We understand that your decision to study at postgraduate level is one that demands careful consideration, both in terms of the discipline you wish to study and the place in which to do so. Here at Lancaster University Management School, we’ve been delivering postgraduate level teaching and research since our foundation in 1964. Established as one of the top 10 universities in the UK, the School is part of an international, ambitious University and is increasingly seen as the place to be for the very best students and staff from all over the world. We hope you will join us in 2018.

Our purpose
As an established and ambitious international Management School, research is at the heart of our success and informs our teaching, pushes boundaries and transforms lives. Through our collaborative approach and cutting-edge knowledge, we strive to be a beacon for top talent.

Our beliefs and values
We believe that we can achieve success through:

+ A strong, healthy and growing community
+ Impactful research that informs teaching and has the power to transform lives
+ Challenging convention, pushing boundaries and shaping agendas
+ Maximising opportunities through engagement beyond the University
+ Embracing different perspectives and working collaboratively
+ Nurturing potential for all

Quadruple accreditation
Being triple-accredited from the three most influential business school accreditation bodies worldwide (AACSB, EQUIS and the Association of MBAs) is a recognition of the quality of everything we do. Additionally, we’re also accredited by the Small Business Charter in recognition of the impact we make, not only with global business and industry but with small and medium-sized businesses too.

The Lancaster advantage
As a leading global school, we build continually on our heritage and expertise in order to underpin our 21st-century research and teaching. In addition to our fundamental strengths in business, marketing, economics, finance and accounting, we lead in analytics, enterprise, leadership and sustainability. We’re confident that this breadth and depth of expertise, which you will actively contribute to, will give you a unique advantage that will stay with you forever.
Hello Future

Your future: specialist careers support

In the Management School we will help you to achieve success through thinking strategically about your career. We know that you will have global career aspirations and we have the dedicated careers support within the School to help you plan, execute and review your career strategy. There will be frequent opportunities to meet employers and participate in a diverse range of employability workshops. Additionally you will have access to:

- Regular postgraduate drop-in clinics
- Bookable individual careers consultations
- Face-to-face mock interview opportunities
- Online resources to help you write effective CVs and applications
- Online psychometric test practice
- Interview preparation
- Job vacancy databases

Most programmes also have career development activities built into the teaching schedule to enhance your prospects for success. In addition, previous activities in the Management School, such as Focus Asia and Focus Africa, have provided students with the opportunity to participate in a diverse range of employability workshops. Additionally you will have access to:

- Overseas electives
- Summer schools

What our students say

"My CV is now far stronger and better produced thanks to the support provided by the School’s careers team. The help provided by the team will give me a much better chance of securing my next job.”

Dan Dupont
MSc Project Management

"The excellent careers service offered has been one of the standout features of my MSc Management course at Lancaster University.”

Alice-Marie Oxer
MSc Management

"I successfully secured a job with Norsk Tipping on their 15-month graduate scheme. I’ll experience different parts of the company, including their new innovation unit. The help and support received from the careers team has truly helped me during the whole application process.”

Mari Aldridge Overland
MSc Management

"The careers service helped me formulate a structure for cover letters and supported me in preparing for assessment days with top-100 graduate employers. Practising interview questions and judgement tests helped me perform well when it came to the real assessment day at HSBC, where I was delighted to be successful.”

James Bushby
MSc Management

For more information please visit www.lancaster.ac.uk/lums

Global opportunities

A range of summer schools in Europe and Asia are offered as part of the MSc Management programme and provide an opportunity for you to gain further international experience as part of your degree. Our partner universities include the Higher School of Economics in Russia, WU Vienna in Austria and IESEG School of Management in France.

Triple degree programme – MSc Management (2 Year)

The MSc Management (2 Year) degree is a collaborative programme co-designed and delivered by Lancaster University Management School, Emlyon Business School in Lyon, and Ludwig Maximilian Universität in Munich.

During the programme, you can study in multiple locations and will complete at least one in-company internship, gaining a unique multicultural European experience. This provides you with the tools you will need to adapt to the challenges of global management and excel in your chosen career. You will receive careers coaching to prepare you for your future ambitions in management.

For more information about studying abroad, please email the Management School International Team: exchangelums@lancaster.ac.uk

Summer schools

"Studying at NCCU as an exchange student gave me so many memorable experiences and friends, through which I could extend my network for future business in my home country. Moreover, I am now able to speak a third language - Mandarin. This has broadened my opportunity to do business with other countries.”

Potchara Chaiareekij, MSc Entrepreneurship, Innovation and Practice Studied abroad at National Chengchi University, Taiwan in 2015.

For more information please visit www.lancaster.ac.uk/lums
The University provides an outstanding and welcoming postgraduate experience. The campus is located in a beautiful setting and you will have access to excellent facilities all designed to help you achieve your ambitions. 

The Graduate College
Lancaster is one of a handful of universities that have a college structure. Exclusively for postgraduate students, Graduate College comprises more than 2,000 students and provides a range of services to support you during your time at Lancaster, including affordable accommodation, social and study facilities and its own bar, The Herdwick.

The Postgraduate Board acts as the main body for the University’s postgraduate students and College members are invited to stand for the board, which is elected annually.

The Graduate College's friendly and international community celebrates and encourages diversity and provides you with an ideal opportunity to broaden your horizons and make lasting friendships. It also provides an unrivalled environment for you to develop academically, and the extra-curricular activities and opportunities provided help to ensure a rewarding postgraduate experience.

Lancaster and the surrounding area
Our campus is just three miles from the historic city of Lancaster, a city full of character and culture. Lancaster is a relatively small but lively city where you will find everything you would expect from a modern city, with plenty to see and do, from busy shops and a vibrant nightlife to cultural attractions and beautiful parks.

With the breathtaking Lake District, the coastal views from the top of Blackpool Tower and shopping in Manchester, Lancaster has lots to offer. The mix of city, coast and countryside adds a whole new dimension to your experience with us.

With superb road, rail and sea links, Lancaster provides a fast and easy gateway to national and international destinations, including Manchester, Liverpool and London. Excellent rail links mean that you can be in Manchester in an hour and London in just two and a half.

The Library
Our University Library offers you access to more than 30,000 e-journals and 300,000 e-books plus a wide range of other electronic and physical resources. Our resource discovery tool, OneSearch, will help direct you to the materials you need, and online guidance is available from our web pages to help you with specific services, collections and information resources.

The Library building has recently undergone a full refurbishment, which has delivered a unique study space with more than 1,200 technology-enabled workspaces, including 30 group study rooms, training rooms and a dedicated postgraduate study area. It was ranked joint first for its library provision and opening hours in the Times Higher Education Student Experience Survey 2017.
The Department of Accounting and Finance takes pride in its established reputation for excellence in both research and teaching. Our research has been recognised for its international excellence, with The Higher Education Funding Council for England, and its predecessors, consistently ranking us in the highest research quality category.

Over the years, our work has been supported by a range of external funding bodies including the European Commission, the Economic and Social Research Council (ESRC), the Leverhulme Trust, the Institute of Chartered Accountants in England and Wales (ICAEW), INQUIRE, and the Nuffield Foundation.

Research areas

Accounting
- Bank accounting, financial reporting, accounting-based valuation, and governance and management control

Finance
- Corporate finance, financial markets, financial econometrics and derivative pricing

Masters programmes
- Accounting and Financial Management MSc (page 16)
- Advanced Financial Analysis MSc (page 16)
- Finance MSc (page 19)
- Quantitative Finance MSc (page 24)

Accounting and Finance Economics

The Department of Economics fosters a strong research environment and has an international research reputation in various areas.

Our members, numbering over 40 academic members from more than 15 countries, have published their research findings in top academic journals and have received substantial research funding from national and international sources. In addition, colleagues have served as advisers and consultants to national and international agencies including the World Bank, the UN, the Foreign and Commonwealth Office, the Office for National Statistics, the British Council, and the House of Commons.

These research activities inform teaching, bringing insights from the research frontier to all levels of education to continually update the content of our courses. We are proud of our reputation for high quality teaching and personal attention to students at all stages of study.

Research areas

- Behavioural and experimental economics
- Industrial organisation and economic theory
- Labour, education and health economics
- Macroeconomics and financial markets
- Political economy and international trade

Masters programmes
- Economics MSc (page 18)
- Money, Banking and Finance MSc (page 28)
Entrepreneurship, Strategy and Innovation

The Department of Entrepreneurship, Strategy and Innovation delivers exciting postgraduate degrees focused on the core challenges facing business leaders: the exploitation of entrepreneurial opportunities, the development of competitive advantage and the management of disruptive innovations.

Our programmes, based on cutting-edge research and deep engagement with management practice, prepare graduates for careers in start-ups, large multinational companies, management consulting and innovation. We offer a unique, transformative learning experience based on the combination of inspirational management research and practical experience, designed to extend your knowledge, enable your future career and expand your networks.

Our international staff are leaders in their field and have strong experience in industry and you will also be able to take advantage of the expertise of our team of Entrepreneurs in Residence.

Research areas

Entrepreneurship
- Entrepreneurial learning, family business, enterprise policy and regional development, small and medium-sized businesses (SMEs)

Strategy
- Strategy development in practice, strategic change and renewal, organisational capabilities and competitive advantage, business models, corporate strategy

Innovation
- Social innovation, innovation in practice and innovation in family business

Leadership and Management

The Department’s aim is to develop a critical understanding of the theory and practice of leadership in the past, present and future. While the origins of the study of leadership go back to Plato, Sun Tzu and Machiavelli, it has only become the focus of contemporary academic studies in the past 50 years, and particularly in the past decade.

Our focus in the Department is on integrating high-quality research with leadership practice and development that is of value to future, emerging and established leaders in a variety of contexts. In this regard, we work to prepare individuals to lead in the 21st century, focusing on the importance of being socially and politically aware and responsible, as well as knowing how to work and lead in a global and digitally-connected world.

Research areas

- Critical leadership studies and follower dynamics: critical study of leaders, leadership and followership; theory and practice of organisational leading, drawing from sociological, psychological and philosophical approaches
- Practices and responsibilities of leadership: the purposes, ethics, activities and contexts in which leadership is enacted in organisational relationships and in relationships beyond organisations
- Sociologies of work and gender studies: critical approach to the study of management, organisations and societies
- Management learning and action research: broad phenomenon of learning in organisations and society, framed around management and leadership
- Human resource management and organisational behaviour: theoretical and practical issues in human behaviours and HR management practice within contemporary organisations
- International management and cross-cultural studies: foregrounding alternative paradigms of human practice and thought emerging from the intellectual traditions of Chinese, Indian and Islamic philosophies

Masters programmes

- Entrepreneurship, Innovation and Practice MSc (page 19)
- International Business and Strategy MSc (page 22)

Masters programmes

- Human Resources and Consulting MA (page 20)
Management Science is the discipline of applying analytical and scientific methods to make better decisions in management. It is based on the latest thinking in analytics, data science, information systems, logistics and project management. It is a real-world discipline with a focus on improving the complex systems and processes which underpin our daily lives.

Our department has a worldwide reputation as an international centre of excellence, and is the largest Management Science department in the UK. We attract students from diverse backgrounds and from many different countries. Our teaching and research have gained high ratings in the most recent independent assessments of British universities.

All of our Masters programmes offer the opportunity to undertake research in an external organisation as an integral part of the degree. The employment prospects of Lancaster’s Management Science graduates are second to none.

Lancaster’s is the longest established Department of Marketing in the UK. The first chair in Marketing was instituted in Lancaster in 1964, partly funded by the Institute of Marketing.

We have one of the largest groups of Marketing academics in the UK, and we disseminate our research through top international journals, and through international, interdisciplinary conference presentations. Many staff members work closely with marketing practitioners to ensure that the research we undertake remains relevant.

We currently have over 30 members of academic staff and have a thriving community of doctoral students, who not only have access to experienced staff and resources in the University, but also contribute to existing programmes of research in the Department.

For more information please visit www.lancaster.ac.uk/lums
The Department of Organisation, Work and Technology has a long-established international reputation for its teaching and scholarship. We draw on, and contribute to, a range of relevant disciplines including human geography, human resource management, organisation studies, philosophy, sociology, and the sociology of technology.

We are particularly known for our critically informed analysis of management and work practices in a variety of contemporary and historical settings. The Department is home to a thriving community of full- and part-time doctoral students in both our well-established PhD programme and our new practice-oriented Doctor of Management.

Research areas
- Human resource management and employment relations
- Ethics, sustainability and management
- Information, technology and society
- Management, organisations and society

Masters programmes
- Human Resource Management MSc (page 22)
- Information Technology, Management and Organisational Change MRes/MSc (page 21)
- Politics, Philosophy and Management MSc (page 28)

Research is at the heart of our success, and has the power to transform lives. The teaching we undertake at all levels across the School is research-informed, which means that as a student you will benefit from the very latest thinking.

We aspire to be world-leading in all our research activities by developing, recruiting and retaining world-class researchers. In the Management School, we have ten research centres, whose specialisms support the wider research that is embedded across all departments and the School.

These centres are:
- Centre for Consumption Insights
- Centre for Family Business
- Centre for Financial Econometrics, Asset Markets and Macroeconomic Policy
- Centre for Marketing Analytics and Forecasting
- Centre for Leadership Studies and Practice
- The Pentland Centre for Sustainability in Business
- Centre for Productivity and Efficiency
- Centre for Sustainable Healthcare
- Centre for Technological Futures
- Centre for Transport and Logistics

Our executive programmes
In collaboration with academic departments across the School and the wider University, we deliver a broad range of professional and executive programmes for individuals and for businesses, including our unique International Management Programme and our highly-regarded Executive MBA.

You can find out more about our Executive MBA on page 27 of this prospectus or on our website. If you are interested in joining our International Management Programme, a senior management development programme delivered by Lancaster and partners globally, you can find out more on our website.

Customised executive programmes
The School engages with businesses across a wide range of sectors, not least in the provision of education to employers and staff. People make business and our approach is about facilitating sustained behavioural change, realising people’s true capabilities in order to make better managers and better leaders. Our programmes support people and businesses in different ways, including:
- Developing leadership
- Accelerating and facilitating organisational or cultural change
- Improving management capabilities
- Nurturing and facilitating enterprising behaviour
- Driving innovation across an organisation, enabling strategic thinking

You can find out more about our customised executive programmes via our website.

Research with impact
Our partnership with the Work Foundation in London means that our thinking influences and supports the development of government policy and strategy.

Shaping the next generation of researchers
Fundamental to our research culture at LUMS are our active and embedded PhD programmes. Excellence in supervision, training and support of research students is critically important to us and as a PhD student you will be part of one of our academic departments.

CETAD
The School encompasses one of the University’s flagship professional development divisions, the Centre for Education, Training and Development (CETAD). CETAD is a centre for excellence in work-based learning, with programmes designed to enable students to learn for work, learn from work, and learn in a way that is flexible and responsive to their work context. A number of our courses blend online learning with face-to-face teaching, while others are delivered fully online.

Being part of the School ensures that our approach has rigour, uniting theory with practice. Students are introduced to new concepts, models of best practice and the latest thinking, integrating this learning into work and professional practice.

Taught programmes
- Innovation and Improvement Science PgCert/PgDip/MSc
- Leadership and Management PgCert
- Leadership and Management (Health Care) PgCert
- Medical Leadership PgCert/PgDip/MSc
- Organisation Development PgCert
- Professional Development PgCert
- Professional Practice PgCert/PgDip/MA/MSc

To find out more information about the courses offered by CETAD, please visit our website.
## Taught Programmes

### Accounting and Financial Management MSc

#### Overview
This programme enables graduates of Accounting and Finance, as well as professionally-qualified accountants, to take stock of what they have learnt and 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. The course is accredited by the Association of Chartered Certified Accountants (ACCA), and in addition, some modules contribute to Chartered Financial Analyst (CFA) study sessions at Levels I, II and III.

Many of our 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.

#### Designed for
Recent graduates of Accounting, Finance, Economics, Business or a related subject seeking careers in the accounting or financial management professions

#### Duration
12 months, full-time

#### Modules
- Core
  - Financial Markets
  - Foundations of Finance
  - Principles of Financial Reporting
  - Quantitative Methods for Finance
- Optional
  - Advanced Management Accounting
  - Financial Reporting for Complex Entities
  - Financial Statement Analysis
  - Plus other modules in Accounting and Finance

### Advanced Financial Analysis MSc

#### Overview
This programme is designed to give you the specialist knowledge and skills that you will need for a career in investment management or financial analysis and to help you acquire the prestigious Chartered Financial Analyst (CFA) Level II qualification.

There are two elements to the course. The first, comprising eight core modules spread over the first and second terms, will cover the material you will need for the core CFA syllabus relating to investments and financial analysis. Additionally, you will take the Personal Development for Careers in Finance module, which is designed to ensure that your financial expertise is complemented by the soft skills regarded as equally key by employers.

The second element of the programme is a specialist CFA dissertation stream which includes intensive training preparing you for the CFA Level II exam in June and a dissertation project focusing on investment management. If you are not CFA Level I qualified when you enter the programme, intensive training in the first term will prepare you for the CFA Level I exam in December.

#### Designed for
Graduates of Accounting and Finance, with or without industry experience, seeking to become Chartered Financial Analysts and seeking careers as investment professionals and financial analysts

#### Duration
12 months, full-time

#### Modules
- Core
  - Advanced Financial Markets and Investment Management
  - Advanced Financial Reporting and Analysis
  - Advanced Investment Research Methods
  - Advanced Investment Risk Management
  - Advanced Topics in Fund Management and Investment Analysis (Dissertation)
  - Financial Modelling and Analysis
  - Fund Management
  - Programming and Databases for Financial Applications
  - Plus an optional module

### Advanced Marketing Management MSc/MRes

#### Overview
These challenging programmes provide the intellectual and practical platforms which will enable you to fast track into senior management in marketing.

Our students develop the crucial marketing management skills of critical integrative thinking and collaborative working, within a curriculum which is focused on the integration of theory and practice. Throughout the course you will continually confront ‘real-world’ issues in marketing.

Our tightly-controlled class size enables you to maximise contact with staff and students to enhance your learning process.

Following the taught modules, you will carry out an individual in-depth piece of research and produce a dissertation, which is often based on a practical project conducted with a company. In 2016 our students worked as teams of marketing consultants with Microsoft, BrandCap (London), and The Hut Group, as well as with nine SME businesses around the UK.

#### Designed for
Graduates who have extensive marketing experience gained either practically within industry, or within an academic format

#### Duration
12 months, full-time

#### Modules
- Core
  - Advanced Marketing Management Dissertation
  - Brand Management
  - Developing a Critical Understanding of Marketing
  - Marketing in Practice
  - Researching Markets and Marketing
  - Optional
  - Business Models and Market Makers
  - Critical and Creative Communications
  - Digital Marketing
  - International Marketing
  - Managing Marketing Channels

### Business Analytics MSc

#### Overview
This programme is focused on the integration of theory and practice. Throughout the course you will continually confront ‘real-world’ issues in marketing.

Our strong connections to industry and government ensure that what you learn has a highly practical focus, both in teaching and in the three-month summer projects. For many students, these are live projects with large organisations in many sectors, including roles in financial institutions, insurance, industry, retail, government, and consultancies.

These challenging programmes provide the intellectual and practical platforms which will enable you to fast track into senior management in marketing.

Our students develop the crucial marketing management skills of critical integrative thinking and collaborative working, within a curriculum which is focused on the integration of theory and practice. Throughout the course you will continually confront ‘real-world’ issues in marketing.

Our tightly-controlled class size enables you to maximise contact with staff and students to enhance your learning process.

Following the taught modules, you will carry out an individual in-depth piece of research and produce a dissertation, which is often based on a practical project conducted with a company. In 2016 our students worked as teams of marketing consultants with Microsoft, BrandCap (London), and The Hut Group, as well as with nine SME businesses around the UK.

#### Designed for
Highly numerate graduates seeking careers in operations research, business analytics, management consulting, decision analytics, data science and industrial engineering

#### Duration
12 months, full-time

#### Modules
- Core
  - Applying Statistical Models in Business
  - Dissertation
  - Introduction to Business Analytics and Operational Research
  - Problem Solving and Consulting Skills
  - Project
  - Spreadsheet Modelling
  - Optional
  - Computer Simulation
  - Marketing Research Methods
  - Optimisation and Heuristics
  - Python and R programming
  - Strategic Sourcing

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For more information please visit [www.lancaster.ac.uk/lums](http://www.lancaster.ac.uk/lums)
Taught programmes

E-Business and Innovation MSc/PgDip

Overview
This programme is about understanding how companies innovate with digital technologies to create new business models, products, and services. You will learn how digital business innovation strategies are developed, managed and delivered to achieve business value. The programme also focuses on digital entrepreneurship and digital transformation.

The knowledge and skills that you will gain from this course, which is taught by experts from the Management School and the School of Computing and Communications, will make you attractive to many forward-looking companies who are at the cutting-edge of business and technologies. This includes companies that are looking for innovative ways to digitise their product and service offerings, and companies that want to increase intimacy with their customers through innovative digital interactions. The programme will also equip you to be entrepreneurial, particularly in the digital space.

Our special teaching partnership with IBM means that students benefit from teaching by specialists from the company.

Our graduates work around the world, in large companies, in the small/medium sectors, and in their own digital start-ups.

Designed for Graduates from any discipline seeking a career as a technopreneur or ICT professional, working in the areas of IT project innovation and management, business and IT consultancy or IT architecture

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

Economics MSc

Overview
This Masters programme in Economics is intellectually demanding and stimulating, designed to give those who aspire to a high-flying analytical career in economics the tools they will need to succeed.

We provide a rigorous training in economic theory and applications and in quantitative methods, and help you develop marketable skills to launch yourself onto the job market.

Completing the programme will open up career opportunities in consulting companies, research centres, government departments, international agencies, and in the financial sector. The programme is also ideal preparation for PhD study.

You will join a department with an outstanding international research reputation in the areas of econometrics, applied microeconomics (including labour, education, health), macroeconomics and financial markets, behavioural and experimental economics, political economy and international trade, development and environmental economics. Such expertise is brought to bear in the rich variety of optional modules available.

Designed for Economics graduates interested in a wide range of careers in the field

Duration 12 months, full-time

Entrepreneurship, Innovation and Practice MSc

Overview
Through its strong focus on the practical application of entrepreneurship, this programme equips you with the knowledge and skills needed to empower you to become an effective entrepreneur and innovator.

Due to our academic excellence and emphasis on practice, this is the perfect programme if you have the potential to succeed in starting a new business, becoming an ‘intrapreneur’ and innovator in organisations of any size, leading a family business to the next level or, more broadly, becoming an agent of innovation and change.

The course focuses on applied practical experience rooted in cutting-edge research, and includes entrepreneur mentoring and shadowing, business plan competitions, case study competitions, inspiring masterclasses and a variety of entrepreneurial challenges. The programme offers access to broad business networks and extra-curricular projects thanks to close collaborations with the Entrepreneurs in Residence programme and with the Lancaster University Enterprise Centre.

Designed for Graduates of all disciplines who want to become entrepreneurial and innovative in their future careers

Duration 12 months, full-time

Finance MSc

Overview
Ranked 5th in the UK and 27th in the world in the Financial Times Global Masters in Finance 2017, this programme helps graduates in related subjects prepare for careers in the financial sector, offering specialist study in financial markets, investments, financial instruments and risk management.

Many of our graduates are now employed in banks and financial institutions in the UK and worldwide. Others have entered careers in higher education and research.

The course is accredited by the Association of Chartered Certified Accountants (ACCA). Those who have passed, or received exemptions from, F1-F9 of the ACCA Fundamental level can select a designated ACCA pathway which prepares you for the new Strategic Professional level exams, Strategic Business Reporting (subject to verification) and P4, Advanced Financial Management.

To improve your prospects in the graduate job market, you can compete for the chance to undertake CFA Level I dedicated training before the June exam.

Designed for Recent graduates of Accounting, Finance, Economics, Business or a related subject seeking careers in the finance industry

Duration 12 months, full-time
Taught programmes

Human Resource Management MSc

Overview
This programme presents an in-depth look at themes such as workforce planning, recruitment, retention and reward, and conflict management, all within the context of contemporary employment relations. You look at the importance of knowledge in organising, and the role of change and its management.

You will learn about the importance of the human resource, and the conditions necessary for fostering the development of people and knowledge, as well as honing the capabilities and skills necessary to manage the human resource function effectively.

We will give you an excellent grounding in the knowledge and skills needed to embark on a career in HR, and help prepare you for a professional management career or for further study at PhD level.

This course is accredited by the Chartered Institute of Personnel and Development (CIPD), the professional body for human resource specialists. On completion of the programme you will be eligible for Associate Membership of the Institute and be able to enjoy all the benefits this brings, such as access to research and policy reports and many networking opportunities. Associate Membership will also provide an advantage if pursuing a career in human resource management.

Modules
- Core
  - Advanced Study and Professional Skills
  - Dissertation
  - Employment Relations
  - Human Resource Management I
  - Human Resource Management II
  - Knowledge and Global Organisations
  - Organisations in the 21st Century
  - The Management of Organisational Change
  - The Production of Managerial Knowledge I: The Rise of Management Ideas and Concepts
  - The Production of Managerial Knowledge II: Analysing Management in Practice
  - The Production of Managerial Knowledge III: Quantitative Methods

Designed for Graduates from various disciplines seeking to build a management career, or practitioners seeking deeper understanding of human resource management

Duration 12 months, full-time

Human Resources and Consulting MA

Overview
This Masters course provides a unique combination of strategic human resource leadership, development and learning, as well as consulting, enabling you to pursue careers in HR, management consulting, leadership, management and organisational development.

Taking a critical perspective, our dual focus on theory and applied practice is designed to enrich both your knowledge and your skills to act as a catalyst within and across organisations – designing and implementing strategic interventions that develop human resources.

With a primary focus on interactive learning, a key feature of the programme is the consulting project where you put your learning into practice by working with a real client organisation to develop recommendations on current HR workplace issues.

Successful completion of the course is recognised as equivalent to a Chartered Institute of Personnel Development (CIPD) Advanced Level Diploma. As such, graduates can gain CIPD Associate membership, the initial professional-level membership of the organisation, to demonstrate your professionalism.

Modules
- Core
  - Advanced HR
  - Advances in Leadership
  - Careers and Learning Development
  - Consulting and Organisational Diagnosis
  - Design and Dynamics of Learning
  - Dissertation
  - Introduction to Human Resources
  - Organisational Learning and Knowledge Management
  - Quantitative and Survey Research Methods
  - Research Methods

Designed for Graduates who want to work as strategic HR and HRO professionals, consultants, management developers and educators, and be change catalysts

Duration 12 months, full-time

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

Overview
This interdisciplinary programme provides an unrivalled platform for managing the strategic impact, organisational changes and business value of technology. ITMOC prepares you for twenty-first century careers in the global IT sector and digital economy.

We provide an advanced grounding in key areas such as information technology and organisations, technology futures, change management, strategy and digital business, project management, business analysis, and design and innovation.

Student-centred learning is integrated with academic rigour throughout the programme and a comprehensive range of modules develops wide-ranging and specialist knowledge. Theory and practice are integrated throughout the academic year and we work closely with industry to ensure ITMOC is business relevant and leading edge.

We incorporate regular workshops and masterclasses from industry practitioners including CIOs, CTOs, CEOs and consultants. To develop your professional skills and academic capabilities, the Research Internship Dissertation gives you the opportunity to work with a leading company or global consultancy on a strategic topic or question.

Since the focus is on the business and managerial dimensions of technological futures, no specialist knowledge of computing or IT is needed.

For the MRes variant, students take two additional specialist research training modules.

Modules
- Core
  - Academic and Professional Practice
  - Analysis and Design
  - Business Analysis and Enterprise Systems
  - Information, Technology and Organisations
  - IT Project Management
  - Management of Organisational Change
  - Research Internship/Dissertation
  - Researching in Organisational Settings
  - Strategy, IT and Digital Business
  - Systemic Interventions and Consulting
  - Technological Futures
- Optional
  - Business Skills and Analytics
  - Cyber Security and Enterprise Resilience
  - E-Business
  - E-Marketing
  - Employment Relations
  - Enterprise Systems Architecture
  - Human Resource Management
  - Knowledge and Global Organisations
  - Strategic Supply Chain Management

Designed for Graduates looking for careers in IT and management consulting, business analysis, change management, project management and general management

Duration 12 months, full-time

For more information please visit www.lancaster.ac.uk/lums
Taught programmes

International Business and Strategy MSc

Overview
To ensure long-term viability, firms need managers who are capable of dealing with the strategic implications of a complex, global business environment. This programme will boost your career by pushing your strategic capabilities to the next level.

We combine the study of the global perspective of international business with the up-to-date strategic thinking required to develop and defend competitive advantage and drive corporate growth.

You will be examining contemporary issues and developments in many different areas of international business and strategy, including market entry, mergers and acquisitions, global trade and exchange rates and leadership in cross-cultural settings. A feature of the programme is its recognition of the influence of political, historical and cultural factors on international business and strategic management.

Overall, the programme will leave you with a strong interdisciplinary grounding in all areas of this field.

Modules
Core
- Business Skills and Analytics
- Career Skills
- Competition in Global Markets
- Contemporary Research Methods in Management
- Cross Border Mergers and Acquisitions
- Cross-National Management and Leadership
- Firms in the Global Economy
- International Business Strategy
- International Corporate Strategy and Structure
- World Economic Forum

Overview Modules
- International Business and Strategy
- Marketing and Customer Management
- Cross-Cultural Management
- Cross-National Management
- Firms in the Global Economy
- International Business Strategy
- International Corporate Strategy and Structure
- World Economic Forum

Development Modules
- Research Methods
- Business Problems and Consulting Skills
- Strategic Management
- Strategic Implementation
- Cross-National Management
- Firms in the Global Economy
- International Business Strategy
- International Corporate Strategy and Structure
- World Economic Forum

International Business and Strategy MSc

Overview
Accredited by the Chartered Institute of Logistics and Transport (CILT), this programme is for future leaders in logistics management, supply chain management, operations management or purchasing, whatever career stage they are at.

We equip you with a formidable set of analytical, technical, creative and collaborative skills vital for your future professional career. The programme takes in both traditional and digital-age manufacturing as well as service industries and is, therefore, relevant to a wide range of organisations. During the course there are opportunities to gain practical experience and use industry-leading tools such as SAP and SAS.

Our strong connections to industry and government ensure that your learning has a highly practical focus, both in teaching and in the three-month dissertation project, which maybe with a real-life business. Our lecturing team consists of practitioners, as well as academics. The programme includes guest lecturers from industry to enhance the experience and provide you with the opportunity to interact with real-life businesses.

For those seeking a global career, this programme provides a fantastic opportunity.

Modules
Core
- Applying Statistical Models in Business
- Dissertation
- Global Sourcing and Business Services
- Logistics Modelling
- Operations and Supply Excellence
- Problem Solving and Consulting Skills
- Project
- Spreadsheet Modelling
- Strategic Supply Chain Management

Overview Modules
- Business Ethics and Society
- Strategic Management
- Research Project
- Research Methods
- Organisational Change
- Project Management

International Business and Strategy MSc

Overview
This one-year programme is designed to equip graduates from any disciplinary background with the knowledge, understanding and skills required to deal with the complexities of management in an international context. It is great preparation for an international career in management.

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

The MSc Management is accredited by the Chartered Management Institute (CMI), enabling you to graduate with two qualifications: the MSc Management degree and the CMI Level 7 Certificate in Strategic Management and Leadership. Whilst on the programme, you can undertake a company project to put your skills to the test in real life, or attend an international summer school with one of our prestigious partner schools to develop a more global perspective.

Modules
Core
- Accounting and Reporting for Managers
- Business Strategy Game
- Corporate Financial Management
- Corporate Governance
- Digital Transformation of Business
- Entrepreneurship Principles and Practice
- Human Resource Management
- Leadership Development
- Management Accounting
- Managerial Economics
- Market Research
- Marketing Management
- Operations Management
- Organisational Behaviour
- Research Methods
- Research Project
- Strategic Management

Optional
- Business Analysis and Process Consulting
- Business Ethics and Society
- Organisational Change
- Project Management

Management MSc

Overview
For more information please visit www.lancaster.ac.uk/lums

Taught programmes

Logistics and Supply Chain Management MSc

Overview
Designed for Graduates interested in careers in logistics management, supply chain management, operations management, transport management or purchasing
Duration 12 months, full-time

Taught programmes

Management MSc

Overview
Designed for Recent graduates of any degree discipline wanting to build a business career
Duration 12 months, full-time
Start date September

“I chose the MSc in Management to broaden my horizons. For me, it acts as a career accelerator, providing the ideal skill set that employers seek in graduates. This, combined with the international reputation of LUMS, made my choice to continue into further study (after my undergraduate degree) at Lancaster a no-brainer.”

Sam Paton
Management MSc, 2015

For more information please visit www.lancaster.ac.uk/lums
Tufted programmes

Management (2 Year) MSc

Overview

This unique two-year programme is run jointly by Lancaster University Management School (LUMS), Emlyon Business School and Ludwig Maximilian Universität, Munich (LMU). The programme is designed and delivered collaboratively, providing a triple perspective on management. You have the opportunity to study in multiple locations and graduate with three degrees – one from each partner. Two international internships are also built into the programme, boosting your employability and preparing you for your future career.

The first year builds your core knowledge in all key areas of business and management. These courses are taken at Emlyon Business School’s Lyon campus. The first year ends with a 21-week internship, which can be undertaken anywhere in the world. The second year allows you to specialise in one of four areas, with your choice determining where you will study. Your specialism year will help to sharpen your career focus and concludes with a second internship or your first graduate job. Two of these specialisms can be studied at Lancaster in the second year.

This exciting, integrated approach to developing theory and practical knowledge equips you with the essential tools you will need to apply your knowledge to the real world of business and to adapt to the global challenges you will face in your future career.

Modules

Core (Year One)
- Accounting and Reporting for Managers
- Business Strategy Game
- Corporate Financial Management
- Corporate Governance
- Digital Transformation of Business
- Entrepreneurship Principles and Practice
- Human Resource Management
- Leadership Development
- Management Accounting
- Managerial Economics
- Marketing Management
- Market Research
- Operations Management
- Organisational Behaviour
- Strategic Management

Core (Year Two)
- Corporate Development (LUMS)
- Corporate Finance (Emlyon Business School)
- Marketing (LUMS and Emlyon Business School)
- Strategy and Change (LMU Munich)

Designed for Recent graduates of any degree discipline wanting to build a business career

Duration 24 months, full-time

Start date September

Marketing MSc

Overview

On this programme we focus on the global issues facing firms, markets and consumers, and provide you with the ideal springboard to a range of marketing-related careers.

You will gain an in-depth understanding of markets and how they work, and will be introduced to many theories, tools and techniques that firms can use to connect with and shape those markets. You will also learn what firms can do to uncover new and emerging consumer practices that may offer potential for creating new markets.

The emphasis throughout is on the relationship between theory and practice, and you will constantly be challenged to reflect on how the ideas you encounter translate to real-world settings.

Through international cases, simulations and projects, you will be exposed to many different marketing contexts, culminating in the Marketing ‘Deep Dive Dissertation’ in the final term. Here you work in collaboration with external clients to explore solutions to a current and perplexing problem and will present and develop your findings throughout the dissertation period.

The programme has been approved and accredited by the Chartered Institute of Marketing (CIM) and you will benefit from enrolment on the prestigious CIM Graduate Gateway, where you can access study resources and gain further professional qualifications.

Designed for Graduates who have not studied Marketing before

Duration 12 months, full-time

“While the first half of my degree programme mainly provided theoretical knowledge, the second half focused on the practical application of our learnings. In the second part, I had the great opportunity to work on versatile projects with my fellow students for well-known companies and agencies, such as Mediacom. The development of an online marketing strategy as part of our Digital Marketing module was specifically valuable for me, as this is the area I want to focus on within my professional career.

“During my studies I applied for various jobs within the United Kingdom and elsewhere in Europe. I received a job offer as an Online Marketing Trainee at Sixt Rent a Car, one of the biggest car rental companies in Europe... The intensity of the MSc Marketing programme built up my ability to handle the high expectations of a trainee programme and I am confident that I will continue to benefit from my positive experiences at LUMS in my personal and professional future.”

Sophia Hagl
MSc Marketing, 2016
Taught programmes

Marketing Analytics MSc

Overview
This practically-focused programme is ideal if you are keen to use your strong quantitative skills in a role involving detailed analysis of marketing data. You will be taught by world-class academics with expertise both in the theoretical aspects of the subject and their use in practice, and will learn the latest methods in areas such as forecasting, data mining, marketing analytics and marketing research methods. You will also develop marketing and business modelling skills in SAS, SPSS, Python, R and Excel. Overall, this will give you a grounding in a range of marketing analytics and predictive analytics techniques. Our strong connections to industry and government ensure that what you learn has a highly practical focus.

During the course we offer lots of opportunities for you to work on real-life projects with external organisations, which is an excellent preparation for the world of work. You may have the chance to develop professional skills, whilst being supervised by a member of staff. Some past students have completed projects with organisations such as Tesco, ITV, BT, Barclaycard, GE Money and Thames Water.

There is a large demand for business and market analysts with good quantitative and modelling skills, particularly in retail and marketing. Graduates from this course can expect to work as market or marketing analysts, business consultants or analysts, and marketing researchers.

Core and optional modules in this programme are continually developed in order to maintain relevance in a fast-moving sector. Please check our website for the latest information on the programme’s content.

Core
- Applying Statistical Models in Business
- Data Science and Marketing Analytics
- Problem Solving and Consulting Skills
- Project
- Spreadsheet Modelling

Optional
- Computer Simulation
- Data Mining for Marketing, Sales and Finance
- E-Marketing
- Forecasting
- International Business Marketing
- Logistics
- Marketing Analytics and Modelling
- Marketing Research Methods
- Operations and Supply Excellence
- Optimisation and Heuristics
- Problem Structuring
- Python and R Programming
- Stochastic Modelling
- Strategic Sourcing

“From me the Lancaster MBA was as much an academic programme as it was a lesson in “real life”. We all became more accomplished people with a broader horizon and I consider this year one of the best and most rewarding in my life so far.”

Andreas Schmoll
MBA (full-time), 2015

Organisations
- M&S
- Experian
- Thames Water

Designed for
Graduates interested in careers in marketing analysis, marketing research, consumer data science, customer relationship management and consultancy

Duration
12 months, full-time

Executive Master of Business Administration MBA

Overview
The Executive MBA is a two-year, part-time programme which is designed to develop your knowledge, skills and capability, while at the same time allowing you to benefit your organisation.

Built with working professionals in mind, the programme is conveniently structured with some online activity and a three-day workshop (Thursday-Saturday) for each core module approximately every eight weeks. You can also select from a menu of optional modules, which can be combined to produce a specialisation. These are delivered online, allowing you to focus in depth on a subject whilst not being absent from work. There is also the opportunity to see how business is done in another part of the world in the International Business in Context module.

In between each module, you are supported by our internationally respected tutors to apply your new knowledge and skills directly into your organisation, producing work-based assignments that will improve your understanding, and make a real difference to your company.

The final element of the programme challenges you to apply your experience and new knowledge by acting as a consulting team on a live project for a company. The Executive MBA experience will help you to develop your strengths, broaden your self-awareness and improve your decision making capability. You will come out with new knowledge, new skills, and new ways of thinking and acting which will help you to advance your career.

Modules
Core
- Accounting and Finance for Managers
- Business Economics
- Business Ethics and Sustainability
- Business Research and Consultancy Challenge
- Entrepreneurship and Innovation
- Global Strategic Management
- Leadership Practice and Organisational Behaviour
- Marketing Management
- Managing Operations

Optional
- Optional modules in Leadership, Strategy, Finance, Healthcare and Project Management

Duration
24 months, part-time

Master of Business Administration MBA

Overview
Offering a truly transformational experience, the globally-recognised Lancaster MBA allows you to live and study alongside experienced and ambitious professionals from all over the world. Through a mix of learning opportunities, you explore what it really means to be a strategic leader and you will emerge more aware, more confident and more capable, ready for the next step in your career.

The programme will equip you with all the necessary language, tools and techniques of business and management. What makes the programme unique is that we focus on developing your practical wisdom and your capacity for judgment in the turbulent world of international business. We are focused on helping you build the ‘attitudes of mind’ and the skills that you will need to be highly effective at the most senior levels of management. We action this through our Mindful Manager and Core Capabilities modules together with four Action Learning Challenges that weave together deep philosophical learnings and practical skills development.

Our MBA is highly ranked by The Financial Times, particularly for Corporate Strategy in which we were ranked in the global top ten for the third year in a row in 2017.

Modules
Core
- Business Management Challenge
- Consultancy Challenge
- Core Capabilities
- Corporate Challenge
- Digital Innovation in Business
- Economics (Micro and Macro)
- Entrepreneurial Challenge
- Finance and Accounting
- International Business in Context
- Leading Mindfully
- Marketing
- Mindful Manager
- Operations Management
- Organising Behaviour
- Responsible Management and Ethics
- Strategic Management

Optional
- Corporate Strategy
- Managing Strategic Change
- Mergers and Acquisitions
- Strategic Brand Management
- Study Abroad Options (France, Germany, Austria, China)

Duration
12 months, full-time

Designed for
Managers and professionals interested in significant career change

Duration
12 months, full-time

Designed for
Experienced managers, professionals and executives

Locations
UK, Malaysia or Ghana
### Taught programmes

#### Money, Banking and Finance MSc

**Overview**

This course equips graduates with the skills, knowledge and technical capabilities to enter careers in the banking and financial sectors – either on the corporate or the regulatory side – as well as consultancy and higher education. It is intellectually demanding, but the rigorous training in theory and techniques you will receive and the marketable skills you will develop will give you a head start in the job market.

You will benefit from being taught by a mix of prominent academics and professionals in the field. With lectures and discussions supported by group work, presentations, statistical computer labs and case studies, you will gain an understanding of key issues in the areas of monetary economics, the banking industry and financial markets. You will also gain a firm grasp of the associated theoretical concepts, quantitative skills, and regulatory frameworks.

The course is also a pathway to undertake a PhD.

<table>
<thead>
<tr>
<th>Designed for</th>
<th>Highly numerate graduates seeking careers in the banking and financial sector</th>
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</thead>
<tbody>
<tr>
<td>Duration</td>
<td>12 months, full-time</td>
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</table>

**Modules**

<table>
<thead>
<tr>
<th>Core</th>
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<tbody>
<tr>
<td>+ Applied Econometrics</td>
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<tr>
<td>+ Dissertation</td>
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<tr>
<td>+ Foundations of Financial Markets</td>
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<tr>
<td>+ International Money and Banking</td>
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<tr>
<td>+ Macroeconomics for Money, Banking and Finance</td>
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<tr>
<td>+ Market Risk Forecasting and Control</td>
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<tr>
<td>+ Microeconomics for Money, Banking and Finance</td>
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<tr>
<td>+ Principles of Financial Intermediation</td>
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</table>

**Optional**

| + Advanced Corporate Finance |                                                |
| + Behavioural Finance        |                                              |
| + International Money and Finance |                                           |
| + Risk Management in Commercial Banking |                                         |
| + Professional Ethics: Standards in Finance and Accounting Practices | |

#### Politics, Philosophy and Management MSc

**Overview**

This ground-breaking programme brings together the important areas of Politics and Management through an interdisciplinary lens.

One of the strengths of the programme is that it enables you to tailor the subjects you study to your own specific interests. It enables you to develop a sophisticated understanding of social, political, organisational and managerial processes and of the connections between them.

The programme 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 the United Nations.

<table>
<thead>
<tr>
<th>Designed for</th>
<th>Graduates of any discipline seeking careers in cross-national organisations, agencies or international business</th>
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<tbody>
<tr>
<td>Duration</td>
<td>12 months, full-time</td>
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</table>

**Modules**

<table>
<thead>
<tr>
<th>Core</th>
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<tbody>
<tr>
<td>+ The Rise of Management Ideas and Concepts</td>
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<tr>
<td>+ The Production of Managerial Knowledge I: The Rise of Management</td>
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<tr>
<td>+ The Production of Managerial Knowledge II: Research in Organisational Settings</td>
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**Optional**

<table>
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<tr>
<th>(subject to change)</th>
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<tbody>
<tr>
<td>+ Approaches to the Study of International Relations</td>
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<tr>
<td>+ Doing Contemporary Philosophy</td>
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<tr>
<td>+ Employment Relations</td>
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<tr>
<td>+ Ethics and Governance</td>
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<td>+ Human Resource Management</td>
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<tr>
<td>+ Knowledge and Global Organisations</td>
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<tr>
<td>+ Politics and Policy</td>
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<tr>
<td>+ Public Policy</td>
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<tr>
<td>+ The Management of Change</td>
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<tr>
<td>+ Theorising Security and War</td>
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</table>

#### Project Management MSc

**Overview**

On this career-enhancing course, you will develop the practical skills, mental models and theoretical background necessary to attain a professional role in a project-based organisation.

We will equip you with key tools and techniques used by professional project managers. In addition, we will build your familiarity with management theory, and with the language and practice of management.

The practical projects scheduled throughout the programme, including one for a real client, provide opportunities for you to apply learned theory and to develop the key competences needed to successfully manage projects.

There is a strong business focus throughout, and you will develop an understanding of the complexities of organisational change and develop your ability to manage and deliver change successfully through projects.

**Designed for** | Graduates seeking a conversion course to focus their vocational interest in project management and wanting to develop their career in this increasingly important field

**Duration** | 12 months, full-time

**Modules**

<table>
<thead>
<tr>
<th>Core</th>
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<tbody>
<tr>
<td>+ Advanced Project and Programme Management</td>
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<tr>
<td>+ Applied Project Management Research Project</td>
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<tr>
<td>+ Business Planning</td>
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<tr>
<td>+ Developing Project Management Professional Practice</td>
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<tr>
<td>+ Developing Reflection and Research in Professional Project Management Practice</td>
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<tr>
<td>+ Leadership and Change in Project Environments</td>
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<tr>
<td>+ Principles of Project Management</td>
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<tr>
<td>+ Problem Solving in Teams</td>
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</table>

#### Quantitative Finance MSc

**Overview**

This interdisciplinary programme gives you in-depth knowledge of the problems and issues in the financial sector, and is perfect for those who want to develop advanced analytical, problem-solving and technical skills.

Drawing on expertise from the Management School and the Faculty of Science and Technology, the course gives you access to knowledge and facilities in different but related areas, and offers a wide range of potential topics for your summer dissertation.

You will acquire skills in data and financial analysis, forecasting, optimisation and computer programming and will also become proficient in various statistical and econometrics packages. During the second term, you will be able to develop a particular specialism by choosing optional modules which most suit your interests.

**Designed for** | Highly numerate graduates interested in careers in quantitative finance

**Duration** | 12 months, full-time

**Modules**

<table>
<thead>
<tr>
<th>Core</th>
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<tbody>
<tr>
<td>+ Foundations of Financial Markets</td>
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<tr>
<td>+ Financial Stochastic Processes</td>
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<tr>
<td>+ Quantitative Finance in Practice</td>
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<tr>
<td>+ Statistical Methods for Financial and Economic Applications</td>
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<tr>
<td>+ Spreadsheet Modelling</td>
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</table>

**Optional**

| + Advanced Investment Management |                                                |
| + Assessing Financial Risk: Extreme Value Methods |                                      |
| + Behavioural Finance |                                            |
| + Data Mining for Marketing, Sales and Finance |                                         |
| + Derivatives Pricing |                                           |
| + Financial Econometrics |                                          |
| + Forecasting |                                           |
| + International Money and Finance |                                         |
| + Market Risk Forecasting and Control |                                       |
| + Optimisation and Heuristics |                                        |
| + Introduction to Python Programming |                                        |
| + Stochastic Calculus |                                          |

For more information please visit www.lancaster.ac.uk/lums
A PhD prepares students for senior roles requiring advanced skills in problem-solving and analytical thinking, grounded in well-established and rigorous research methods. PhD graduates from Lancaster have obtained academic, research and consultancy positions throughout the world.

As well as receiving compulsory research training, all our PhD students also have access to a wide range of additional training and support. This includes skills training seminars run by the Management School and available throughout the year, as well as tailored careers advice and support designed for those embarking on a career in academia.

At Lancaster, you can take advantage of specialist training opportunities through the Economic and Social Research Council (ESRC) North West Social Science Doctoral Training Partnership, or access short courses and one-off events hosted by Methods North West and the Northern Advanced Research Training Initiative. There are a number of scholarships available for PhD study at Lancaster, including 1+3 scholarships, which cover fees for a one-year postgraduate taught degree, plus the subsequent three-year PhD. We also offer scholarships in partnership with industry. Details of scholarships for 2018 are typically available from September 2017 and will be published on our website.

For more information please visit www.lancaster.ac.uk/lums

Accounting and Finance PhD

Overview
This PhD programme aims to develop researchers for positions as world-class academics in leading universities, or intellectually and technically demanding roles in business and the public sector.

The degree includes research training, directed study and a dissertation. In the first year you will take ten assessed modules, plus a preliminary research project that will contribute to your final thesis. You will learn specialist skills and develop insights necessary to become a productive researcher of international standard, as well as gaining a wide scholarly perspective on Accounting, Finance and other Management areas. We emphasise communication and presentation skills, which are absolutely vital for effective dissemination of research and teaching.

We provide an excellent research environment, including dedicated office space, funding of conference and research visits, access to many specialised datasets and databases, including WRDS, Compustat, CRSP and I/B/E/S, as well as scientific computing facilities and IT support. In addition, you will have the opportunity to gain an international perspective by studying abroad at our partner schools (including many in the US).

The University is a member of the North West Social Science Doctoral Training Partnership (NWSSDTP), funded 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 you to take specialised courses which fit your specific research interests.

Designed for Students with a Masters degree in Accounting, Finance or a related area seeking to conduct research and deepen their knowledge in this field
Duration 4 years, full-time

Doctor of Management DMgt

Overview
This doctoral programme is a practice-orientated research degree for senior managers and is based on the principle that students learn by reflecting on their own practice.

Over five years you will complete reflective organisational-based research projects, culminating in a doctorate. Students and academic supervisors constitute an active learning community and will meet face-to-face and virtually on a regular basis. In the first year you will be introduced to a range of theories, approaches and research methods within the field of management research. Each year for the next three years you will undertake a research project that is relevant for your practice and organisational context. Each research project will culminate in a publishable research paper. The final year will consist of the preparation of your doctoral thesis (consisting of your research projects) and a viva defence of your work.

The support of your organisation will be crucial in helping you to gain the most out of this challenging programme.

Designed for Senior managers who desire to develop in-depth knowledge of their own practice and the organisations that they manage
Duration 5 years, part-time

Modules
Core
- Corporate Finance 1 (Theory)
- Econometric Topics in Accounting and Finance
- Ethics and Research
- Pilot paper
- Quantitative Methods

Also depending on whether you are studying Accounting or Finance
- Advanced Accounting (Empirics)
- Advanced Accounting (Theory)
- Advanced Financial Accounting (Theory)
- Asset Pricing 1 (Theory)
- Asset Pricing 2 (Empirics)
- Corporate Finance 2 (Empirics)
- Data and Programming for Accounting Research
- Plus optional modules

Components
Each year you will have four key events
- First residential visit (five days of intensive workshop and seminar activity)
- Second residential (five days of intensive workshop and seminar activity)
- A writing retreat (five days)
- A panel review (where progress is assessed)
### Research degrees

#### Economics PhD

**Overview**
Lancaster’s Department of Economics offers an active and stimulating research environment in which PhD students play an important part.

As a PhD student, you will be working within a high-quality, research-active environment and in a UK university with a world-class reputation for excellence in teaching and research. You will also participate fully in departmental activities such as seminars, workshops and conferences. We currently supervise around 25 students on our PhD programme.

We accept applications in all fields of Economics and particularly welcome applications in:

+ Behavioural and Experimental Economics
+ Industrial Organisation and Economic Theory
+ Labour, Education and Health Economics
+ Macroeconomics and Financial Markets
+ Political Economy and International Trade

**Duration**
3 years, full-time

**Modules**
- Core
  - Research Skills for Economists
- Optional – three from
  - Applied Behavioural Economics
  - Economics of Human Capital
  - Macroeconomics
  - Mathematics for Economists
  - Microeconomics
  - Time Series
  - Additional optional modules offered by the University of Manchester (through the NWSSDTP Consortium)

**Designed for**
Students of high calibre who wish to pursue a career as economists in academia or in government, research organisations, and business enterprises

**For more information please visit**
[www.lancaster.ac.uk/lums](http://www.lancaster.ac.uk/lums)

#### Leadership and Management PhD

**Overview**
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.

Research in the Department of Leadership and Management focuses on five broad areas: critical leadership studies and follower dynamics; management learning and action research; international management and cross-cultural studies; sociologies of work and gender studies; and HRD, consulting and organisational behaviour. 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.

Given the importance of cross-disciplinary perspectives, we normally allocate each PhD student two supervisors. PhD study involves a large component of self-directed study, but in the first year of the programme you will attend a series of taught courses and seminars to ensure that you 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.

**Duration**
3 years, full-time

**Designed for**
Applicants wishing to conduct research in the areas of leadership, leadership development, management and management learning, particularly from critical and/or international perspectives

**Modules**
- Core
  - Qualitative Methodologies and Methods
  - Quantitative Methodologies and Methods
  - Research Design in Management
  - Research Philosophy and Methods
  - Understanding Your Discipline

**Designed for**
Doctoral candidates with an interest that spans more than one management discipline

**For more information please visit**
[www.lancaster.ac.uk/lums](http://www.lancaster.ac.uk/lums)

#### Management Science MRes

**Overview**
This programme provides an opportunity for those with some familiarity with the theory and techniques of Management Science to extend their knowledge of methodology and applications and develop their own research skills. The MRes consists of a mixture of taught modules, literature reviews and a research-based dissertation, which may form the foundation for later research at PhD level.

The MRes may be taken as a stand-alone programme for those wishing to extend their knowledge in a specific area of Management Science or as preparation for PhD study or a specialist career in industry, government or consulting.

**Duration**
12 months, full-time

**Designed for**
Graduates interested in careers in business analytics, marketing analytics, systems and information management, logistics, transport and supply chain management

**Modules**
- Core
  - Research Skills for Economists
  + Paper Review Essays or One Literature Review Essay OR one literature review essay plus further modules in research design and methods
  + Research Methods
  + Searching for Information in Management Research
  + Two literature review essays OR one literature review essay plus further modules in research design and methods

### Research degrees

#### Management PhD

**Overview**
Our cross-disciplinary PhD in Management allows you to take advantage of Lancaster University Management School’s research strengths across departments to undertake broad-based or multi-disciplinary research.

You will usually be supervised by academics from two or more LUMS departments to allow a more flexible breadth of coverage and methodological approaches. Candidates with research interests in Entrepreneurship, Strategy and Innovation or in topics covered by the Pentland Centre for Sustainability in Business are also generally enrolled onto this programme.

The PhD in Management provides extensive research training in the first year, with follow-on training in subsequent years.

**Duration**
3 years, full-time or 5-6 years, part-time

**Designed for**
Doctoral candidates with an interest that spans more than one management discipline

**Modules**
- Core
  - Qualitative Methodologies and Methods
  - Quantitative Methodologies and Methods
  - Research Design in Management
  - Research Philosophy and Methods
  - Understanding Your Discipline

**For more information please visit**
[www.lancaster.ac.uk/lums](http://www.lancaster.ac.uk/lums)
### Research degrees

**Management Science PhD**

**Overview**
The Management Science PhD is one of the largest in the world, with approximately 70 current students. The programme is highly interactive with a rich variety of students in Operational Research (OR), Operations Management (OM), and Information Systems (IS). There are many opportunities to interact with faculty, industry and students both formally and informally.

You will follow a bespoke plan of studies that includes departmental and faculty courses, in addition to various national programmes such as NATCOR (National Taught Course Centre in Operational Research), APTS (Academy for PhD Training in Statistics) and NARTI (National Advanced Research Training Initiative). Our supervisors are recognised experts in their fields, with international reputations, and would be pleased to discuss your research ideas with you.

We are keen to hear from students who wish to undertake research in any subject area of Management Science and welcome contact even before you have identified a suitable research topic. 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.

PhD students work in many different aspects of Management Science including forecasting, simulation, optimisation, supply chain management and logistics, e-business, and social theory and strategy in information systems.

#### Modules
- **Core**
  - Depending on your specialism, you will take some or all of:
    - Research Design in Management (OM, IS)
    - Research Philosophy and Methods (OR, OM, IS)
    - Searching for Information in Management Research (OM, IS)
    - Seminars on Plagiarism and Research Ethics (OR, OM, IS)
    - Understanding your discipline (OM, IS)
  - Operational Research (OR) students also undertake week-long NATCOR residential courses in:
    - Combinatorial Optimisation
    - Convex Optimisation
    - Heuristics
    - Simulation
    - Stochastic Modelling

#### Designed for
Highly numerate students wishing to conduct in-depth research as a prelude to an academic or consulting career.

#### Duration
3-4 years, full-time

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**Marketing PhD**

**Overview**
The Department of Marketing has a vibrant research culture, with specialisms in the key areas of consumer research, business marketing and purchasing, market studies and international marketing.

In coming to do a PhD at Lancaster, you will benefit from the expertise of one of the largest groups of marketing academics in the UK, with research disseminated through top international journals and conferences.

We have a thriving PhD programme consisting of both full- and part-time students. Our doctoral students contribute to the life of the Department through participation at School and Departmental seminars and doctoral consortia.

#### Modules
- **Core**
  - Qualitative Methodologies and Methods
  - Quantitative Methodologies and Methods
  - Research Design in Management
  - Research Philosophy and Methods
  - Understanding Your Discipline

#### Designed for
Students with an interest in areas such as consumer research, B2B marketing, market studies, and international marketing.

#### Duration
3 years, full-time, or 5-6 years, part-time

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

**Overview**
The STOR-i Centre for Doctoral Training offers a four-year programme with a ground-breaking approach to Statistics and Operational Research, developed and delivered in partnership with leading industrial partners. There are typically 10-12 fully-funded places available each year.

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, while taking a wide range of specially- devised training programmes and experiencing extended international research visits at world-leading universities to increase your employability. The Centre is supported by the EPSRC.

#### Modules
- **Core**
  - Bayesian Inference
  - Computational Intensive Methods
  - Likelihood Inference
  - Optimisation
  - Probability and Stochastic Processes
- **Optional**
  - Communication Training
  - Computational Horizons
  - Continual Professional Development in Statistics and Operational Research
  - Leadership and Project Management Training
  - Research Integrity

#### Designed for
Highly numerate students looking to conduct research in this field.

#### Duration
48 months, full-time

**Organisation, Work and Technology PhD**

**Overview**
Bringing humanities and wider social science perspectives into management studies is widely acknowledged as a crucial part of reshaping management research and education in the twenty-first century. It is this interdisciplinary research which interests the Department of Organisation, Work and Technology and in which it encourages PhD research.

Our PhD students conduct research into four broad areas: human resource management and employment relations; ethics, sustainability and management; information, technology and society; and management, organisations and society.

We offer excellent postgraduate student support. Supervision is an essential aspect of the research relationship and we always have two members of staff working with each doctoral student. The Department organises a series of seminars with leading national and international academics and supports the organisation of PhD conferences at which research students can present and develop their work. Alongside this the Department also offers teaching development opportunities.

#### Designed for
Individuals who have previously studied a Management subject, as well as those who have studied related disciplines.

#### Duration
3 years, full-time, 5-6 years, part-time
How do I apply?

When can I apply?
We welcome applications to our Masters or PhD programmes at any point in the year, regardless of whether you live in the UK or overseas.

How do I apply?
We use an online application system, enabling you to complete the form electronically, upload any supporting documents required and track the progress of your application. If you have any questions before, or during your application, you can contact us using the details on page 38.

Full instructions on how to apply can be found on our website.

What will I need?

Our online application system will guide you through the application process, prompting you to provide any required documents. Typically, these might include:

- Degree certificates
- Degree transcripts – your undergraduate grades achieved so far
- Personal statement
- Language test results
- Two references

If you do not yet have all the documentation, you can still apply and should indicate when you will be able to provide the required information.

It’s important to include contact details for your referees. At least one referee should be able to comment on your academic suitability for the programme. For courses which require prior work experience, such as the Lancaster MBA, one of your referees should be your current or most recent line manager.

If you are applying for a PhD programme, you will be asked to provide additional documentation, including:

- Masters transcripts and certificates
- A research proposal

What happens after I’ve applied?

- We will review your application and you may be asked to attend an interview, either online or in person.
- We will email you with our decision. If you are offered a place, you can view your offer and send your reply using the online application portal.
- You will automatically be considered for a scholarship when we review your application and will be notified if successful.
- An offer may contain certain conditions. For example, that you achieve a certain grade in upcoming exams or a particular score in an English language test.
- You have four weeks to accept our offer and pay your deposit. Your deposit guarantees your place and is deducted from your tuition fees when you register at the University.
- Prior to starting your course, you will receive information on accommodation, travel and induction. You will also be given access to our app, Lancaster.

Entry requirements

To qualify for our postgraduate taught programmes, we require a minimum of a UK 2:1 honours degree or equivalent in the subject areas specified for the programme. Information on the international equivalents of a UK 2:1 honours degree can be found at www.lancaster.ac.uk/study/postgraduate/international-qualifications

Not all of our degrees require a business and management background and we consider applicants from a variety of degree areas, including engineering, social sciences and linguistics.

Full entry requirements for our taught programmes are below.

Taught programmes

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<td>A degree in Finance, Accounting, Economics or other business-related subject. Graduates in non-business areas with strong quantitative elements may also be considered.</td>
</tr>
<tr>
<td>Advanced Financial Analysis MSc</td>
<td>A degree in Finance or Accounting. Applicants from other subjects such as Economics, Business Studies, and Mathematics or another business-related or quantitative subject supplemented with an existing CFA level 1 qualification will also be considered.</td>
</tr>
<tr>
<td>Advanced Marketing Management MSc/MMs</td>
<td>A degree in Marketing or in a related business subject with a significant Marketing component or a degree in another subject with significant practical experience in Marketing may also be considered.</td>
</tr>
<tr>
<td>Business Analytics MSc</td>
<td>A degree in any subject that includes some quantitative modules such as Mathematics, Statistics, Finance and Economics. This includes degrees such as Science, Engineering, Business Studies, Economics and Computer Science.</td>
</tr>
<tr>
<td>E-Business and Innovation MSc/Pgdip</td>
<td>A degree in any subject. Some work experience is welcome.</td>
</tr>
<tr>
<td>Economics MSc</td>
<td>A degree in Economics or in a related subject with at least 50% of modules in Economics.</td>
</tr>
<tr>
<td>Entrepreneurship, Innovation and Practice MSc</td>
<td>A degree in any subject. Work experience in entrepreneurship, innovation or business is welcome, but not essential.</td>
</tr>
<tr>
<td>Finance MSc</td>
<td>A degree in Finance, Accounting, Economics or other business-related subject. Applicants with degrees in non-business areas with strong quantitative elements may also be considered.</td>
</tr>
<tr>
<td>Human Resource Management MSc</td>
<td>A degree in Management, Business Studies, Social Sciences, History, Philosophy, English, Languages, Arts or other Humanities. Relevant work experience is beneficial but not essential.</td>
</tr>
<tr>
<td>Human Resources and Consulting MA</td>
<td>A degree in any subject will be considered. Relevant work experience is beneficial but not essential. Non-standard candidates will be considered on a case-by-case basis.</td>
</tr>
<tr>
<td>Information Technology, Management and Organisational Change (ITMOC) MSc/MMs</td>
<td>Any degree subject will be considered. The programme is particularly suited to those with a background in Computer Science, Software or Electrical Engineering, Management Information Systems, Business and Management. Relevant work experience is beneficial but not essential.</td>
</tr>
<tr>
<td>International Business and Strategy MSc</td>
<td>A degree in any subject. Business, Management, Economics or Finance-related subject. Up to a maximum of 2 years’ work experience is welcome but not essential.</td>
</tr>
<tr>
<td>Logistics and Supply Chain Management MSc</td>
<td>A degree in any subject that includes some quantitative modules such as Mathematics, Statistics, Finance and Economics. This includes degrees such as Science, Engineering, Business Studies, Economics and Computer Science. Work experience in a related field would be welcome.</td>
</tr>
<tr>
<td>Management MSc</td>
<td>A degree in any subject. Applicants should be recent graduates (undergraduate degree completed within the last two years). No more than 2 years’ work experience is required.</td>
</tr>
<tr>
<td>Management (2 Year) MSc</td>
<td>A degree in any subject. Applicants should have at least a Bachelor degree, or equivalent, as well as a GMAT, GRE, TAGE, MAG or CAT score. You will also have to complete a video exercise.</td>
</tr>
<tr>
<td>Management Science MRes</td>
<td>A degree in any subject that includes some quantitative modules such as Mathematics, Statistics, Finance and Economics. This includes degrees such as Science, Engineering, Business Studies, Economics and Computer Science.</td>
</tr>
<tr>
<td>Marketing Analytics MSc</td>
<td>A degree in any subject that includes some quantitative modules such as Mathematics, Statistics, Finance and Economics. This includes degrees such as Science, Engineering, Business Studies, Economics and Computer Science.</td>
</tr>
<tr>
<td>Marketing MSc</td>
<td>A degree in any subject other than Marketing. Applicants should have no more than two years’ work experience in related areas such as Marketing, Sales or Business Development.</td>
</tr>
<tr>
<td>MBA</td>
<td>A degree or relevant professional qualification and a minimum of three years’ professional work experience since graduation. Strong preference will be given to those who can demonstrate clearly that they have held significant managerial responsibilities.</td>
</tr>
<tr>
<td>MBA (Executive)</td>
<td>A degree in any subject, or an equivalent professional qualification, and at least five years’ full-time professional/managerial work experience. Applicants without a degree but with substantial work experience may be considered.</td>
</tr>
<tr>
<td>Money, Banking and Finance MSc</td>
<td>A degree in Economics, Finance or a related subject which has included a significant component of Economics and quantitative techniques.</td>
</tr>
<tr>
<td>Politics, Philosophy and Management MSc</td>
<td>A degree in Management, Business Studies, Social Sciences, History, Philosophy, English Language, Arts or other Humanities. Relevant work experience is beneficial but not essential.</td>
</tr>
<tr>
<td>Project Management MSc</td>
<td>A degree in any subject. The programme is particularly attractive to those who have studied subjects such as Engineering, IT, Business or Management, although students can also come from a variety of arts and social science backgrounds. Relevant work experience is welcome but not required.</td>
</tr>
<tr>
<td>Quantitative Finance MSc</td>
<td>A degree in a quantitative subject such as Physics, Mathematics, Statistics, Management Science or Engineering. Familiarity at undergraduate level with topics such as probability and statistics, calculus and linear algebra is essential.</td>
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Entry requirements, fees and funding

Research degrees
To qualify for a PhD programme, we require a UK Masters degree with a minimum of 65%* overall and 65%* in the dissertation element, or a non-UK Masters degree, graded at the equivalent level.

*For Accounting and Finance PhD programmes, 70% is required overall and in the dissertation element.

English language requirements
For most postgraduate programmes we require a minimum English language level of IELTS 7.0 with no element below 6.0. We also consider Pearson and TOEFL results at the equivalent level.

If your English is below our standard requirements, you may be eligible to attend one of our English pre-sessional courses. Details of these programmes can be found on our website: www.lancaster.ac.uk/pg-pre-sessional

Who can I contact?
We aim to provide full information on our website. However, you are welcome to contact our staff within the School, by email, telephone, or in person, if you have any questions.

For Taught programmes
Postgraduate Admissions, Lancaster University Management School, Lancaster LA1 4YX
Tel: +44 (0)1524 595094
Email: lumspgadmissions@lancaster.ac.uk

For PhD Programmes
The Doctoral Office, Lancaster University Management School, Lancaster LA1 4YX
Tel: +44 (0)1524 510667
Email: lums-phd@lancaster.ac.uk

Fees
Tuition fees vary depending on the programme you are applying for. Full details can be found on our website.

Scholarships and loans
In recognition of the outstanding talent of many students, we offer a range of prestigious scholarships designed to attract and reward the best Masters students. We know that undertaking postgraduate study can be a large financial commitment, so we are making significant funding awards, totalling around £1.9m, available to UK, EU and international students who have been offered places on our Masters programmes. To find out more and see scholarships currently offered please visit our website.

The UK government also provides a postgraduate loan scheme of up to £10,000 for eligible students undertaking most Masters-level programmes. For more information please see our website.

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Disclaimer
The University makes all reasonable efforts to ensure that the information in this prospectus is correct at the time of printing (July 2017). Please see www.lancaster.ac.uk/compliance/legalnotice for further information. Some courses or modules may be subject to validation or modification. Please see www.lancaster.ac.uk/lums for the most up-to-date information.