td>Discourse Analysis</td>
<td>£222</td>
</tr>
<tr>
<td>FASS521</td>
<td>Writing for Publication (Second/Third/Final Year Students only)</td>
<td>£222</td>
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<tr>
<td>FASS521d</td>
<td>Writing for Publication (Second/Third/Final Year Students only) (distance learning)</td>
<td>£222</td>
</tr>
<tr>
<td>FASS619</td>
<td>Advanced Thesis Writing (Second Year Students only): Refocusing the Thesis</td>
<td>£111</td>
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<tr>
<td>FASS619d</td>
<td>Advanced Thesis Writing (Second Year Students only): Refocusing the Thesis (distance learning)</td>
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<tr>
<td>FASS626</td>
<td>Feminist Literary and Cultural Theory</td>
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</table>

#### Lent Term

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Fee</th>
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</thead>
<tbody>
<tr>
<td>FASS506L</td>
<td>Designing, Undertaking and Surviving Doctoral Research – Cohort 2</td>
<td>£89</td>
</tr>
<tr>
<td>FASS510</td>
<td>Qualitative Methods in the Social Sciences (available either as a full 10-week module, or as the individual elements, listed below)</td>
<td>£444</td>
</tr>
<tr>
<td>FASS610</td>
<td>Introduction to Qualitative Research</td>
<td>£44</td>
</tr>
<tr>
<td>FASS611</td>
<td>Ethnography &amp; Participant Observation</td>
<td>£89</td>
</tr>
<tr>
<td>FASS612</td>
<td>Interviewing as a Research Technique</td>
<td>£89</td>
</tr>
<tr>
<td>FASS613</td>
<td>Visual Methods in the Social Sciences &amp; Humanities</td>
<td>£44</td>
</tr>
<tr>
<td>FASS614</td>
<td>Validity, Reliability &amp; Generalisability in Qualitative Research</td>
<td>£44</td>
</tr>
<tr>
<td>FASS615</td>
<td>Focus Groups</td>
<td>£44</td>
</tr>
<tr>
<td>FASS616</td>
<td>Text Analysis for Social Scientists</td>
<td>£44</td>
</tr>
<tr>
<td>FASS630</td>
<td>Action Research, Autoethnography and Other Creative Methods</td>
<td>£44</td>
</tr>
<tr>
<td>FASS512</td>
<td>Quantitative Research Methods 2</td>
<td>£444</td>
</tr>
<tr>
<td>FASS512d</td>
<td>Quantitative Research Methods 2 (distance learning)</td>
<td>£444</td>
</tr>
<tr>
<td>FASS516L</td>
<td>Thesis Writing (First Year Students only) – Cohort 2</td>
<td>£222</td>
</tr>
<tr>
<td>FASS519</td>
<td>Presenting Conference Papers</td>
<td>£133</td>
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<tr>
<td>FASS605</td>
<td>Gramsci</td>
<td>£222</td>
</tr>
<tr>
<td>FASS517</td>
<td>How to Make the Most of your Supervision</td>
<td>£67</td>
</tr>
<tr>
<td>FASS620</td>
<td>Advanced Thesis Writing (Final Year Students only): Towards Completion</td>
<td>£111</td>
</tr>
<tr>
<td>FASS620d</td>
<td>Advanced Thesis Writing (Final Year Students only): Towards Completion (distance learning)</td>
<td>£89</td>
</tr>
<tr>
<td>FASS631</td>
<td>Researching Visual Culture</td>
<td>£222</td>
</tr>
</tbody>
</table>
Summer Term

FASS513 Approaches to Qualitative Analysis: A Workshop for Second and Third Year PGRs only 222
FASS522 Ethics in Arts & Social Science Research 133
FASS604 The Analysis of Culture 178
FASS612S Interviewing as a Research Technique (summer sessions) 89
FASS618 The PhD Viva: Tragedy or Triumph? (Final Year Students only) 67
FASS622 Postgraduate Employability 0
FASS627 Spatial Theory 111
FASS628 Interdisciplinarity 67
FASS629 Textual Practice 67
FASS632 Postmodernism/Post-Structuralism across the Disciplines 444

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 2014/15 FASS Registration Form, which will be available from the FASS RTP website (http://www.lancs.ac.uk/fass/gradschool/training/index.htm) by October 2014. Please email the completed form to the Doctoral Office, who will forward it on to Michaela Scott. Your Head of Department will need to email fass-rtp@lancaster.ac.uk to confirm that the department will pay for you to attend the module/s indicated.

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 fass-rtp@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 Wednesdays, twice per term. These are informal sessions at which PhD students 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 2014/15

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 NWDTC and for 2014-15 PhD students from the three Universities can attend selected courses at each partner institution. Details of the courses at Manchester and Liverpool and how to register are provided below.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Date/Time</th>
<th>Venue</th>
<th>Tutor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Thinking for Scientific Research</td>
<td>2\textsuperscript{nd}, 9\textsuperscript{th}, 16\textsuperscript{th} &amp; 23\textsuperscript{rd} Oct 14 10.00am – 13.00pm</td>
<td>MBS</td>
<td>Dr Charles Cui</td>
</tr>
<tr>
<td>RP2: Science Technology and Innovation Studies</td>
<td>3/12/14, 11/3/15, 13/5/15, 27/5/15 10.00am-12 noon</td>
<td>MBS</td>
<td>Kate Barker, John Rigby</td>
</tr>
<tr>
<td>Actor Network Theory</td>
<td>16/03/15 10.00am – 17.00pm</td>
<td>MBS</td>
<td>Chris McLean</td>
</tr>
<tr>
<td>Diary Studies in Organisational Research</td>
<td>07/05/15 10.00am – 16.00pm</td>
<td>MBS</td>
<td>David Holman</td>
</tr>
<tr>
<td>Comparative Case Study Analysis</td>
<td>17/03/15 10.00am – 15.00pm</td>
<td>MBS</td>
<td>Laszlo Czaban</td>
</tr>
<tr>
<td>Social Network Analysis</td>
<td>08/04/15 10.00am – 16.00pm</td>
<td>MBS</td>
<td>Ronnie Ramlogan</td>
</tr>
<tr>
<td>Introduction to Qualitative Analysis with NVIVO</td>
<td>3/3/15, 10.00am – 14.00pm</td>
<td>MBS</td>
<td>Dr Eva Alfoldi</td>
</tr>
<tr>
<td></td>
<td>5/3/15, 13.00pm – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Qualitative Data Analysis with NVIVO</td>
<td>2/2/15, 10.00am – 14.00pm</td>
<td>MBS</td>
<td>Dr Eva Alfoldi</td>
</tr>
<tr>
<td></td>
<td>12/2/15, 13.00pm – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bibliometrics, Altmetrics and the Measurement of</td>
<td>1/5/15, 10.00am – 13.00pm</td>
<td>MBS</td>
<td>Dr John Rigby</td>
</tr>
<tr>
<td>Science and its Institutions</td>
<td>8/5/15, 10.00am – 13.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Studies of technology, innovation and</td>
<td>2/3/15 10.00am – 17.00pm</td>
<td>MBS</td>
<td>Chris McLean</td>
</tr>
<tr>
<td>Organising</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Structural Equation Modelling</td>
<td>25/2/15 10.00am – 17.00pm</td>
<td>MBS</td>
<td>Paul Irwing</td>
</tr>
<tr>
<td>Research Process2: Comparative International</td>
<td>11/2/15, 12 noon – 17.00pm</td>
<td>MBS</td>
<td>Rudolf Sinkovics</td>
</tr>
<tr>
<td>Business</td>
<td>12/2/15, 10.00am – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>13/2/15, 10.00am – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Research</td>
<td>9/2/15, 10.00am – 13.00pm</td>
<td>MBS</td>
<td>Trevor Wood-Harper /</td>
</tr>
<tr>
<td></td>
<td>23/2/15, 10.00am – 13.00pm</td>
<td></td>
<td>Peter Kawalek</td>
</tr>
<tr>
<td>Scenario Methods for Research</td>
<td>29/4/15 10.00am – 16.30pm</td>
<td>MBS</td>
<td>Ian Miles</td>
</tr>
<tr>
<td>Elite Interviewing with Senior Managers</td>
<td>29/1/15, 14.00pm – 17.00pm</td>
<td>MBS</td>
<td>Jonathan Aylen</td>
</tr>
<tr>
<td></td>
<td>5/2/15, 14.00pm – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online Methods</td>
<td>20/03/15, 10.00am – 16.00pm</td>
<td>MBS</td>
<td>Thordis Sveinsdottir</td>
</tr>
<tr>
<td>Case Study Research: Method and Methodology</td>
<td>23/1/15, 14.00pm – 17.00pm</td>
<td>MBS</td>
<td>Bob Scapens</td>
</tr>
<tr>
<td></td>
<td>30/01/15, 14.00pm – 17.00pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theory building in Business and Management</td>
<td>13/10/14, 13.00pm – 16.00pm</td>
<td>Liverpool</td>
<td>D. Lindebaum</td>
</tr>
</tbody>
</table>
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 providing the course. You will be informed if you have secured a place and sent any advance reading lists and other relevant materials.

Liverpool University Management School - Rebecca Lumberg (ulmsphdenq@liverpool.ac.uk)
Manchester Business School – Paul Greenham (paul.greenham@mbs.ac.uk)
CAREERS AND EMPLOYABILITY

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/

LUMS Advice Clinics and Careers Counselling

Drop-in clinics. 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. No need to book – just drop in to the LUMS Career Zone (A112), by LT4.

Postgraduate students please contact Peter Sewell.
Wednesdays 4pm - 6pm
Fridays 3pm - 5pm

http://www.lancaster.ac.uk/lums/careers/students/advice/

Careers Workshops for PhD Students 2014/15

The following workshops are available to PhD students from all Faculties.

Places are bookable on the Target Connect, using your university log in https://lancaster.targetconnect.net/home.html or, by calling into the Careers Service, in the Base, on the ground floor of University House.

Michaelmas Term

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>12th November</td>
<td>2-3pm</td>
<td>Your PhD – What Next?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This introductory session is strongly recommended for all PhD students. 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.</td>
</tr>
<tr>
<td>19th November</td>
<td>2-4pm</td>
<td>Writing an Effective Academic CV</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This helps students understand the type of CV required for academic posts and gives them practical experience of constructing an academic CV.</td>
</tr>
<tr>
<td>26th November</td>
<td>2-5pm</td>
<td>Academic Job Interviews for PhD Students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
| 3rd December | 2-4pm | **Employer Interviews and Assessment Centres**
This shows students how best to prepare for employer interviews and assessment centres.

For interviews, it shows them how to:
- Understand the different types of interview they may face
- Recognise the types of questions they are likely to be asked
- Prepare effectively to promote themselves to their best advantage

For the assessment centres it shows students:
- What to expect at a typical assessment centre
- Ways of preparing effectively
- How to make the most of the opportunity to promote their suitability for the post

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.
## Summer Term

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>20&lt;sup&gt;th&lt;/sup&gt; May</strong></td>
<td>2-3pm</td>
<td><strong>Your PhD – What Next?</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>This introductory session is strongly recommended for all PhD students. 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.</td>
</tr>
<tr>
<td><strong>3&lt;sup&gt;rd&lt;/sup&gt; June</strong></td>
<td>2-4pm</td>
<td><strong>Writing an Effective Academic CV</strong></td>
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<tr>
<td></td>
<td></td>
<td>This helps students understand the type of CV required for academic posts and gives them practical experience of constructing an academic CV.</td>
</tr>
<tr>
<td><strong>10&lt;sup&gt;th&lt;/sup&gt; June</strong></td>
<td>2-5pm</td>
<td><strong>Academic Job Interviews for PhD Students</strong></td>
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<tr>
<td></td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td><strong>17&lt;sup&gt;th&lt;/sup&gt; June</strong></td>
<td>2-4pm</td>
<td><strong>Employer Interviews and Assessment Centres</strong></td>
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<tr>
<td></td>
<td></td>
<td>This shows students how best to prepare for employer interviews and assessment centres. For interviews, it shows them how to:</td>
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<tr>
<td></td>
<td></td>
<td>- Understand the different types of interview they may face</td>
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<tr>
<td></td>
<td></td>
<td>- Recognise the types of questions they are likely to be asked</td>
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<tr>
<td></td>
<td></td>
<td>- Prepare effectively to promote themselves to their best advantage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For the assessment centres it shows students:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- What to expect at a typical assessment centre</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Ways of preparing effectively</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- How to make the most of the opportunity to promote their suitability for the post</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>

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 the PhD pages of our web site [Support for PhD students](http://www.vitae.ac.uk) and on the Vitae website for research students [www.vitae.ac.uk](http://www.vitae.ac.uk).
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
- AcF631: Risk Management in Commercial Banking

*Contact: Kate Usher*
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
MNGT579: Doing Business in China

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

Summer Term
MNGT577: Cross National Management and Leadership
MNGT534: Business Ethics and Society

Contact: Sian Cameron, Kim Barrington

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
Acf601: Advanced Corporate Finance
Acf602: Advanced Investment Management
Acf609: Financial Econometrics
Acf611: Commercial Bank Practice and Policy

Contact: Lynda Crabtree

MA Human Resources and Consulting

Michaelmas Term
HRDC500: Introduction to Human Resources and Consulting

Lent Term
HRDC502: Applications of Human Resources and Consulting

Summer Term
HRDC501: Introduction to Research in Human Resource Development

Contact: Hazel Midgley
MSc 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: Wendy Wang, Ellie Appleton

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
IT01: Interpretations of Information, Technology and Organisations
IT04: Systemic Interventions and Consulting
IT08: Knowledge Management
IT015: Analysis, Design and Innovation
IT022: Skills Development: Negotiation, Argumentation and Presentation
IT011: E-Business
IT016: Enterprise Systems Architecture
Lent Term
ITO2: The Management of Organisational Change
ITO3: Strategy and IT Management
ITO7: Management and Learning in Project Environments
ITO5: Social Aspects of the Digital age
ITO23: E-Marketing
ITO.024 Business Analysis and Enterprise Systems

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)
MSCI577: Business Analysis & Modelling
MSCI582: Marketing Analysis and Modelling
MSCI583: Pricing Analytics and Revenue Management

Contact: Jackie Clifton
ASSESSMENT

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

All assignments (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. 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.

<table>
<thead>
<tr>
<th>Circumstance</th>
<th>Documentation required</th>
</tr>
</thead>
</table>
| Coursework - illness preventing submission. | • a variance request (available on the VLE)  
• self certification – available at www.lancs.ac.uk/sbs/welfare/absence.html |
| Personal Issues – if you are suffering from severe personal issues that are affecting your ability to successfully complete your assignments. | • Contact the Programme Manager  
• a variance request (available on the VLE) |

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.

<table>
<thead>
<tr>
<th>Result</th>
<th>Broad Descriptor</th>
<th>Percent age</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>Fail</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>Fail</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>Fail</td>
</tr>
</tbody>
</table>
USEFUL INFORMATION

Web pages
The Management School has a large number of pages on the Internet, accessed through www.lums.lancs.ac.uk. Of particular interest might be the pages on the School’s research 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.

Lancaster email address
All students will be given a Lancaster University email address, of the form a.n.other@lancaster.ac.uk, which will be 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.

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 the 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.

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 Plagiarism Framework available at:
https://gap.lancs.ac.uk/ASQ/Policies/Pages/PlagiarismFramework.aspx

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

Guidance Notes for Research Degrees
Lancaster’s guidance on the Examination of Research degrees can be found at:
http://www.lancaster.ac.uk/sbs/registry/postgrads/index.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.

Student Progress
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 is conducted 4-6 months after registration, then after 10 months, 16-18 months and every six months thereafter for full-time students (and after corresponding periods for part-time students). The first of these reviews 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

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 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.
Effective Learning Support
LUMS has an academic adviser, Gill Burgess, who supports all postgraduate students, home or international, with aspects of study. [http://www.lancaster.ac.uk/lums/people/all/gill-burgess/](http://www.lancaster.ac.uk/lums/people/all/gill-burgess/)

University Library
[http://libweb.lancs.ac.uk/](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. Tel: 01524 592553 or Email: a.holgate@lancaster.ac.uk
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 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:
  - 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

Lancaster University Management School

October 2014