Lancaster University Management School’s (LUMS) research mission is ‘to produce research outputs that are world-class and have high impact’. This long term commitment to research of the highest calibre has encouraged a distinctive and deeply embedded culture, which attracts high quality international faculty members.

We publish in leading peer reviewed journals, play major roles in developing new interdisciplinary research agendas across the academic community, engage with employers across all sectors, and influence national and international policy.

Not surprisingly, LUMS has achieved a 20 year reputation for research of exceptional quality and international standing. As a result, LUMS has been very successful in generating research and project income including grants from: the Economics and Social Research Council (ESRC), Engineering and Physical Sciences Research Council (EPSRC), British Academy, EU, Leverhulme Trust, Department for Education and Skills (DfES), NHS, Operational Research Society, Nuffield Foundation, and a wide range of commercial and industrial sponsors.

LUMS is also one of a very small group of business schools to hold triple accreditation: EQUIS (European Foundation for Management Development), AMBA (Association of MBAs) and AACSB (Association to Advance Collegiate Schools of Business). This signifies excellent educational quality, internationalisation, and a high level of cooperation with the business community. Combined with our ranking in the Financial Times for our MBA, Finance and Management programmes globally and our ‘Programme Partner’ Status with the CFA (Chartered Finance Analyst Institute), you can see why so many choose to come to LUMS.

Key fact

Lancaster is in the top four university business schools on most measures of research quality.

Dean of Faculty
Professor Sue Cox

Associate Dean for Postgraduate Studies
Professor Mark Shackleton

Director of Doctoral Programmes
Professor Caroline Gattrell

Number of postgraduate students
200 Research
900 Taught
Departments
127 Accounting and Finance
133 Economics
137 Graduate Management School, including:
  - E-Business and Innovation
  - Information Technology, Management and Organisational Change (ITMOC)
  - International Business
  - Management
  - The Lancaster MBA (Full-time and Executive mode)
146 Institute for Entrepreneurship and Enterprise Development
150 Lancaster Leadership Centre
152 Management Learning and Leadership
155 Management Science
161 Marketing
164 Organisation, Work and Technology

For more information please go to www.lancaster.ac.uk
Given our exceptional reputation for research and scholarship, LUMS is increasingly focused on graduate and doctoral education. Testimony to our commitment to graduate programmes is the establishment of our Graduate Management School, a focus for postgraduate teaching and programme development. It is also the home for our cross-disciplinary postgraduate programmes, which offer students access to the best teaching from all of our departments and benefit from a multidisciplinary approach.

We have over 200 academic staff covering the full range of management subjects, all of whom are committed to high quality, innovative teaching. Postgraduate students benefit from the contributions of specialist teaching staff researching at the forefront of their subjects.

We also continue to offer specialist masters programmes and opportunities to conduct research in business relevant fields including: accounting and finance, economics, entrepreneurship, marketing, human resources, operational research, management learning and information technology.

The Graduate Management School encompasses over 1,000 students on 30 different postgraduate programmes. Over 500 are closely associated with one or more departments studying on specialist programmes and more than 200 are engaged in PhD level study.

The large doctoral community benefits from a methodology training programme; access to our portfolio of MRes degrees; an active research culture with a regular programme of informal and formal research seminars; and our role alongside Manchester and Liverpool Universities in the ESRC’s North West Doctoral Training Centre (NWDT), which brings funding opportunities as well as excellent shared resources.

Our impressive LUMS building provides three high specification lecture theatres and several dedicated group work areas for postgraduate teaching as well as an executive teaching suite and hub where large events take place. Our recently opened Charles Carter Building provides additional teaching and office space for LUMS.

We design and deliver quality development and educational programmes for senior executives and practicing managers. These include The Lancaster MBA and the International Masters in Practicing Management (IMPM) and a range of other programmes supported by organisations including: Airbus, AstraZeneca, BAE Systems, BT, Co-operative Financial Services, Great Places Housing Group, Help the Hospices, the National Housing Federation, SAPA and Batelco.

We also maintain strong links with manufacturing, services and public authorities through collaborative research, in company projects undertaken by our students, post experience teaching and, of course, via the achievements of our alumni.

We have strong international links with top west European business schools and leading researchers in North America, Asia, and Australasia. These links are reinforced by our prestigious IMPM programme, which is taught collaboratively by leading staff at McGill University, Institute of Management (Bangalore, India), Renmin University (Beijing, China), FGV/EBAPE (Rio de Janeiro, Brazil) and Lancaster. In addition, the Lancaster Centre for Management in China and the Lancaster India Centre build on long standing research and teaching links with these countries.

**Key fact**

75% of Lancaster University Management School’s research activity was assessed in the 2008 RAE as world-leading or internationally excellent in terms of originality, significance and rigour. 95% of our research is at least of international standing.
Accounting and Finance

Our Department of Accounting and Finance takes pride in its long established reputation for excellence in both teaching and in research.

Staff in the Department have international reputations, publishing regularly in renowned academic journals and providing advice to professional accounting bodies and the wider industry. Many faculty members also have international teaching experience and have established themselves as academic leaders in their fields of expertise.

We welcome PhD students and offer MRes programmes designed specifically for students who wish to pursue research but are not yet ready to embark on the longer programmes.

Our research resources include access to major databases, including WRDS, CRSP, Compustat, Datastream, LSPD, Thomson One Banker; and high frequency FX, LSE and options prices. The International Centre for Research in Accounting (ICRA) is an independently funded unit which offers support for research. Its location within the LUMS building allows close links to be easily maintained with faculty and student researchers.

We offer a comprehensive and well established portfolio of postgraduate programmes. Taught courses include the MSc in Accounting and Financial Management, the MSc in Finance, and our new MSc in Financial Analysis. We also contribute to the MSc in Money, Banking and Finance and the MSc in Quantitative Finance, both administered by the Department of Economics.

Research degrees
- PhD

Integrated degrees (1+3)
- MRes in Accounting and Financial Management
- MRes in Finance
- MSc/MRes in Money, Banking and Finance

Taught programmes
- MSc in Accounting and Financial Management
- MSc in Finance
- MSc in Financial Analysis
- MSc in Quantitative Finance

Head of Department
Professor Steven Young

Postgraduate enquiries
Tel: +44 (0)1524 593628
Fax: +44 (0)1524 847321
Email: c.holroyd@lancaster.ac.uk
www.lancaster.ac.uk/lums/accounting-and-finance
Research degrees

PhD

Entry requirements
Relevant Masters degree, or equivalent, with distinction/70% or above. In exceptional circumstances, an upper second honours degree with relevant research experience. Graduate Management Admissions Test (GMAT) score often required for non-UK qualifications.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lancaster.ac.uk/lums/accounting-and-finance/research

Suitable candidates interested in conducting research in any of our main areas of academic specialisation are invited to apply for the PhD programme.

The degree includes research training, directed study, and a thesis. The first year of the PhD programme consists of eight assessed modules, plus a preliminary research project that will contribute to the final thesis. Progression to years two and three of the programme is contingent on first year performance. The thesis aims to develop researchers for positions as academic teachers and researchers in leading universities, or intellectually and technically demanding roles in business and the public sector.

You will learn specialist skills and develop insights necessary to become productive researchers of international standard, as well as gaining a wide scholarly perspective on finance, accounting and other management areas. We emphasise communication and presentation skills, which are absolutely necessary for effective dissemination of research and teaching.

Lancaster University is a member of the North West Doctoral Training Centre (NWDTC) established by the Economic and Social Research Council (ESRC). As part of this initiative our Accounting and Finance students take research training modules offered by Manchester University on a reciprocal basis. This permits students to take more specialised courses closer to their specific research interests.

Depending on your area of specialism, you are required to take modules in:
- Research Methodology
- Finance Theory
- Accounting Theory
- Quantitative Techniques
- Qualitative Research Methods

Our research interests

The Department consistently ranks in the UK Higher Education Funding Council's highest research quality category: international excellence.

Our research is currently organised into the following areas:
- Asset Pricing, Capital Markets and Market Microstructure
- Corporate Finance
- Corporate Governance
- Derivatives and Risk Management
- Financial Accounting
- International Finance
- Market based Accounting Research

In accounting, the Department's core expertise revolves around capital markets research, with particular emphasis on the following four areas: financial statement analysis and valuation, accounting choices and earnings management, financial reporting for banks, and, corporate disclosure. Work by faculty members in these areas has been published in leading international journals including The Accounting Review, Review of Accounting Studies, Accounting, Organisations and Society, Contemporary Accounting Research, Journal of Business Finance and Accounting, Accounting and Business Research, and European Accounting Review. In addition to these core interests, faculty members also undertake research in other areas including management control and credit ratings.
In finance, the Department is internationally regarded for its expertise in the following areas: theoretical and empirical corporate finance, real options, asset pricing, and financial econometrics. In addition to these core interests, finance faculty members also undertake research in areas such as risk management and housing finance. Faculty members in the finance group publish in leading finance journals including *Journal of Finance, Journal of Financial Economics, Review of Financial Studies, Review of Finance, Journal of Corporate Finance,* and *Journal of Banking and Finance.*

Finally, the Department has an international reputation for research on aspects of corporate governance. Research in this area spans accounting and finance, and covers issues including executive compensation, boards of directors, pay out policy, and internal control. Governance related research by faculty members has been published in leading journals including *Review of Financial Studies, The Accounting Review, Strategic Management Journal,* and *Academy of Management Perspectives.*

### Integrated degrees (1+3)

#### MRes in Accounting and Financial Management

<table>
<thead>
<tr>
<th>Programme Director</th>
<th>Professor Grzegorz Pawlina.</th>
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<tbody>
<tr>
<td><strong>Duration</strong></td>
<td>12 months full-time.</td>
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<tr>
<td><strong>Entry requirements</strong></td>
<td>An upper second class honours degree, or its equivalent, in Finance, Accounting, Economics or other business related subject. Graduates in non-business areas with strong quantitative backgrounds may also be considered.</td>
</tr>
<tr>
<td><strong>IELTS</strong></td>
<td>7.0 or equivalent (minimum element scores apply).</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Coursework, examination and dissertation.</td>
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</tbody>
</table>

**Further information**

[www.lancaster.ac.uk/lums/Accounting-and-Finance/research/mres/](http://www.lancaster.ac.uk/lums/Accounting-and-Finance/research/mres/)

The MRes programmes are for students who wish to progress to PhD either at LUMS or another high quality business school. Each programme is based on the respective MSc (see page 130 for module details), plus additional assessed quantitative research methods modules to prepare for further research. The programmes offer the primary route to registering for PhD in the Department, conditional on achieving predetermined performance levels.

#### MRes in Finance

<table>
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**Further information**

[www.lancaster.ac.uk/lums/Accounting-and-Finance/research/mres/](http://www.lancaster.ac.uk/lums/Accounting-and-Finance/research/mres/)

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David Zochling
MSc Accounting and Financial Management

The Management School provided me with a truly unique opportunity to further enrich my horizon both academically and personally. Lancaster is a friendly, amiable place to study with lots of opportunities to meet interesting people from all over the world. Therefore I can only encourage everyone intending to do a Masters degree in the UK to come to Lancaster University.
Taught Programmes

MSc in Accounting and Financial Management
Programme Director
Professor Grzegorz Pawlina.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent, in Finance, Accounting, Economics, Business Studies, Mathematics or another quantitative subject.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/pg-acc-fin/

This programme provides advanced study of accounting and financial management. It enables professionally qualified accountants to take stock of what they have learnt, and helps graduates extend their academic training. You will gain the theoretical framework and skills needed to cope with the increasingly complex and global nature of the field.

Many MSc graduates have progressed to senior positions in the accounting profession and industry, including investment banking. Others are now faculty members in universities in the UK and throughout the world.

Compulsory modules
- Introduction to Quantitative Methods
- Introduction to Finance
- Introduction to Financial Reporting
- Introduction to Financial Markets
- Quantitative Methods for Finance
- Foundations of Finance
- Principles of Financial Reporting
- Financial Markets

Optional modules
Two or three from:
- Financial Statement Analysis
- Financial Reporting for Complex Entities
- Advanced Management Accounting

Plus one or two from:
- Financial Econometrics
- Advanced Investment Management
- Derivatives Pricing
- Behavioural Finance
- Fixed Income Markets
- Advanced Corporate Finance
- Corporate Governance
- Professional Ethics: Standards in Finance and Accounting Practice
- Risk Management in Commercial Banking

Plus a dissertation in advanced topics in Accounting or Finance.

MSc in Finance
Programme Director
Professor Grzegorz Pawlina.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent, in Finance, Accounting, Economics or other business related subject. Graduates in non-business areas with strong quantitative elements may also be considered.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/finance

This programme provides advanced study of finance and is particularly suitable for graduates in quantitative subjects who wish to prepare for careers in the financial sector. We welcome graduates from a wide range of disciplines who want to consolidate their understanding of finance. Many MSc graduates are now employed in banks and financial institutions in the UK and worldwide. Others have entered careers in higher education and research.
Compulsory modules
- Introduction to Quantitative Methods
- Introduction to Finance
- Introduction to Accounting
- Introduction to Financial Markets
- Quantitative Methods for Finance
- Foundations of Finance
- Principles of Financial Reporting
- Financial Markets

Optional modules (a total of four)
At least two from:
- Financial Econometrics
- Advanced Corporate Finance
- Advanced Investment Management
- Fixed Income Markets

Plus up to two from:
- Financial Statement Analysis
- Financial Reporting for Complex Entities
- Advanced Management Accounting
- Derivatives Pricing
- Behavioural Finance
- Corporate Governance
- Professional Ethics: Standards in Finance and Accounting Practice
- Risk Management in Commercial Banking

Plus a dissertation in advanced topics in Accounting or Finance.

MSc in Financial Analysis
Programme Director
Professor Grzegorz Pawlina.

Duration
12 months full-time.

Entry requirements
First class honours or equivalent degree in any quantitative field (including Engineering and Computing).

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/financial-analysis

The MSc in Financial Analysis is a unique one year full-time Masters degree, which is designed for students who wish to study for the prestigious Chartered Financial Analyst (CFA) Level I qualification.

In addition to teaching from Lancaster’s world renowned Department, the MSc offers intensive, integrated tutoring and support from global financial services training provider Fitch Learning for the CFA Level I examination, plus a CFA focused dissertation.

Compulsory modules
- Quantitative Methods for Finance
- Foundations of Finance
- Principles of Financial Reporting
- Financial Markets
- Advanced Investment Management
- Fixed Income Markets
- Advanced Topics in Financial Analysis: CFA Level I training module with assessment via CFA Level I style examination.
- Dissertation

Optional modules
(Choose two):
- Advanced Corporate Finance
- Financial Econometrics
- Financial Statement Analysis
- Financial Reporting for Complex Entities
- Advanced Management Accounting
- Derivatives Pricing
- Behavioural Finance
- Corporate Governance
- Professional Ethics: Standards in Finance and Accounting Practice
- Risk Management in Commercial Banking

For more information please go to www.lancaster.ac.uk
Taught programmes (continued)

MRes in Accounting and Financial Management
Please see entry under Integrated Degrees (1+3).

MRes in Finance
Please see entry under Integrated Degrees (1+3).

MSc/MRes in Money, Banking and Finance
Please see entry under Integrated Degrees (1+3) in Economics.

MSc in Quantitative Finance
Programme Director
Dr Sandra Nolte.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent in a numerate subject (for example Physics, Mathematics, Statistics or Management Science); familiarity at undergraduate level with topics such as probability and statistics, calculus and linear algebra is essential.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, reports and examination plus dissertation.

Further information
www.lancaster.ac.uk/lums/qf

LUMS and the Faculty of Science and Technology collaboratively deliver this interdisciplinary programme. It offers graduates with quantitative degrees a route into careers in the areas of banking or finance.

On this programme you will acquire and apply advanced analytical and technical skills to the analysis of risk and return in a range of financial institutions and corporations. There is a strong focus on computer-based financial information within the core courses, and the opportunity to specialise in particular interests through the optional modules.

Compulsory modules
- Financial Stochastic Processes
- Statistical Methods for Financial and Economic Applications
- C++ Programming for Quantitative Finance
- Spreadsheet Modelling for Quantitative Finance
- Financial Markets
- Optimisation
- Derivatives Pricing
- Economics for Money, Banking and Finance

Your dissertation topic can be chosen from any of: Accounting and Finance; Economics; Management Science; or Mathematics and Statistics.

Optional modules
(Choose three)
- Assessing Financial Risk: Extreme Value Methods
- Forecasting
- Financial Econometrics
- International Money and Finance
- International Banking and Risk Management
- Behavioural Finance
- Data Mining for Marketing, Sales and Finance
- Professional Ethics: Standards in Finance and Accounting
Economics

The Department of Economics has an established tradition of research and teaching over a wide range of specialisms. Our affiliation with one of the top management schools in the UK provides us with an excellent working environment.

PhD (and MPhil) study can be undertaken in any area where the Department has expertise. The Department has an international research reputation in three main areas: the economics of labour, health and education; industrial organisation and microeconomic theory; and macroeconomics, international economics and financial markets.

Members of the Department have received substantial research funding from a range of sources and they have served as advisers and consultants to national and international agencies.

Investment in IT resources, an active research seminar series, and participation in international conferences all serve to provide a strong research culture. Moreover, we belong to a regional collaboration in postgraduate training that allows our students to access high level training at Manchester and Liverpool universities (www.nwdtc.ac.uk). This collaboration also provides opportunities for postgraduate students to participate in conferences, social events, and knowledge exchange activities.

The quality of our programmes has helped launch our graduates into roles within multinational businesses, financial institutions, government departments, international agencies, consultancies, research centres and universities.

Our postgraduate taught programmes consist of the MSc/MRes in Money Banking and Finance and the MSc in Economics. You should consult our website for details of our programmes. www.lancaster.ac.uk/lums/economics/masters/

Research degrees
- MPhil/PhD Programmes

Integrated degrees (1+3)
- MSc/MRes in Money, Banking and Finance

Taught programmes
- MSc in Economics

Head of Department
Professor Ian Walker

Postgraduate enquiries
Tel: +44(0)1524 510733
Fax: +44(0)1524 510739
Email: gms@lancaster.ac.uk
www.lancaster.ac.uk/lums/economics/
Research degrees

MPhil/PhD

Doctoral Director
Professor David Peel.

Entry requirements
Normally the MRes in Money, Banking and Finance, or a Masters degree in Economics plus a viable research proposal. Overseas applicants may be required to take the Graduate Record Examination (GRE) or Graduate Management Admissions Test (GMAT).

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lancaster.ac.uk/lums/economics/research/

The Department forms part of the ESRC funded North West Doctoral Training Centre (NWDTC), the largest centre for PhD training in England, and provides wide access to advanced post MSc training courses in order to ensure that PhD graduates are competitive in the international job market.

A range of funding opportunities, in the form of scholarships, studentships and bursaries, are available to help you finance your PhD study. For most scholarships, applications should be made no later than the end of February. It is important that students interested in applying for a PhD scholarship work closely with staff in developing their research proposal. There are also opportunities for PhD students to provide some teaching input into the undergraduate programme.

We welcome proposals relating to any of our key research areas. Our staff work in three main groupings: the economics of labour, health and education; industrial organisation and microeconomic theory; and, macroeconomics, international economics and financial markets.

Our research interests

The Economics of Labour, Health and Education: this group focuses on analysis, both empirical and theoretical, in four major areas— the operation of the labour market; the performance of the education sector and the impact of education and training on labour market outcomes; the comparative analysis of labour market policies in a variety of European countries; and the analysis of health especially the relationship between health and the labour market. There is a strong policy focus to the research of this group. Students with a research interest in labour and/or health in developing countries are welcome. Bodies such as the Economic and Social Research Council, and the Nuffield and Leverhulme Foundations have funded much of the research work in these areas.

Industrial Organisation and Microeconomic Theory: this is a group that works mainly with applications of game theory in a range of situations and its work includes both applied theory and empirical research in such areas as auctions, procurement contracts, environmental economics, natural resource economics, regulation, advertising, behavioural economics and gambling.

Macroeconomics, International Economics and Financial Markets: this is a large group of researchers whose interests are both empirical and theoretical. They have a particular interest in behavioural aspects of financial markets, exchange rate determination, monetary policy, business cycles, capital flows and financial markets, volatility modelling, and forecasting.

The intellectual atmosphere, the approachable staff, the well-designed training structure and the thorough support from both the Department and LUMS have made my studies at Lancaster a rewarding and enjoyable experience.

Anwen Zhang, PhD student
Integrated degrees (1+3)

MSc/MRes in Money, Banking and Finance

Programme Director
Dr Kim Kaivanto.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent, the degree must either be in Economics, Finance or a relevant related subject which has included a significant component of Economics and quantitative techniques.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, examination and dissertation (research proposal for the MRes).

Further information
www.lancaster.ac.uk/lums/mbf/

This programme is designed to equip you with the skills, knowledge and technical capabilities to enter careers in the banking and financial sectors, as well as consultancy, and higher education.

You will benefit from being taught by a mix of prominent academics and professionals in the field, with small group sizes and high quality one to one support from supervisors with relevant interests. With lectures and discussions supported by group work, presentations, statistical computer labs and case studies, you will gain an understanding of key issues related to the areas of monetary economics, the banking industry and financial markets.

This MRes programme is ideal preparation for a PhD.

Compulsory modules
- Topics in Economics
- Applied Econometrics
- Foundations of Finance
- Financial Markets and Securities
- Economics for Money, Banking and Finance
- International Banking and Risk Management
- Dissertation (Msc) or Detailed Research Proposal (MRes)

Optional modules
(Choose two):
- Islamic Banking
- International Money and Finance
- Behavioural Finance
- Advanced Corporate Finance
- Advanced Investment Finance
- Financial Statement Analysis
- Financial Econometrics

For more information please go to www.lancaster.ac.uk


Management School – Economics

Taught programmes

MSc in Economics

Director of Studies
Dr Colin Green.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, at least 50% of which must be in Economics and include a quantitative component.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Examination and coursework for each of the eight programme modules, plus dissertation.

Further information
www.lancaster.ac.uk/lums/econ

The MSc in Economics is designed to equip you with the necessary tools to pursue an analytical career in economics and access opportunities in consulting companies, research centres, government departments, international agencies, or in the financial sector. It is also excellent preparation for a PhD programme, at Lancaster or elsewhere.

It is a demanding programme that requires high standards of prior training, excellent skills in numeracy and literacy, effective study skills, the maturity to be an independent learner, and a strong commitment to succeed. The programme provides a comprehensive coverage of microeconomics, macroeconomics, advanced quantitative methods and in depth analysis in four elective fields from a range of options available.

The programme is delivered by highly-experienced and prominent academics who keep the material at the forefront of economic theory, policy and practice. Many of the teaching staff are heavily engaged in practical economic policy analysis; all work at the cutting-edge of economics research.

Compulsory modules
- Microeconomics
- Macroeconomics
- Econometrics
- Research Skills
- Dissertation

Optional modules
(Choose four)
- Public Economics and Political Economy
- Labour Economics
- Industrial Organisation
- Financial Economics
- International Banking and Risk Management
- Behavioural Finance

MSc/MRes in Money, Banking and Finance

Please see entry under Integrated Degrees (1+3).

Professor Ian Walker
Head of Department

Economics research at Lancaster is at the cutting edge in a variety of areas. Our research figures strongly in some of the core areas of economics – macro, labour, education, etc. But there is a wide spread of interests and we have strengths in some less conventional areas of economics – like gambling, addiction, and the economics of sports. We also have interests in the application of behavioural ideas to several areas.
Graduate Management School

This is a virtual department which acts as an umbrella for those programmes which do not sit within a specific subject area, or which draw from the excellent interdisciplinary faculty members from across our departments.

All LUMS students are part of the Graduate Management School.

Here you can find information about research opportunities in management in the broadest sense – specialising in access to interdisciplinary doctoral research. This section also covers details of our International Business Masters, which takes a global perspective, and, of course, the prestigious Lancaster MBA.

You will also find information on our redesigned MSc in Management which maximises students’ academic, personal and professional development. We offer a firm foundation in key business and management areas but also the opportunity to undertake pathways to allow students to focus on their particular interest. The pathways include management, strategic management, marketing and project management.

Finally you will find details of our Masters programmes which focus on the importance of technology including programmes focusing specifically on E-Business and innovation, and information technology, management and organisational change.

Research degrees
- PhD in Management

Integrated degrees (1+3)
- MRes in Information Technology, Management and Organisational Change (ITMOC)
- MRes in International Business

Taught programmes
- MSc/PgDip in E-Business and Innovation
- MSc/PgDip in Information Technology, Management and Organisational Change (ITMOC)
- MSc/PgDip in International Business
- MSc in Management (with pathways in Strategic Management and Project Management)
- The Lancaster MBA
  - Full-time mode
  - Executive mode

General enquiries
Tel: +44 (0)1524 510733
Fax: +44 (0)1524 510739
Email: gms@lancaster.ac.uk

Postgraduate enquiries
Tel: +44 (0)1524 510667
Fax: +44 (0)1524 510739
Email: lums-phd@lancaster.ac.uk

For more information please go to www.lancaster.ac.uk
Research degrees

Lancaster University forms part of the ESRC’s North West Doctoral Training Centre (NWDTC) together with Manchester and Liverpool Universities. A number of studentships, covering tuition and maintenance are available for those wishing to study in areas covered by the ESRC at Lancaster, Liverpool or Manchester. LUMS has pathways recognised by the ESRC in Accounting and Finance, Economics, Business and Management. LUMS also forms part of the HighWire and STOR-i doctoral training centres. All full-time PhD students are required to undertake 60 credits of compulsory research training in their first year of study.

PhD in Management

Entry requirements
A Masters degree in a related discipline, with at least 65% overall and 65% in the dissertation, or equivalent.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lums.lancs.ac.uk/PhD

LUMS offers this Economics and Social Research Council (ESRC) recognised cross-School PhD Management programme, in addition to the varied opportunities to undertake specialist research in each of LUMS seven academic departments.

Integrated degrees (1+3)

MRes in Information Technology, Management and Organisational Change (ITMOC)

Programme Director
Dr Martin Brigham.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework and research plan.

Further information
www.lancaster.ac.uk/lums/study/masters/programmes/mres/itmoc/

The MRes variant of the programme is intended for those planning for a PhD and includes additional assessed quantitative and qualitative research methods modules. It also replaces the standard summer dissertation with a research plan of at least 10,000 words. If you achieve the minimum required standard you will be allowed to register as a PhD student in the following year providing a suitable supervisor can be identified.

MRes in International Business

Programme Director
Dr Martin Friesl.

Duration
12 months full-time.

Entry requirements
A business related upper second class honours degree or equivalent, with evidence of good results in units relating to economics and statistics or quantitative methods.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, group work, examination and dissertation/research plan.

Further information
www.lancaster.ac.uk/lums/study/masters/programmes/mres/international-business/

The MRes variant of this degree programme is intended for those planning for a PhD and includes additional assessed quantitative and qualitative research methods modules.
Taught programmes

MSc/PgDip in E-Business and Innovation

Programme Director
Dr Casey Wilson.

Duration
12 months full-time (MSc),
9 months full-time (PgDip).

Entry requirements
An upper second class honours degree, or its equivalent. Work experience welcomed but not essential.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, group work, exams and dissertation (MSc).

Further information
www.lancaster.ac.uk/lums/ebin

The Masters in E-Business and Innovation (EBIN) is a unique, multidisciplinary programme designed for ambitious graduates wanting to acquire the skills and knowledge needed to shape the innovation in e-business and e-commerce brought about by Internet, mobile, and multimedia technologies.

Theory and practice are tightly interwoven, via case studies and real-world projects and through our partnership with IBM and other leading companies. Industry professionals contribute to the delivery, together with faculty experts from the Management School and the School of Computing.

MSc students undertake a dissertation which will be a ten week consultancy based project and provides the opportunity to help an organisation to solve a real world business or technology problem.

The programme equips you with the skills and knowledge to enable you to reshape organisational strategies and industrial practices, by exploiting the opportunities provided by the Internet and mobile and multimedia technologies. EBIN graduates go on to become business or ICT professionals in private or public-sector organisations, managers in new or emerging firms which require entrepreneurial skills, or project managers for existing technology and service providers.

Bridging modules
(To fill knowledge gaps, dependent on student)

- Introduction to ICT
- Management in Context

Compulsory modules

- E-Marketing
- E-Business
- Innovation
- Managing IT Architecture (IBM)
- Information Management and Strategy
- Business Planning and Finance
- Technology for E-Business
- Research Methods
- Business Analysis and Enterprise Systems

Optional modules

Route A – Management (all three)

- Strategic Sourcing
- Managing Complexity
- Managing and Learning in Project Environments

Route B – Advanced Computing (any two)

- Network and System Security
- Digital Innovation
- Information System Forensic Investigation
- Information System Risk Management
Taught programmes (continued)

MSc/PgDip in Information Technology, Management and Organisational Change (ITMOC)

Programme Director
Dr Martin Brigham.

Duration
12 months full-time (MSc), 9 months full-time (PgDip).

Entry requirements
An upper second class honours degree, or its equivalent. Work experience preferred, not essential.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, group work, exams and dissertation.

Further information
www.lancaster.ac.uk/lums/itmoc/

We believe that our very distinctive focus on information technology and organisational change makes the ITMOC programme a market leader in preparing information systems professionals for future careers in organisations such as Deloitte, Accenture and PwC.

Learning from active researchers in the field, you will develop the skills to interpret organisational problems and deal with them in an appropriate manner taking into account the specifics of any particular organisational context.

Compulsory modules
- Interpretations of Information, Technology and Organisations
- Knowledge Management and Information Technology
- Strategy and IT Management
- Systemic Interventions and Consulting
- Skills Development: Negotiation, Argumentation and Presentation
- SAP ERP
- Researching Organisational Settings
- Managing and Learning in Project Environments
- The Management of Organisational Change
- Systems Analysis and Design
- Dissertation – often with a public or private organisation

Optional modules
- E-Business
- Enterprise Systems
- Human Resource Management I
- Operations Management
- Financial Management
- Network Communications and Cisco Technologies
- Social Aspects of the Digital Age
- Human Resource Management II
- International Marketing
- Knowledge Management II
- Cyber Security Management
- Design Driven Innovation in IS-IT

MSc/PgDip in International Business

Programme Director
Dr Martin Friesl.

Duration
12 months full-time.

Entry requirements
A business related upper second class honours degree or equivalent, with evidence of good results in units relating to economics and statistics or quantitative methods.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, group work, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/ib

The programme provides a very effective mix of competencies enabling graduates to succeed in a wide variety of careers including international firms and organisations, government policy makers, and financial institutions.

Key issues such as international trade, globalisation, emerging economies, foreign direct investment, financial markets, international business strategy, international marketing, cross-national leadership as well as international political economy and cross-border labour flows are all covered.

In contrast to generalist international business programmes, the Lancaster MSc International Business is founded upon a sound understanding of basic economic principles and quantitative methods with considerable emphasis on current and emerging issues in the international economic environment.
Core modules
- International Business I
- Economics for Managers
- Quantitative Methods for Business
- Accounting and Financial Management
- International Business Strategy
- International Business II
- International Business Marketing
- Cross-National Management and Leadership
- Research Methods
- Dissertation – may include company based projects, subjects relate to taught modules

Optional modules
- Business Ethics and Society
- Doing Business in China (Guanghua School of Management, Beijing)
- Growth in Emerging Economies
- International Banking and Risk Management
- International Business Law and Institutions
- International Corporate Strategy and Structure
- International Environmental Law
- International Money and Finance
- Law of International Organisations and Institutions
- Strategic Sourcing

MSc in Management (with pathways in Strategic Management and Project Management)
Programme Director
Dr Mark Stevenson.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent in any discipline. GMAT is not needed.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, reports, presentations, group work, examinations, tests and a research project.

Further information
www.lancaster.ac.uk/lums/management/

This programme is designed to equip graduates from a range of disciplines with the knowledge, understanding and skills required to deal with the complexities of management in an international context.

On completion of the programme you will have an integrated understanding of the important functions within management and the interactions between them; capacity to develop a strategy for a new or existing organisation; be an effective learner, planner, communicator and team worker; be a critical and reflective thinker and be able to undertake effective research.

Designed for those from any academic background with limited work experience, this is great preparation for an international career in management. The focus is on developing the managers of the future.

Compulsory modules
- Accounting and Financial Management
- Operations Management
- Economics for Managers
- Organisational Behaviour and Human Resource Management
- Introduction to Business Analytics
- Marketing: Applied Theory and Practice
- Management
- Management in Practice
- Strategic Management
- Research Methods
- Research Project (organisation or library based)

Pathway module
Management pathway
- Organisational Change
- Business Analysis and Process Consulting
- Business Ethics and Society

Strategic Management pathway
- Strategic Implementation and Process
- Global Corporate Level Strategy
- Value Creation and Innovation

Project Management pathway
- Project Management
- Discourses of Project Management
- Applied Project Management

The MSc in Management has given me much more than just a degree, it has taught me about the world and has given me guidance on both my future career and personal life.

Margareta Lind, 2011
The Lancaster MBA
Lancaster has some of the world’s highest ranked programmes in business and management. The Lancaster MBA programmes are accredited by the Association of MBAs (AMBA). The full-time programme is ranked in the world’s top seven and the UK’s top three by Forbes Magazine.

The Lancaster MBA (full-time mode)
The Lancaster MBA is an intensive and rigorous programme which recruits highly motivated, experienced managers from across the world. It provides access to cutting edge knowledge across a full range of business and management subjects.

Programme Director
Chris Saunders.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or equivalent professional qualification. A recent GMAT score of at least 600, balanced across verbal, written and quantitative elements. (Those scoring less than 4.5 on the analytical writing element may be required to complete the Lancaster Admissions Essay). Usually at least three years of work experience since graduation, with preference for significant managerial responsibilities. Two good references, two pre-course essays and a case for studying an MBA are required.

IELTS
7.0 or equivalent (minimum element scores apply).

Interviews
UK based – face to face. Overseas – telephone option.

Assessment
Case based examinations, assignments, group presentations, blogs, consultancy reports, and reflective assignments.

Enquiries
Tel: +44 (0)1524 510733
Fax: +44 (0)1524 510739
Email: mba@lancaster.ac.uk

Further information
www.lancaster.ac.uk/lums/mba/

The Lancaster MBA is a one year leadership development programme aimed at ambitious professionals with at least three years professional experience. Our class typically comprises over 20 nationalities from around the world, presenting a great opportunity for students to learn from each other as well as from the high quality faculty.

The programme includes a core international module and optional international exchanges at a number of partner schools to prepare our MBAs for senior positions in global businesses. We place an emphasis on learning through action with three consulting opportunities with UK companies.

A unique element of the Lancaster MBA is our Mindful Manager module which is designed to reshape your thinking and build the skills you will need to perform effectively at the most senior levels. These distinctive features help you to develop into a confident, knowledgeable, critical and responsible leader.

Compulsory modules
- Accounting
- Business Economics
- Finance
- Global Society and Responsible Management
- International Business in Context
- Leading Change
- Managing IT in Organisations
- Marketing
- Operations and Process Management
- Organisational Behaviour
- Strategic Management
- Company Challenges
- The New Venture Challenge (with a start-up company)
- The Consultancy Challenge (with a charity or SME)
- The Corporate Challenge (with a large organisation)

Optional electives
- Leadership Stream – Advanced Leadership and Performance-Led HR
- Strategy Stream – Advanced Strategic Thinking and Strategy Process and Practice
- Finance Stream – International Financial Management and Mergers and Acquisitions

Other electives
- Supply Chain Management
- Project Management
- Strategic Brand Management
- Learning Cell
The Lancaster MBA (Executive Mode)

Programme Director
Dr Steve Kempster.

Duration
24 months part-time.

Entry requirements
An upper second class honours degree, or an equivalent professional qualification. At least five years full-time professional/managerial work experience.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Work based assignments, examinations, UK consultancy challenge project and dissertation.

Enquiries
Tel: +44 (0)1524 510733
Fax: +44 (0)1524 510739
Email: emba@lancaster.ac.uk

Further information
www.lancaster.ac.uk/lums/emba/

The Lancaster MBA (Executive) programme is designed to build your functional knowledge and your leadership capability through a combination of taught modules in key management areas interspersed with experiential projects, or challenges, where you apply that knowledge to specific business issues. These are complemented by action oriented coursework assignments in your organisation.

The programme brings employers, participants, and faculty together in partnership to deliver maximum benefits to both individual and organisation, and is popular with sponsoring organisations including: BAE Systems, London Underground, EDF, Helsinki Energy, Local Government, NDA, NHS Trusts, Otis, Oxley Developments, Peel Ports, Rank Group, and Vestas. There is also considerable portability of learning for those seeking to use the programme as a springboard for career advancement.

As reflected in the diagram, the taught modules are grouped into three key themes or perspectives:

- **The Strategic Perspective** – the ‘big picture’ of where the organisation is and wants to go
- **The Relational Perspective** – the ‘soft skills’ and people management aspects of leadership practice
- **The Practice Perspective** – the practical aspects of leading and managing the various business functions

Running throughout the programme as integrating threads are two of Lancaster’s most distinctive modules, designed to shape your practice as a manager and build your awareness of the wider context in which businesses operate:

- The Mindful Manager centres on your personal development and develops your capacity to engage productively and thoughtfully with others.
- The Practice of Leadership focuses on both your understanding of leadership and the development of your personal practice in this vital area.

The Lancaster EMBA: programme structure

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<td>The Practice of Leadership</td>
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<td>Written Proposal</td>
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Key
- **Strategic Perspective**
- **Relational Perspective**
- **Practice Perspective**
Compulsory modules

- Introduction Workshop
- Strategic Management for the Economic Environment
- Financial Decision Making for Managers
- Applied Marketing for Managers
- Managing Strategic Change
- Strategic Operations Management
- Strategic HRM and Organisational Behaviour
- The Practice of Leadership
- Global Society and Responsible Management
- The Mindful Manager
- Business Development Challenge
- Consultancy Challenge
- Applied Research Challenge Dissertation

Optional modules

Students can broaden their expertise through unassessed electives. Since the electives are conducted with the full-time and global programmes, these also offer a valuable opportunity for participants to widen their cultural horizons and broaden their network. A wide range of electives are available, including an overseas elective which will incur an additional fee. Please see our website for further details.

Alero Abbey
London Underground Graduate 2011

"I needed to see my learning impact directly on what I do, and EMBA offered me the ability to translate what I learned in the classroom back into my work."
Institute for Entrepreneurship and Enterprise Development

The Institute for Entrepreneurship and Enterprise Development (IEED), founded in 2003, is Lancaster University Management School’s (LUMS) newest department. Its vision is to achieve excellence in entrepreneurship research and teaching, and has closely integrated research, teaching and business engagement embedded in its philosophy.

It developed out of the LUMS Entrepreneurship Unit where a continuous stream of substantial knowledge exchange projects have supported research and teaching in entrepreneurship. This business engagement has been informed by research-led pedagogy linked to the department’s emerging research agenda around entrepreneurial learning.

Research insights have given our programmes a robust distinctiveness and contributed to a virtuous circle linking research, business engagement and teaching. Our research-led business engagement enhances the student experience and employability through sustained interaction with our 21 Entrepreneurs in Residence. Regular engagement with business through outreach activity informs and enriches their research and facilitates knowledge exchange.

In many cases, research activity is closely linked to a number of projects which are being conducted collaboratively with various industrial and business partners. Research in IEED is currently focused on the following themes:

**Entrepreneurial Learning**: the exploration of the nature of entrepreneurial behaviour and the way in which entrepreneurs learn. Work on entrepreneurial behaviour has used social psychology, and specifically social constructionism, to explore entrepreneurial behaviour and understand the contextual links between individuals’ motivations, behaviours and business strategies. The work is expanding to explore how concepts of the entrepreneur are constructed and used within society.

**Research degrees**

**MPhil/PhD**

**Entry requirements**

A Masters degree with a significant research methods component. Good honours bachelors graduates can be considered for registration, but they may first need to follow the MRes or MA (by research) in the subject closest to their research topic.

**IELTS**

7.0 or equivalent (minimum element scores apply).

There is an active cohort of entrepreneurship PhD students on the PhD in Management programme whose research builds on the research interests of the Institute. We are always happy to receive applications from well qualified applicants interested in studying for a PhD on a full- or part-time basis. The Institute aims to provide as much support as possible to students in the development of their work. Part-time applicants must demonstrate how they will provide the time and resources to complete their PhD and successful applicants will be expected to visit Lancaster on a regular basis for supervision and training.

**Our research interests**

Entrepreneurship is an emerging, active and multidisciplinary research specialism. Staff have complementary academic backgrounds embracing management, business history, economics, sociology and technology. Regular engagement with business through outreach activity informs and enriches their research and facilitates knowledge exchange.

In many cases, research activity is closely linked to a number of projects which are being conducted collaboratively with various industrial and business partners. Research in IEED is currently focused on the following themes:
Family Business: the diversity and number of family businesses and their behaviour make them an important field of study and one which is naturally multidisciplinary, involving sociology, economics, management theories, culture and history. Understanding family firms requires the analysis of the complex interaction of family and firm, the forces underlying family values and the way these shape the business culture, behaviour, and capabilities of firms.

Regional Development, Enterprise Policy and Knowledge Exchange: the examination of the discourses of government policy-making in enterprise and regional development with a specific interest in the North West, its sub-regions and communities. Within this group there is a focus on policy directed at regional development and enterprise education, including study on Higher and Further Education.

Small and Medium-sized Business (SMEs): the impact of previous business ownership experience on SME performance. Research themes within the IEED include the effect of serial entrepreneurship on start-up activity and SME survival, as well as the relationship between serial and portfolio entrepreneurs, firm size and growth.

Innovation: entrepreneurship involves the recognition and assessment of opportunities and is often the bridge between creativity and innovation – what is needed and what is possible and the interplay of these two questions is an ongoing process. Current research explores the relationship between path dependency, path creation and path destruction, networks and communities of practice in evolutionary models of innovation.

Networks: despite the individualistic tradition of entrepreneurship, there is an increasing awareness that networks are crucial to entrepreneurs and that social relationships can influence economic outcomes. The emerging perspective is that since economic activity is embedded in society, the innovative entrepreneur develops and builds networks which provide external sources of information, support, finance and expertise allowing mutual learning and boundary crossing.

Research degrees
- MPhil/PhD

Taught programmes
- MSc/Pgdip in Entrepreneurship, Innovation and Practice
- MSc in International Innovation

Head of Department
Dr Qihain Huang

Postgraduate enquiries
Tel: +44 (0)1524 510733
Fax: +44 (0)1524 510739
Email: gms@lancaster.ac.uk
www.lancaster.ac.uk/lums/ieed/
Taught programmes

MSc/PgDip in Entrepreneurship, Innovation and Practice

Programme Director
Dr Sascha Walter.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree or equivalent in a business or management discipline, or a degree with a substantial element of those subjects. Applicants with equivalent experience in entrepreneurship, innovation or business will be considered from other degree disciplines.

IELTS
7.0 (with a minimum element score of 6.0).

Assessment
Coursework, group work, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/eip

Entrepreneurship and innovation play a vital role in helping businesses of all sizes to find new sources of competitive advantage and in times of recession they can provide the very basis for survival.

The programme is designed for graduates who are looking to gain specialist knowledge of entrepreneurship and innovation and the capacity to translate that into practical action. You may perhaps have ambitions to set up your own business at some point in the future – or you may be looking to use your entrepreneurial skills in larger companies. What you learn on this MSc, and the skills you acquire, will also be very valuable to public sector organisations and those in the not-for-profit sector.

Compulsory modules
- Introduction to Entrepreneurship
- New Venture Creation
- Entrepreneurship in Practice
- Innovation in Practice 1
- Corporate Entrepreneurship
- Internationalisation and New Technologies
- Innovation in Practice 2
- Family Enterprise Management
- Strategic Management
- Introduction to Business Analytics
- Dissertation Project and Research Methods

MSc in International Innovation

Programme Director
Helen Fogg.

Duration
24 months full-time.

Entry requirements
An upper second class honours degree, or its equivalent in a relevant subject. Work experience preferred, not essential.

IELTS
Normally 7.0 (with a minimum of 6.0 in each component).

Assessment
Coursework, group work, examination, projects and dissertation.

Further information
www.lancaster.ac.uk/china-catalyst/msc

This new MSc in International Innovation offers a ground-breaking curriculum, blending academic studies, company projects and cultural experiences. Drawing from internationally recognised faculties from across the University, this unique MSc will offer ambitious UK/EU and overseas students the opportunity to work on high impact collaborative projects with companies both in the UK and China.
Over 24 months, students will cover a range of general and specialist courses chosen from five distinct pathways, supplemented by language, cultural and business seminars, resulting in a rich and distinctive learning experience. A highly supportive environment will help build a deep understanding of innovation and internationalisation with a cohort of like-minded, multi-disciplinary students, entrepreneurs and businesses. Close inter-faculty collaboration between the Lancaster University Management School, the Faculty for Science and Technology and the Faculty of Arts and Social Sciences, will equip students with a solid foundation in the areas of design, entrepreneurship and technology, whilst allowing them to specialise in one of these areas.

This unique programme offers five distinct academic pathways and students will choose from one of these pathways depending on their entry route to the programme.

**Pathway 1: MSc International Innovation (Environmental Science)**
This pathway draws on the strengths of the Lancaster Environment Centre. Students will gain a foundation in the areas of technology, design and management, whilst specialising in environmental science.

**Pathway 2: MSc International Innovation (Engineering)**
This pathway encompasses selected modules in electronics and/or mechanical engineering. It will involve the pervasive use of electronics and embedded software within the systems and devices we use on a daily basis.

**Pathway 3: MSc International Innovation (Computer Science)**
This pathway draws on the strengths of the InfoLab21 in the School of Computing and Communications. Students will gain a foundation in the areas of technology, design and management, whilst specialising in modern computer science and communications technologies.

**Pathway 4: MSc International Innovation (Design)**
This pathway draws on the strengths of the Lancaster Institute for the Contemporary Arts and the design-led research lab, ImaginationLancaster. The programme explores design as a driver for innovation and provides students with an understanding of how design interfaces with other disciplines in the product development process.

**Pathway 5: MSc International Innovation (Entrepreneurship)**
This pathway is designed for students with a business or management background, and draws extensively on the unique qualities of the Institute for Entrepreneurship and Enterprise Development (IEED). It will provide a framework to understand entrepreneurship across different cultures within the UK and China and an opportunity to work high impact collaborative research, development and commercialisation projects in these countries.

Mary Rose
Professor of Entrepreneurship

We are thrilled that the IEED has won a national award from the Economic and Social Research Council (ESRC) in recognition of the value of what we are doing here at Lancaster and our outstanding impact on business. When the IEED was set up, it was very much driven by our belief that the best way to study, teach and support entrepreneurship is to ensure there is integration between research, teaching and business engagement activities.

A research grant from the ESRC in 2007 enabled us to focus on how universities establish productive knowledge-exchange relationships with SMEs. It brought out sharply the need to recognise the value of ‘soft skills’, and demonstrated mechanisms by which networks of SME owner-managers could work with universities on entrepreneurship education for practitioners.
Lancaster Leadership Centre

The Lancaster Leadership Centre (LLC) specialises in designing, developing and delivering executive management and leadership development programmes to meet the strategic and operational needs of our increasingly diverse clients. LLC also leads on the design and delivery of several individual development programmes, including the MSc in Project Management.

In 1989 we pioneered the first single company MBA with British Airways, since then we’ve been building a formidable reputation for customised executive education that makes a lasting difference to those with whom we work.

All of our work draws on in-depth understanding of management and organisational learning, which is informed by pioneering research by the Faculty in how managers and leaders learn. It is also shaped by our own experience of delivering programmes to senior managers from the public, private and non-profit sectors.

This expertise means we can design programmes that combine theoretical and experiential learning in highly effective ways, using action learning methods to ensure our courses deal with the pressing issues faced by our delegates and their organisations.

Teaching staff within the Centre are selected for their ability to understand organisational issues and are expert in designing and directing executive and organisational development programmes. Staff expertise ranges from strategy and leadership to corporate social responsibility and executive coaching. We also draw on expert staff from other LUMS departments, and on our associate group of business experts, coaches, outdoor learning specialists and experienced facilitators.

The MSc in Project Management was a perfect match with my undergraduate degree in Entrepreneurship and Innovation. The broad coverage of the programme gave me the skill to effectively manage projects, people and organisational change. My 12 week summer project with Rolls-Royce was a great experience and really kick started my career. I highly recommend LUMS in general and the Project Management programme especially. I would love to do it again.

Kine Norheim, MSc in Project Management, 2009/2010 Norway

Key fact

Coming soon – a new MSc in Leadership Practice and Responsibility. For further details please see www.lancaster.ac.uk/lums/lancaster-leadership-centre
Taught programmes

MSc in Project Management
Programme Director
Neil Ralph.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree in any discipline. Work experience is welcomed but not essential.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework and examination.

Further information
www.lancaster.ac.uk/lums/prj-mgmt

This programme is designed to provide you with the practical skills, mental models and theoretical background to attain a professional role in a project based organisation. From enabling small or medium sized projects to run effectively to robust project planning and execution of large-scale projects and programmes (including financial competency, IT skills and strong management theory), the development of your project management skills is approached from a practical perspective with real project scenarios. This is underpinned by a critical approach to developing good practice.

Compulsory modules
- Principles of Project Management
- Project Leadership
- Advanced Project and Programme Management
- Commercial Aspects of Project Management
- Developing Project Management Professional Practice
- Delivering Projects: Strategy, Implementation and Change
- Business Analytics
- Managing Complex Problems
- Reflexive Approach to Research
- Applied Project Management Research Project

Head of Department
Dr Steve Kempster

Postgraduate enquiries
Tel: +44 (0)1524 510731
Fax: 44 (0)1524 510739
Email: mdd@lancaster.ac.uk
www.lancaster.ac.uk/lums/lancaster-leadership-centre
Management Learning and Leadership

The Department of Management Learning and Leadership is the leading academic centre in Europe solely committed to the critique and improvement of management education, management development and leadership development.

Various government reports have identified this understanding as crucial to a nation’s economic needs and to the development of high calibre leaders and managers.

The Department was founded with funding from the Foundation for Management Education (FME) and has very close links with industry and commerce. It has played a leading role in defining and developing the field of Management Learning at both national and international level.

The Department has a strong reputation among academics around the world, maintained through numerous research publications, conferences, and a network of international contacts.

All our programmes are suitable for leaders, managers, management developers, trainers, teachers and consultants who are professionally concerned with two areas: enabling individuals and organisations to learn; and enabling individuals and organisations to learn better ways of leading and managing whatever they are in business to do.

Our programmes offer opportunities to learn both face-to-face and virtually through online communication and networked learning. Our postgraduate students are supported in setting their own priorities for learning and focusing on topics of relevance to their current or future practice. They choose the issues they wish to explore, their method of study, and are encouraged to understand critically their own practice. They also learn to take a critical perspective on the nature of management education and leadership development both in ‘education’ and ‘work’ settings, giving consideration to policy and operational concerns.

Key fact

Our programmes encourage students to take responsibility for their own development, to interrelate theory and practice and to develop a critical and reflective approach to both their personal/professional and academic learning.
Research degrees

MPhil/PhD

Doctoral Director
Professor Claire Leitch.

Entry requirements
Masters degree or equivalent, ideally with relevant work experience. Exceptionally, an upper second class honours degree or equivalent.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lancaster.ac.uk/lums/dmll/research/phd

We welcome talented and committed applicants from all over the world whose interests and research plans match well to those of staff within the department. Our research is characterised by its criticality, reflexivity and the integration of theory with practice, and by a desire to help shape the world in which we live.

Given the individualised nature of research and the importance of cross-disciplinary perspectives, we normally allocate each student two supervisors. PhD study involves a large component of self-directed study but in the first year of the programme students attend a series of taught courses and seminars to ensure they have a rigorous foundation in various methodologies and approaches to research. Special PhD workshops, attended by the Department’s full- and part-time students, provide another important way of taking your ideas forward.

Research in the Department focuses on three broad areas: how employees learn, how leadership is developed, and how organisations can learn and develop over time. In our work, we engage with contemporary debates in a wide range of disciplines, including organisation studies, education, cultural studies and sociology, to address key theoretical challenges as well as practitioner and policy issues in management. While there is a rich heritage within the Department of using action learning and action research approaches we draw upon a variety of qualitative and quantitative methods as appropriate.

Our graduates go on to successful academic careers in some of the world’s leading universities, and some use their PhDs in industry or to inform their work as consultants.

The MA in Human Resources and Consulting offers students a unique opportunity to work as consultants with local companies on real organisational issues.

Ulrike Burger, 2011

For more information please go to www.lancaster.ac.uk
Our research interests

Critical Management Education and Organisational Learning: critical management learning, social learning theory, theories of knowledge, socio-material networks and communities of practice, dynamic capability, knowledge management systems and knowledge sharing.

Leaders, Leadership and Followership: leadership-followership dynamics, organisational culture, critical perspectives and leadership effectiveness.

Cultural Differences, Diversity and Gender: embodiment, masculinity, identity, diversity, women in management, parenting and work, sociological and cultural theories of gender.


Responsibility and Sustainability: social justice, corporate responsibility, social and human development, globalisation, internationality and post-colonialism.

Taught programmes

MA in Human Resources and Consulting

Programme Director
Dr Valerie Stead.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or equivalent, work experience in HR and/or consulting useful but not essential.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, assignments, group work, consulting project and dissertation.

Further information
www.lancaster.ac.uk/lums/hrc

The MA in Human Resources and Consulting is designed for individuals wishing to explore careers in HR, management consultancy, education and management development, and organisational development. The MA develops the skills you need to act as a change agent – designing and implementing interventions that develop human resources in pursuit of organisational objectives.

Taking a critical perspective on theory and practice the programme invites you to engage with many different ideas, concepts and ways of thinking about human resources and consulting, and about individual and organisational learning. Our dual focus on theory and practice is designed to enrich both your knowledge and your skills, making you far more adept at knowing what will work where, and why.

A unique feature of the programme is the consulting project that provides the opportunity to put your learning into practice by working with a real client organisation to develop recommendations on current workplace issues.

The approach to Human Resources and Consulting used within the MA is based on a learner centred approach using models of experiential and action learning enabling you to test out and critique leading ideas and practice.

Through these participatory learning processes you will be supported to develop professional practice skills such as presentation and communication, research and consultancy, facilitation and interviewing skills, and team work. This development is further enhanced through careers, learning and study skills sessions. You'll also be guided in choosing research and dissertation topics to reflect your interests and experiences.

Compulsory modules

- Induction
- Introduction to Human Resources and Consulting
- Design and Dynamics of Learning
- Research Methods I
- Organisational Learning and Knowledge Management
- Advances in HR and Leadership
- Research Methods II
- Organisational Diagnosis and Consulting
- International HR and Leadership Development
- Quantitative and Survey Research Methods
Management Science

Our Department of Management Science has an outstanding teaching, research and publishing record and a worldwide reputation as an international centre of excellence.

We have one of the longest established departments of its type in Europe. Our research and teaching interests cover a wide range of areas including:
- E-Business
- Information Systems and Technology
- Logistics and Transport
- Management Science
- Marketing Analytics and Forecasting
- Operational Research
- Operations Management
- Supply Chain Management
- Systems/Soft OR

Departmental resources are excellent with extensive computer facilities on hand and, within the University library, a full range of journals, electronic databases and books.

Our postgraduate and PhD degree programmes will provide you with skills that are much in demand by employers for general management, consultancy, specialist analytical roles and information systems management.

Graduates have found work in consulting organisations, such as Cap Gemini or Accenture; in operations research (OR), operations management (OM), strategy formulation and information systems (IS) groups in government or in major companies such as British Airways; and in specialist management roles – such as a credit analyst for HSBC, forecaster with BT, or information systems architect with IBM. Our PhD graduates are also employed as academics in leading universities across the world.

Recent Engineering and Physical Sciences Research Council (EPSRC) investment at Lancaster for the Departments of Management Science, and Mathematics and Statistics builds on Lancaster’s long standing commitment to OR and Statistics and its leading reputation in these fields. It is also testimony to the success of recent initiatives such as the EPSRC Science and Innovation award in OR (the LANCS Initiative), the EPSRC funded Doctoral Training Centres in Statistics and OR (www.stor-i.lancs.ac.uk), and the National Taught Course Centre in OR (NATCOR).

Research degrees
- MPhil/PhD

Integrated degrees (1+3)
- MRes/PhD Management Science
- MRes/PhD in Statistics and Operational Research with Industrial Applications (STOR-i)

Taught programmes
- MSc in Operational Research and Management Science (OR and MS)
- MSc in Logistics and Supply Chain Management (L and SCM)
- MSc in Management Science and Marketing Analytics (MS and MA)
- MSc in Quantitative Finance

Research enquiries
Ms Gay Bentinck
Tel: +44 (0)1524 592408
Fax: +44 (0)1524 592060
Email: g.bentinck@lancaster.ac.uk
www.lancaster.ac.uk/lums/management-science/

Taught programme enquiries
Mrs Jackie Clifton
Tel: +44 (0)1524 593840
Fax: +44 (0)1524 592060
Email: managementscience.msc@lancaster.ac.uk
www.lancaster.ac.uk/lums/management-science/
Research degrees

MPhil/PhD

Doctrinal Director
Professor Konstantinos G. Zografos.

Duration
3 or 4 (1+3) years full-time.
Part-time also possible.

Entry requirements
Relevant Masters degree or equivalent.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lancaster.ac.uk/lums/management-science/research/phd

The programme in Management Science is one of the largest in the world with approximately 70 current students. We are interested in students who wish to undertake research in Management Science, in any subject area, and welcome contact even before you have identified a suitable research topic. Please see our research interests for our particular strengths in supervision.

Fully qualified applicants may embark directly on PhD or MPhil programmes, but for those who need further training we have MRes and MSc options, which can be used as a route to PhD.

When I arrived for the first time in Lancaster, I fell in love with it. It is a wonderful place to pursue higher education. It is picturesque, but also the people are warm and inviting. The Management School has one of the best and largest programmes in Management Science. I am now back in the States, and very proud of my time spent at Lancaster University. I highly recommend LUMS to anybody that wants a world class education.

James Langabeer, PhD Management Science, now associate Professor of Management at the University of Texas
Our research interests

A wide variety of research takes place in the Department, but with a consistent focus on application to the outside world. Much of the research is carried out for and alongside external client organisations. The research areas are loosely organised in several groups as follows.

The **Lancaster Centre for Forecasting** tackles a wide range of predictive analytics problems that organisations face. Its focus is on the key areas of forecasting, data mining and market modelling, supporting operational challenges, and decision making. These include Supply chain forecasting and its link to retailing; promotional modelling and inventory management; the design of forecasting support systems to improve automation and the effectiveness of managerial judgment; the development of new computational intelligence algorithms for data mining applications including credit risk, Big Data intelligence and predictive models. In marketing analytics the focus is Dynamic pricing and promotions; customer mindset metrics, customer lifetime value and marketing productivity. The Centre works intensively with industry in understanding, modelling and solving real organisational problems.

The **Operations Management** group researches several aspects of operations and supply chain management. These include process design in business services and manufacturing; ‘workload control’ production planning methods; sustainability in supply chains; global sourcing and contracting in business services; and operational risk. The group’s work connects with that of colleagues in the other groups in the Department, as well as across the School and wider University.

The **Lancaster Centre for Transportation and Logistics** uses a problem-led interdisciplinary research approach to provide cutting-edge sustainable solutions leading to the continuous improvement of transportation and logistical systems. The Centre tackles problems associated with the organisation, planning, design, operation, and control of transportation and logistical systems. Currently, its research activities focus on airport and air traffic management, hazardous materials transportation, demand responsive transport systems, multimodal itinerary planning, emergency response and humanitarian logistics, green and city logistics, and project management. The Centre co-operates with a large array of industrial and academic partners nationally and internationally, and collaborates with other research groups in the department and across the University.

The **Health Modelling** group is involved in issues such as determining requirements for hospital staffing, modelling patient flows and performance measurement and improvement.

The **Computer Simulation** group conducts research to improve the quality of simulation modelling processes (simulation methodology), to investigate how new software and hardware technologies can be used to improve simulation modelling process (simulation technology), and to apply simulation modelling in various domains such as health and social care, supply chain, service and operations management, social risk analysis and project management (in collaboration with other research groups).

The **Optimisation** group uses a wide range of sophisticated exact, approximate, heuristic and meta-heuristic techniques, to solve deterministic and stochastic optimisation problems, including, routing, scheduling, location and dynamic resource allocation problems.

The **Information Systems** group works on a variety of topics such as Healthcare information systems; methods for software design and development; ‘Dark’ aspects from information technology use, such as stress and addiction; information technology enabled business innovation; gamification; information technology governance; global sourcing of information technology; information technology for development (ICT4D); information technology enabled supply chain management and customer relationship management; and high speed computing technologies for commercial use. The group conducts research using a variety of methods such as interpretive/qualitative research, survey research, design science research and action research.

The **Health Modelling** group is involved in issues such as determining requirements for hospital staffing, modelling patient flows and performance measurement and improvement.

The **Computer Simulation** group conducts research to improve the quality of simulation modelling processes (simulation methodology), to investigate how new software and hardware technologies can be used to improve simulation modelling process (simulation technology), and to apply simulation modelling in various domains such as health and social care, supply chain, service and operations management, social risk analysis and project management (in collaboration with other research groups).

The **Systems/Soft OR** group uses methods such as soft systems methodology to help decision makers manage complexity and to understand and formulate their problems, and also considers ways in which ‘soft’ and ‘hard’ approaches may be used in a complementary manner.
Integrated degrees (1+3)

MRes/PhD in Management Science

**Doctoral Director**
Professor Konstantinos G. Zografos.

**Duration**
12 months-4 years full-time.

**Entry requirements**
First or upper second class honours degree, or equivalent.

**IELTS**
7.0 or equivalent (minimum element scores apply).

**Assessment**

Further information
[www.lancaster.ac.uk/lums/management-science/research/](http://www.lancaster.ac.uk/lums/management-science/research/)

In 2010, the Department was awarded substantial funding to develop a unique Centre for Doctoral Training (STOR-i) combining statistics, operational research and industrial applications (see page 24). We are producing a new generation of researcher, capable of creating an impact in these complementary areas. This Centre has fully funded 40 students between 2010 and 2013, and is due to fully fund at least 60 further student entering the Centre for Doctoral Training in 2014-2019.

The MRes is often used as a prelude to a PhD application but is also attractive to employers. One third of the programme focuses on taught modules chosen from the wide range offered on our MSc programmes and is designed to relate to your field of interest and fill in gaps in your knowledge. Two thirds of the programme is dedicated to your research project, beginning with training in research techniques and leading to either a dissertation or a research proposal.

Successful performance on the MRes opens up the opportunity to register for PhD programmes in the Department.

**MRes/PhD in Statistics and Operational Research in Partnership with Industry (STOR-i)**

**Director of Studies**
Professor Jonathan Tawn.

**Duration**
4 years full-time.

**Entry requirements**
First class honours degree, or its equivalent, in an undergraduate course with a substantial mathematical content.

**IELTS**
6.5 or equivalent.

**Assessment**

Further information
[www.stor-i.lancs.ac.uk](http://www.stor-i.lancs.ac.uk)

The STOR-i Centre for Doctoral Training offers a unique four year doctoral training programme with a ground-breaking approach to Statistics and Operational Research developed and delivered in partnership with leading industrial partners. There are typically over ten fully funded places available each year.

Continual collaboration and networking with our wide range of industrial partners ensures that this programme will produce a new generation of highly employable researchers equipped with the skills required for effective careers in academia or industry. Some of the UK’s leading companies committed to providing this support include BT, IBM, AstraZeneca, Shell and SSE.

The programme begins with an MRes, which provides a robust grounding in the field and the development of key research skills. You will then identify a research topic and plan your PhD research. You will also develop a versatile skill set including: advanced problem solving, programming, and teamwork, plus, a broad range of presentation and dissemination skills.

The remaining three years will be spent working on the PhD project guided by appropriate supervisory teams, whilst taking a wide range of specially devised training programmes and experiencing extended international research visits at world leading universities to increase your employability. All PhD students get an experience of researching with industry, with 80% of students having a PhD project co-funded and co-supervised by industry and the rest having a six month industrial internship.

**Compulsory modules**
- Training for Research and Industry
- Probability and Stochastic Processes
- Optimisation
- Likelihood Inference
- Computer Simulation
- Bayesian Inference
- Computational Intensive Methods

**Optional modules**

(PhD – voluntary):
- Leadership and Project Management
Taught programmes

MSc in Operational Research and Management Science (OR and MS)

MSc in Logistics and Supply Chain Management (L and SCM)

MSc in Management Science and Marketing Analytics (MS and MA)

Programme Director
Professor Mike Wright.

Duration
12 months full-time.

Entry requirements
A first class or upper second class honours degree, or its equivalent.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Assignments, formal examinations, projects, team work, business report, presentations, interactive exercises and dissertation.

Further information
www.lancaster.ac.uk/lums/management-science/masters/

These programmes are ideal if you wish to work in decision support, business analytics, project management, marketing analytics, logistics, supply chain, industrial engineering, operational research or management science.

The employment record of our graduates is excellent and they are in demand from private and public sector organisations for their analytical skills.

Departmental scholarships are available for the best-qualified applicants.

Our approach emphasises four themes:

Quantitative Modelling: building and using mathematical and statistical models to help people plan and make better decisions.

Systems Thinking: seeing the whole picture, not just part of the problem.

Consulting Skills: how to work with people and to make an impact.

Real World Focus: putting theory into practice.

The three programmes share a core of taught modules, and then offer different paths through options and a four month project, most of which are carried out for an external client organisation on a real problem. These provide excellent networking opportunities as well as the chance to use analytical skills acquired during the taught part of the degree. Those wishing to go on to PhD level may choose an academic research project instead.

Karolina Krzemieniewska
Graduate, MSc Logistics and Supply Chain Management

I found the MSc very helpful because sophisticated and difficult topics were presented in a very understandable way – especially valuable for someone like me, who had no previous experience in the subject.

My project with Shell lasted from mid-May until mid-September. I joined a Statistics and Chemometrics Group in Chester. I was involved in business solutions and inventory control projects, but I chose the assessment of the “Prediction Toolbox”, developed by the Group, to be my main MSc project. In the company I was given lots of responsibility. I had contact with experts and managers in many fields. However, the biggest satisfaction for me was developing my ideas into models that would be used by an international company like Shell.
Core modules
(All programmes)
- Applying Statistical Models in Business
- Problem Solving Skills for Consultants
- Spreadsheet Modelling

Compulsory modules
(L and SCM)
- Strategic Supply Chain Management
- Global Sourcing and Business Services
- Logistics Modelling
- Operations and Supply Excellence

Compulsory modules
(OR and MS)
- Introduction to Operational Research and Management Science

Compulsory modules
(MS and MA)
- Introduction to Management Science and Marketing Analytics

Optional modules
These may vary yearly, with some restrictions depending on programme studied, but most modules are open to students across all three programmes.
- OR and MS choose three or four from:
  - Problem Structuring
  - Computer Simulation
  - Stochastic Modelling
  - Optimisation and Heuristics
- MS and MA choose three or four from:
  - Data Mining for Marketing, Sales and Finance
  - Forecasting
  - Marketing Analytics and Modelling
  - Marketing Research Methods

All students choose two or three optional modules from those already mentioned plus:
- SAS Programming for Business Analytics
- International Marketing
- Pricing Analytics and Revenue Management
- E-Marketing
- Logistics
- Global Sourcing
- ERP (Enterprise Resource Planning) Systems
- C++ Computer Programming

See website for further clarification, www.lancaster.ac.uk/lums/management-science/masters/

Examples of recent projects:
- Air cargo forecasting: Virgin Atlantic Cargo
- Recommendations for the Future Logistics Strategy: United Utilities
- Forecasting fresh produce sales using weather and promotional information: Tesco
- Simulating operating policies for an NHS Walk in Centre: Liverpool Primary Care Trust
- Improving the performance of operational control rooms: Greater Manchester Police

MSc in Quantitative Finance
Please see entry under Accounting and Finance.

Yang Ge
Graduate, MSc Management Science and Marketing Analytics

I chose to study at LUMS due to its great reputation and good environment on campus. It was a nice quiet city for my studies. The lecturers were all very friendly. They taught me how to think and gave me vital knowledge which has been very useful during my current work, especially data mining, marketing analytics, spreadsheet modelling and SAS programming.

During the summer, I worked at Barclaycard and was able to get very good feedback from the company. I was lucky enough to secure a job with them after graduating, as a strategic analyst.
Marketing

The Department of Marketing is the oldest in the UK. It was established in 1965 with the first Professor of Marketing in a UK university and we now have a thriving community of postgraduate students.

The Department has 30 members of academic staff and there are a number of staff in other departments in LUMS who have interests in particular areas of Marketing.

Our postgraduate research students have access to experienced staff and resources in the University, but also contribute to existing programmes of research in the Department. Doctoral students are important contributors to existing programmes of research.

Our research interests

We cover a wide range of sub-disciplines within Marketing and there are, broadly, four main areas of research:

Consumer Behaviour: symbolic consumption and consumers’ identity projects; vulnerable consumers; alcohol and other risky consumption among youth; sustainability, environmental and ethical issues; consumers as identity seekers; cross cultural aspects of consumer research; and the ways in which brands mediate relationships between consumers and organisations.

Business Marketing and Purchasing: inter-organisational relationships; supply chains and marketing; business models and supply networks; product-service offerings in business markets; managers and networks; negotiations and contracts.

Market Studies: business models and market-making; corporate identity; market rules and regulations; base-of-the-pyramid markets; market-making practices.

International Marketing: brand authentication in international markets; internationalisation of the retail firm; the role of brands in retailer internationalisation; the transient consumer in global markets.

Research degrees

- MPhil/PhD

Taught programmes

- MSc/MRes in Advanced Marketing Management
- MSc in Management (with a pathway in Marketing)

Number of postgraduate students

70+

Head of Department

Professor Maria Piacentini

Research enquiries

Tel: +44 (0)1524 510901
Email: g.e.cannon@lancaster.ac.uk
www.lancaster.ac.uk/lums/marketing/

General enquiries

Tel: +44 (0)1524 510733
Fax: +44 (0)1524 510739
Email: gms@lancaster.ac.uk
Research degrees

MPhil/PhD

Entry requirements
Relevant Masters degree at distinction level or, equivalent and a distinction grade achieved in Master's research dissertation, plus a viable research proposal.

Exceptionally, an upper second class honours degree, or equivalent, in Marketing or Management will be considered.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information www.lancaster.ac.uk/lums/marketing/research

The Department has a lively research atmosphere with over 15 research students currently registered. Research students are expected to take a full part in department life, attending seminars and consortia, and presenting papers. Full-time students will be required to take research methodology courses run by LUMS or other Faculties. Part-time students who are unable to attend courses will be given guided reading and activities to make up any gaps in their research practice.

Research degrees are most likely to be completed successfully and in good time when there is a good match between the interest and availability of a potential supervisor, the interests of the applicant and the importance and accessibility of the topic. Applicants may find viable areas of study suggested on our Faculty website, the information will also allow you to ensure a good fit between your interests and our areas of expertise.

Taught programmes

MSc in Advanced Marketing Management

Programme Director
Dr Alan Gilchrist.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or equivalent, in Marketing or with a substantial Marketing component. We will consider non-business related degrees for candidates with significant work experience in marketing.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Individual and group coursework, examination and dissertation.

Further information www.lancaster.ac.uk/lums/amm

This programme is for graduates with significant academic or work based experience of marketing who are seeking to enrich their existing knowledge, and build a base for successful careers in industry or the public services, or for further study (PhD).

Our students develop the crucial marketing management skills of critical integrative thinking and collaborative working within a curriculum focused on the integration of theory and practice. Throughout the programme you will continually confront 'real' world issues in marketing.
Our MSc is unique and the class size is tightly controlled to enable the staff-student and student-student contact necessary for the forms and processes of learning required.

The programme has been approved and accredited by the Chartered Institute of Marketing to provide direct entry onto the CIM’s Professional Postgraduate Diploma in Marketing.

Compulsory modules
- Marketing in Practice
- Researching Markets and Marketing
- Developing a Critical Understanding of Marketing (Consumer, Business to Business and Product, Service Systems)

Optional modules
- Brand Management
- Business Models and Market Makers
- Brand Communications
- Digital Marketing
- Managing Marketing Channels
- Managing Prices and Profits

Following the taught modules each student carries out an individual in-depth piece of scholarly research and produces a dissertation, this is often based on a practical project conducted with a company or organisation.

**MRes in Advanced Marketing Management**

**Programme Director**
Dr Alan Gilchrist.

**Duration**
12 months full-time.

**Entry requirements**
An upper second class honours degree, or equivalent, in Marketing or with a substantial Marketing component. We will consider non-business related degrees for candidates with significant marketing work experience.

**IELTS**
7.0 or equivalent (minimum element scores apply).

**Assessment**
Individual and group coursework, examination and dissertation.

**Further information**
www.lancaster.ac.uk/lums/mres-amm

The MRes degree is based on the MSc in Advanced Marketing Management and shares the taught component with students from both programmes studying together. MRes students develop a scholarly research focused dissertation and/or doctoral research proposal.

To proceed on to the PhD programme at LUMS, students need to achieve a high standard (distinction) in the MRes. You will also need to have identified the availability of, and secured agreement from, an appropriate PhD supervisor. It can be particularly useful to align your MRes research with the areas of interest of the departmental staff.

**Key fact**

The Complete University Guide has ranked The Marketing Department as number one in the UK for two years running.

**Jekatrina Rindt**
MSc Advanced Marketing Management

Lancaster University provided a perfect fit in many respects: apart from an excellent university ranking, Lancaster University Management School offered me a scholarship for the MSc and was the only university in the UK offering an intensive programme that actually meets the criterion of being “advanced”. It actively involves students in the most recent debates of marketing practice and research and manages to balance insights into B2C as well as the often neglected specifics of B2B marketing.

The AMM inspired and encouraged me to pursue the PhD which gives me today the opportunity to finally explore the problem I am most interested in within a vibrant, international and highly professional research community that challenges and supports my endeavours and is a perfect platform for future work in business or academia.
Organisation, Work and Technology

The Department of Organisation, Work and Technology was founded in 1969 in response to a growing recognition of the importance of the study of people in organisations.

With 18 full-time academic staff this is a multidisciplinary group of social scientists dedicated to research and teaching in the interconnected areas of work, organisations, and management in the twenty-first century.

We have a wide array of expertise in human resource management (HRM), information systems, knowledge management (KM), organisation theory, social psychology and sociology. Our thematic interests include the form and structure of organisations and organising in the twenty-first century; globalisation and the cultural and political economy of contemporary work; HRM and employment relations; and, the social, economic, ethical and political factors shaping the processes through which technologies are constructed and used for managerial and organisational purposes.

The distinctive philosophy and ethos towards the study of management and organisations has earned the Department international recognition and reputation.

Research degrees

MPhil/PhD

Doctoral Director
Professor Brian Bloomfield.

Entry requirements
An upper second class honours degree, or equivalent, in a Social Science subject.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Original research and thesis.

Further information
www.lancaster.ac.uk/lums/owt/research/phd

We have established an excellent reputation for interdisciplinary research. Our doctoral programme is a central feature of our provision and we strive to make it a substantial, vibrant and rewarding experience for postgraduate students.

We offer excellent postgraduate student support. Supervision is an essential aspect of the research relationship and we always have two members of staff involved with each doctoral student. The Department also organises a series of weekly seminars with leading national and international academics and encourages students to organise annual working conferences at which they can present and develop their own work.

Our research interests cover a variety of aspects of contemporary work, management and organisations.

We study the relationships between HRM and KM processes, as well as between globalisation and work in the knowledge economy. We systematically investigate processes of organisational change and their relationships with information technology, as well as the complex issues of business ethics and corporate governance.

We have a strong interest in the theoretical frameworks through which work organisations are analysed and the implication of such theories. Also important to us are the broader social, ethical and environmental concerns raised by the intersection of contemporary economic, cultural, organisational and managerial practices. We organise our research in interdisciplinary strands and the crossovers of staff between them provide the Department with a coherent focus.
Our research interests

Organisation Studies: we have a long established international standing for our scholarly and critically informed analysis of diverse managerial practices in a variety of empirical settings.

HRM, Work and Globalisation: as the societal power of HRM has consolidated since the 1980s, our research focuses on the relationships between work, organisational structures and cultures, and the social reproduction of identity through new kinds of people management practices with an increasingly global reach.

Technology and Organisation: this strand of our research is located in our Centre for the Study of Technology and Organisation. This is the single biggest grouping of researchers in the field of Technology and Organisation Studies in the UK and internationally.

Management and Society: this area of research is concerned with broader societal concerns raised by contemporary organisational and managerial practices with specific reference to governance, ethics and the environment.

Research degrees
- MPhil/PhD

Taught programmes
- MSc in Human Resource and Knowledge Management
- MSc in Politics, Philosophy and Management
- MSc in International Executive Management

Number of postgraduate students
406

Head of Department
Professor Theo Vurdubakis

Postgraduate enquiries
Tel: +44 (0)1524 592312
Fax: +44 (0)1524 594060
Email: owt@lancaster.ac.uk
www.lancaster.ac.uk/lums/owt/
Taught programmes

MSc in Human Resource and Knowledge Management

Programme Director
Dr Pete Thomas.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or equivalent, in a relevant subject for example Management and Business Studies, Social Sciences (e.g. Sociology, Psychology, Politics, International Relations or Applied Social Science) History, Geography, Philosophy, English, Languages, Arts or other Humanities. Applicants with relevant work experience from other degree disciplines are encouraged to apply.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework, examination and dissertation.

Further information
www.lancaster.ac.uk/lums/hrkm

The MSc offers in-depth analyses of the key themes in twenty-first century management: Human Resource Management (HRM), Knowledge Management (KM), and Change Management. Contemporary organisations see these as vital dimensions of competitive advantage in an increasingly fast changing global economy.

As human creative and innovative resources are seen as the foundation of organisational and individual performance, management’s main aspiration in successful global and local organisations is the mobilisation of people and knowledge. As global market pressures increase steadily, the effectiveness of management and organisations depend upon their human and knowledge resources.

The MSc provides you with a deep understanding of these essential themes and equips you for a career in a critical position in contemporary management. Graduates of the programme have entered a wide variety of jobs in the private and public sector, including management and consultancy positions in human resource management, knowledge management, or general management. Others have moved into roles in purchasing, sales and retailing, taken up local and central government posts, or pursued careers in higher education.

Modules
- Human Resource Management: Contexts, Controversies and Critiques
- Human Resource Management II: The Rise and Growth of HRM Theories and Techniques
- Introduction to Knowledge Management
- Knowledge Management as Social Practice: Global, Ethical and Cultural Issues
- Organisations in the 21st Century
- The Management of Organisational Change
- The Rise of Management Ideas and Concepts
- Analysing Management Practices
- Quantitative Methods in Management Practice

MSc in Politics, Philosophy and Management

Programme Director
Dr Pete Thomas.

Duration
12 months full-time.

Entry requirements
An upper second class honours degree, or equivalent, in any Arts or Social Science discipline, including Business and Management.

IELTS
7.0 or equivalent (minimum element scores apply).

Assessment
Coursework assignments, group projects, formal examinations and dissertation.

Further information
www.lancaster.ac.uk/lums/ppm
This ground-breaking new programme, taught jointly by the Department of Organisation, Work and Technology and the Department of Politics, Philosophy and Religion, is unique in Europe in bringing together the important areas of politics and management with an interdisciplinary lens. It enables you to develop a sophisticated understanding of social, political, organisational and managerial processes – and of the connections between them.

It provides an ideal foundation for careers in all kinds of cross-national organisations – from multinational companies to NGOs or international bodies such as the European Union or United Nations.

You can choose one of four pathways through the programme:
- International Relations and Management
- Philosophy and Management
- Politics and Management
- Politics, Philosophy and Management

Each involves a mix of compulsory and optional modules; for further details, see the programme website. The last element of the programme is a substantial research project and dissertation.

**International Masters in Practicing Management (IMPM)**

**MSc in International Executive Management**

**Programme Director**
Professor Lucas Introna.

**Duration**
24 months part-time (modular).

**Entry requirements**
Minimum of ten years of work experience including extensive managerial experience.

**IELTS**
7.0 or equivalent (minimum element scores apply).

**Assessment**
Reflective papers after each module and major paper.

**Further information**
www.impm.org

The IMPM is an international leadership programme designed for highly experienced managers and entrepreneurs. Focusing on an innovative, collaborative learning approach, or managerial mindsets, participants are encouraged to explore and gain a true appreciation of different perspectives as each module is delivered over a ten day period in different countries (UK, Canada, India, China and Brazil). Participants also undertake a managerial exchange where they spend a week observing their co-participant in action, focusing on the process of management.

Participants who successfully complete the five modules and managerial exchange may elect to undertake a further major paper of dissertation length to be awarded a MSc International Executive Management.

**Modules**
- Managing Self: The Reflective Mind-set
- Managing Organisations: The Analytic Mind-set
- Managing Context: The Worldly Mind-set
- Managing Relationships: The Collaborative Mind-set
- Managing Change and Continuity: The Action Mind-set

Choosing LUMS is one of the best decisions I have made – the programme has really helped me gain an in-depth understanding of HR and KM. The teaching differs a lot from other universities in the UK.

Naginlal Modi employed with Arriva North London

For more information please go to www.lancaster.ac.uk