

The Research Training Handbook 12/13



October 2012

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Introduction and Welcome

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

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

Our commitment to high-quality research is demonstrated by the fact that we have over 120 full-time PhD students (and many part-timers too) drawn from countries all over the world. In January 2012, the Financial Times ranked LUMS 7th in the world, and second in the UK, for the quality of our doctoral programme.

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

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

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

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

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

Mrs Sarah Patterson
Administrator
Doctoral Programmes

Dr Caroline Gatrell
Director of School Doctoral Programmes

October 2012

Useful Staff Contacts

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MRes and PhD in Management

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OVERVIEW OF RESEARCH TRAINING

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

The **Seminars** are open to all PhD students and are described on pages 17 to 24.

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

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

There are four Research Training Pathways. **All** full-time students who commence PhD studies during or after October 2012 will follow one of the pathways.

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

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

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

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

- **Management Science**

All students of Accounting & Finance follow their departmental pathway.

All students of Economics follow their departmental pathway.

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

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

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

Core Courses for MRes Students:

Term 1 - Michaelmas

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

MNGT 522 'Searching for Information in Management Research'

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

Term 2 - Lent

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

Term 3 - Summer

MNGT 523 'Research Design in Management'

MNGT 526 'Research Methods'

Dissertation (MNGT 524)

Core Courses for Students on the Business and Management Pathway:

Term 1 – Michaelmas

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

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

Term 3 - Summer

MNGT 533 'Research Design in Management'

MNGT 535 'Quantitative and Survey Research Methods'

RESEARCH TRAINING MODULES

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

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

Michaelmas Term

Date Wednesdays Weeks 1 – 9

Time 2.00 – 4.00 pm

Venue Lecture Theatre 5 (LUMS)

Delivery: 10 x 1½ hour sessions

Credit Rating

MNGT 531: 15 credits

MNGT 521: 10 credits

Compulsory Module for:

PhD students on Business and
Management pathway

MRes all programmes

Wed 10th Oct	2 – 4.00	Dr Casey Wilson (Introduction)
		Professor Mark Easterby-Smith (MLL)
Wed 17th Oct	2 – 3.30	Dr Gill Hopkinson (Marketing)
Wed 24th Oct	2 – 3.30	Professor Mark Shackleton (Finance)
Wed 31st Oct	2 – 3.30	Professor Robert Fildes (Management Science)
Wed 7th Nov	2 – 3.30	Professor Theo Vuerdubakis (OWT)
Wed 14th Nov	2 – 3.30	Dr Giuseppe Migali (Economics)
Wed 21st Nov	2 – 3.30	Professor Mark Easterby-Smith (MLL)
Wed 28th Nov	2 – 3.30	Professor Ken Peasnell (Accounting)
Wed 5th Dec	2 – 4.00	Essay Briefing with Dr Casey Wilson followed by Group Presentations

Course Aims and Objectives:

Management is a broad multidisciplinary area. Research within management disciplines can vary from highly quantitative / positivistic studies to qualitative / post-modern approaches. But there is also a growing trend towards trans-disciplinary work where insights from one discipline are applied to problems in another area (e.g. behavioural accounting, or organisational learning viewed from a resource-based perspective).

In parallel with this, methods traditionally associated with one area are being adopted by researchers in other areas. Hence it becomes increasingly important for management researchers to understand typical research problems and methods in areas other than their own. This unit therefore aims to provide a broad overview of methods and issues in management research. It also provides an opportunity for students across the School to meet each other.

Outline Syllabus: Sessions 1 – 9

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

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

Assessment

100% coursework assessment.

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

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

MRes students (MNGT521) – Essay 1,500 words

PhD students (MNGT531) – Essay 2,500 words

Suggested Reading List

General

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

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

Accounting and Finance

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

Economics

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

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

Management Learning

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

Marketing

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

Operational Research

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

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

Organisational Work and Technology

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

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

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

Systems

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

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

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

MNGT 522 'Searching for Information in Management Research'

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

Compulsory Module for:

Business and Management
pathway
MRes all programmes

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

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

Date: Monday 23rd October 2012
Time: 11.00am – 1.00pm
Venue: Computer Lab A1 (LUMS)

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

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

Date: Monday 5th November 2012
Time: 11.00am – 1.00pm
Venue: Computer Lab A1 (LUMS)

This session will cover more general information sources such as searching for books in print and in other libraries, finding theses and dissertations, finding government publications and creating current awareness alerts.

Ins and Outs of Copyright and Intellectual Property Lorna Pimperton (Library)

Date: Friday 16th November 2011
Time: 2:00pm – 3:00pm
Venue: Library seminar room B17

This seminar covers important issues concerning your rights and obligations under copyright law in an educational context.

MNGT 523 / MNGT 533 'Research Design in Management'

Convenor: Dr Eleni Lamprou and Dr Anne Parsons
(Management Learning and Leadership)

Dates Summer Term TBC

Time

Room

Delivery: 3 days in the Summer Term

Credit Rating

MNGT 533: 15 credits

MNGT 523: 10 credits

Compulsory Module for:

PhD students on Business and Management pathway

MRes all programmes

Course Aims and Objectives:

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

Outline Syllabus:

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

Assessment:

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

Suggested Reading:

- Bryman, A. (2008). *Social Research Methods*, New York: Oxford University Press
- Collis, J. & Hussey, R. (2009) *Business Research: A Practical Guide for Undergraduate & Postgraduate Students*. Basingstoke, Hants: Palgrave Macmillan
- Creswell, J.W. (2007). *Qualitative Inquiry & Research Design*, Thousand Oaks, CA: Sage
- Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*, Thousand Oaks, CA: Sage
- Denzin, N. K & Lincoln, Y.S. (2008) *The Landscape of Qualitative Research*, Los Angeles, Calif: Sage
- Easterby-Smith, M.; Thorpe, R. and Jackson, P.R. (2008). *Management Research*, London: Sage
- Flick, U. (2006). *An Introduction to Qualitative Research*, London: Sage

MNGT 526 'Research Methods'

Convenors: Dr Casey Wilson

Credit Rating 10

Core Module:

MRes only(not ITMOC)

Please note this module is not available to PhD students

Objectives:

This course introduces MRes students to a variety of research methods utilised by management researchers and the various justifications offered for using them. By the end of the course students will:

- have a *working* understanding of the philosophical issues underpinning management research;
- be familiar with some of the main research techniques utilised in management research; and
- have a greater awareness of the practical issues involved when conducting different types of research

Assessment: Individual written assignment on Qualitative research methods (circa 3000 words)

This course is run in two parts: Qualitative Methods and Quantitative Methods.

Qualitative Methods:

Tutors: Dr Caroline Gatrell

Delivery:

Summer term

Date To be confirmed

Time To be confirmed

Venue To be confirmed

Outline Syllabus:

Students will be introduced to the role of philosophy in the design of any research project. The course is then concerned with strategies for 'managing your research' and 'developing your research skills'. We consider the wide variety of qualitative methods that are available to those involved in social science research. We also investigate how the student, as researcher, might in practice develop ethical and processual strategies as their research design is progressed.

Suggested Reading:

The course will be accompanied by a relevant and comprehensive reading list to enable students to further explore the topics under discussion. The following texts, which are strongly recommended reading, may be used throughout the Qualitative methods course and offer a range of approaches.

Bryman, A and Bell, E (2007) *Business Research Methods*, Oxford, Oxford University Press

Cassell, C. and Symon, G (2004) *Essential Guide to Qualitative Methods in Organizational Research*, London, Sage

Denzin N. K. and Lincoln Y. S. (2005) *The Sage Handbook of Qualitative Research*, Thousand Oaks, Sage

Eriksson, P and Kovalainen, (2008) *A, Qualitative Methods in Business Research*, London, Sage

Easterby-Smith M., Thorpe R. and Jackson, P.R. (2008) *Management Research* (3rd ed.) London, Sage

Gatrell C.J. and Turnbull S. (2003) *Your MBA with Distinction: Developing a systematic approach for succeeding in your Business Degree*, FT/Prentice Hall (254 pp.)

Reinharz, S (1992) *Feminist Methods in Social Research*, Oxford, Oxford University Press

Saunders, M., Thornhill, A., and Lewis, P (2006), *Research Methods for Business Students*, Financial Times/Prentice Hall

Quantitative Methods:

Tutor: Dr Adam Hindle

Delivery: To be confirmed **Summer term**

Dates To be confirmed
Time To be confirmed
Venue To be confirmed

Outline Syllabus:

Through a series of lectures and hands-on tutorials and workshops, students will be shown the basics of quantitative research, data analysis and model building, using both Excel and the SPSS statistical software

Suggested Reading:

Morris, C. (2008) *Quantitative Approaches in Business Studies*. (7th Ed). FT/Prentice Hall

MNGT 535 'Quantitative and Survey Research Methods'

Convenor: Dr Gareth Ridall, Maths and Statistics

Summer Term

Weeks 2 – 6

Timing and location:

Tuesday 11-1 (Theory) Lecture Theatre 7
(30th April, 7th May, 14th May, 21st May, 28th May)

Friday 10-12 (Practical) Computer Lab A1
(3rd May, 10th May, 17th May, 24th May, 31st May)

Delivery

5 x 2 hour lectures

5 x 2 hour laboratory workshops

Credit Rating

15 credits

Compulsory Module for:

PhD students on Business and
Management pathway

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

Course Aims and Objectives

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

Course Outline

Lectures

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

Computing Workshops

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

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

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

Convenor: Dr Colin Brown, Organisation, Work and Technology

Date Tuesdays Weeks 1-10 (Michaelmas Term)

Time 9.30 am – 12.30 pm

Venue Charles Carter A15

Compulsory Module For:

PhD students on Business and Management pathway

Credit Rating:

15 credits

Delivery:

10 x 3 hour sessions in the Michaelmas Term

Aims and Objectives

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

Lecture Programme

- L 1: Introduction: The cultural authority of science.
- L 2: Knowledge in science and society.
- L 3: Technoscientific innovations and competitive advantage.
- L 4: The Enlightenment, Positivism and Fallibilism
- L 5: Evidence based management
- L 6: Chaos and complexity theory
- L 6A: An Introduction to (critical) Realism (PhD students)
- L 7: Environmental management under conditions of uncertainty
- L 8: The social construction of scientific knowledge
- L 9: Understanding 'Big Science'
- L10: An introduction to actor network theory

Basic Reading List

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

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

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

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

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

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

Assessment

It is essential that you consult with your doctoral supervisor on this matter. You are required to submit a 3,000 word essay to your supervisor. Select one of the following options:

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

D. Rousseau (2006), Is There Such a Thing as Evidence Based Management?
Academy of Management Review, 31, 2, 256-269.

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

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

Research Training Seminars (Skills)

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

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

Details of these seminars will be circulated via email and through the PhD Course page on the Lancaster Virtual Learning Environment around two weeks before the event. You will be asked to send an email to Stacey Read (s.read@lancaster.ac.uk) if you wish to attend the session.

Once you have signed up to a course please ensure you attend. If you find that you are unable to attend please provide Stacey with 24 hours notice. Supervisors will be informed of repeated sign up and non-attendance.

Michaelmas Term

Strategies for Success: Managing Your PhD – Year 1

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

Year 1: Getting Started

Year 1 full time and 1 – 2 part time

Date Monday 15th October 2012 (Week 2)

Time 10am – 4pm

Venue LT 3, Masters Training Suite, Engineering Building

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

Plagiarism (Compulsory Session)

Convenor: Dr Sarah Gregory

All Students (Compulsory)

Date Wednesday 17th October 2012 (Week 2)

Time 9.30am - 11.00am

Venue Executive Suite

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

Writing Your Literature Review – Part 1

Convenor: Dr Casey Wilson

Year 1 full time and 1 – 2 part time

Date Wednesday 24th October 2012 (Week 3)

Time 9.30am – 11.00am

Venue LT 4 George Fox

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

Managing Writing

Convenor: Dr Casey Wilson

All Students

Date Wednesday 31st October 2012 (Week 4)

Time 10am – 12noon

Venue LT 10

This is a hands on session that considers why we find writing difficult. It will introduce a number of different techniques for 'jump' starting writing at any stage in your PhD. To help you get going, you will be required to do some writing in class, so you will need either a pen and notebook, or a lap top.

Managing Your PhD Part-time

Convenor: Dr Caroline Gatrell

Year 1 – 6 part time

Date Wednesday 7th November 2012 (Week 5)

Time 10am – 12noon

Venue Executive Suite

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

Ethics and Research (Compulsory Session)

Convenor: Dr Sarah Gregory

All Students (Compulsory)

Date Wednesday 14th November 2012 (Week 6)

Time 10am - 11.30am

Venue LT 5

This workshop looks at research ethics and the role of the researcher. The session also looks at the practical ethical policies and procedures when undertaking research at Lancaster.

Writing Your Literature Review – Part 2

Convenor: Dr Casey Wilson

Year 1 full time and 1 – 2 part time

Date Wednesday 21st November 2012 (Week 7)

Time 9.30am – 11.00am

Venue LT 5 George Fox

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

Introduction to Research Methods

Convenor: Dr Casey Wilson

Year 1 full time and 1 – 2 part time

Date Wednesday 28th November 2012 (Week 8)

Time 10am – 11.30 am

Venue LT 10

An introduction to conducting research and understanding research philosophies. The session will introduce a number of tools to help you think about conducting your research and positioning yourself within your research philosophical assumptions.

Writing Retreat

Convenor: Dr Casey Wilson & Dr Ruth Allen

Year 2 full time and 4-5 part time

Date Wednesday 5th Thursday 6th and Friday 7th December 2012 (Week 9)

Time 4pm - 6pm, 9am – 6pm and 9am – 4pm

Venue Forrest Hills

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

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

Please note - spaces are limited to 16 and this retreat is dedicated to 2nd Year Full time and Year 4-5 Part time. Places will be allocated on a first come first serve basis.

Lent Term

Strategies for Success: Managing Your PhD – Year 2

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

Year 2 - Managing Your PhD in the Mid-Term

Year 2–3 full time and 2–4 part time

Date Monday 21st January 2013 (Week 2)

Time 10am – 4pm

Venue Morning session LT12
Afternoon session LT4

This full day workshop covers the complexities faced when you are part-way through your PhD: refining and re-defining your goals; taking stock: where am I up to and where should I be? Collecting data; dealing with the mid-term blues and feeling fed up; thinking about originality; managing the writing process. This is an interactive workshop providing researchers with an opportunity to share their experiences and ask questions with other researchers from a mix of disciplines.

Evaluating Academic Literature

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 23rd January 2013 (Week 2)

Time 10am – 12noon

Venue LT 11

This session looks at how to evaluate and critique academic literature (e.g. journal articles, books, policy documents), with a view to enhancing your reading and analytical skills, thus making literature reviews easier to write. You will do some reading/evaluation in class.

Writing for Academic Journals in the Context of Career

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 30th January 2013 (Week 3)

Time 10am – 12noon

Venue LT 12

This session will focus on:

- Academic writing and career planning
- The life story of a paper
- The reviewers' perspective on your paper
- Enhancing your understanding of what gets published, what does not and why.

Qualitative Research Strategy and Design

Convenor: Dr Casey Wilson

All Students

Date Wednesday 6th February 2013 (Week 4)
Time 10am - 12noon
Venue LT 11

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

Qualitative Research Methods and Data Analysis

Convenor: Dr Casey Wilson

All Students

Date Wednesday 13th February 2013 (Week 5)
Time 10am - 12noon
Venue LT 11

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

Quantitative Research

Convenor: Dr Jonathan Ivy

All Students

Date Wednesday 27th February 2013 (Week 7)
Time 10.00 am – 12 noon
Venue A19 Charles Carter Building

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

Qualitative and Mixed Methods Research Clinic

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 6th March 2013 (Week 8)
Time 10am - 4pm
Venue Executive Suite

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

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

Writing Retreat

Convenor: Dr Rowena Murray

Year 3 full time and 5-6 part time

Date Wednesday 13th Thursday 14th and Friday 15th March 2013 (Week 9)

Time 3pm - 6pm, 9am – 6pm and 9am – 4pm

Venue Forrest Hills

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

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

Please note - spaces are limited to 16 and this retreat is dedicated to 3rd Year Full time and Year 5-6 Part time. Places will be allocated on a first come first serve basis.

Summer Term

Strategies for Success: Managing Your PhD – Year 3

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

Being a Completer Finisher

Year 3 full time and 5 – 6 part time

Date Monday 29th April 2013 (Week 2)

Time 10am - 4pm

Venue LT 12

This session deals with the last, long haul: refining and re-defining the goal, knowing when you have got there; defining 'contribution', protecting your intellectual property; the writing process, tidying up, writing conclusions; finishing and submitting; managing corrections.

Panels and Reviews

Convenor: Dr Casey Wilson

All Students

Date Wednesday 8th May 2013 (Week 3)

Time 10am - 12noon

Venue LT4

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

Vivas: How to get Through Them

Convenor: Dr Casey Wilson

All Students

Date Wednesday 15th May 2013 (Week 4)

Time 10am - 12noon

Venue LT 10

The aim of this session is to provide an overview of the viva process. It will look at what to do before the viva and the submission process, followed by an exploration of the key aspects of the viva and the viva outcome.

How to present your work in public and at conferences

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 22th May 2013 (Week 5)

Time 10am - 12noon

Venue LT 10

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

How to get Your Book Published

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 29th May 2013 (Week 6)

Time 10am - 12noon

Venue LT 11

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

How to write a thesis

Convenor: Dr Rowena Murray

Year 3 full time and 5 – 6 part time

Date Wednesday 5th June 2013 (Week 7)

Time 10am – 1pm

Venue LT 10

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

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

Writing Retreat

Convenor: Dr Rowena Murray (Week 7)

Year 3 full time and 5-6 part time

Date Wednesday 5th Thursday 6th and Friday 7th June 2013

Time 3pm - 6pm and 9am – 6pm and 9am – 4pm

Venue Forrest Hills

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

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

Please note - spaces are limited to 16 and this retreat is dedicated to 3rd Year Full time and Year 5-6 Part time. Places will be allocated on a first come first serve basis.

Employability Session

Convenor: Dr Caroline Gatrell

All Students

Date Wednesday 12th June 2013 (Week 8)

Time 10am - 12noon

Venue LT 10

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

NW Methods – One day conference – Work & Family

Convenor: Dr Caroline Gatrell

All Students

The conference will take place in June 2013 at LUMS – date to be advised.

RESEARCH TRAINING RUN BY OTHER FACULTIES

Questionnaire Design (Mathematics and Applied Statistics)

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

Date Monday 3rd December 2012
Time Please see web link for details
Location Please see web link for details

Delivery
1-day session
Eligibility:
All PhD Students

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

Topics

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

Learning

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

Knowledge and Understanding

By the end of the course students will:

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

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

<http://www.maths.lancs.ac.uk/departments/postgraduate/shortCourses>

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

FASS Modules

Michaelmas Term

FASS506	Undertaking Doctoral Research and Surviving It
FASS508	Quantitative Research Methods introductory weekend school
FASS509	Quantitative Research Methods 1 (online)
FASS620	Advanced Thesis Writing 2: Towards Completion

Lent Term

FASS16	Thesis Writing for Beginners
FASS16d	Thesis Writing (online)
FASS507	Introduction to the Philosophy of the Social Sciences (online distance learning available)
FASS510	Qualitative Methods in the Social Sciences (available either as a full 10-week module, or as the individual elements, listed below)
FASS610	Introduction to Qualitative Research
FASS611	Ethnography & Participant Observation
FASS612	Interviewing as a Research Technique
FASS613	Visual Methods in the Social Sciences & Humanities
FASS614	Validity, reliability & generalisability in qualitative research
FASS615	Focus Groups
FASS616	Text Analysis for Social Scientists
FASS512	Quantitative Research Methods 2 (online)
FASS517	Discourse Analysis
FASS617	Managing Problems with Supervision
FASS619	Advanced Thesis Writing 1: Refocusing the Thesis

Summer Term

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

The departments of non-FASS students will be expected to pay for their students' participation in all modules EXCEPT FASS617 and FASS618. The costs are indicated against each module.

If you wish to sign up for any FASS modules please complete the 12/13 FASS Registration Form. Please return the form to the Doctoral Office who will forward it on to Michaela Scott.

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

Other Useful Courses

Computing Courses

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

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

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

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

Statistics Short Courses

The Postgraduate Statistics Centre offers a programme of continuing professional development courses aimed at scientists, social scientists, health researchers, teachers and professional medical statisticians. These applied statistics courses are for participants and researchers from any background with a basic level of numeracy.

Please visit the Postgraduate Statistic Centres website for more information:

<http://www.lancs.ac.uk/fas/cpd/statistics/>

School Seminar Programmes

➤ **Formal Research Seminars**

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

Speakers will include well-known academics from other Business Schools, both in the UK and elsewhere, as well as the Management School's most distinguished researchers. Sessions will usually last for 2 hours, with Wednesday afternoons, lunchtimes and evenings being especially popular.

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

➤ **Informal Research Groups**

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

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

North West Doctoral Training Centre
Business and Management Pathway
Research Training 2012/13

The North West Doctoral Training Centre is collaboration between the three Universities of Lancaster, Liverpool and Manchester to provide access to quality research training for PhD students. Business and Management is a recognized pathway with the NWDTC and for 2012-13 PhD students from the three Universities can attend selected courses at each partner institution. Details of the courses and how to register are provided below.

Course Title	Date/Time	Venue	Tutor
Managing Writing	Wed 14 th Nov 2012 10am-12pm	Lancaster To be confirmed	Casey Wilson
Social Studies of Technology, Innovation and Organizing	Thurs 6 th Dec 2012 10.15am – 4.15pm	MBS 10.05 Harold Hankins	Chris McLean
Evaluating Academic Literature	Wed 23 rd Jan 2013 10am-12pm	Lancaster LT 11 LUMS	Caroline Gatrell
Writing for Academic Journals in the Context of Career	Wed 30 th Jan 2013 10am-12pm	Lancaster LT 12 LUMS	Caroline Gatrell
Research Process 2: Comparative & International Business (all four sessions must be attended)	Wed 30 th Jan 10-1pm Wed 6 th Feb 10-5pm Fri 15 th Feb 10-5pm Tues 26 th Feb 10-1pm	MBS 10.10 Harold Hankins	Rudolf Sinkovics
Building Theories	Mon 11 th Feb 2013 12pm to 3pm	Liverpool Rendall Building SR125	Dirk Lindebaum (d.lindebaum@liverpool.ac.uk)
Factor Analysis	Mon 11 th Feb 2013 10am – 4pm	MBS 3.59 Williamson Building	Paul Irwing
Ethnography	Wed 13 th Feb 2013 1pm to 4pm	Liverpool Cypress Building - 114-116	Frank Worthington (worthinf@liverpool.ac.uk)
How to present your work in public and at conferences	Wed 22 nd May 2013 10am-12pm	Lancaster LT 10 LUMS	Caroline Gatrell
Actor Network Theory	Mon 25 th Feb 2013 10.15am – 4.15pm	MBS 10.05 Harold Hankins	Chris McLean
Comparative Case Study Analysis	Mon 18 th Mar 2013 10am – 4pm	MBS 10.02 Harold Hankins	Laszlo Czaban
Phenomenology	Thurs 2 nd May 2013 9am to 12pm	Liverpool ULMS-SR4 (Management School building)	Robin Holt (r.holt@liverpool.ac.uk)

To attend

1. Please note places are limited and will be allocated on a first come, first served basis.
2. If you are interested in attending please send an e-mail to the administrative contact at the institution you are registered at (not at the institution where the course will be

held). You will be informed if you have secured a place and sent any advance reading lists and other relevant materials.

Liverpool – Jill Roberts (jholbr@liverpool.ac.uk)

Lancaster – Stacey Read (s.read@lancaster.ac.uk)

Manchester Business School –James Walker (james.walker@mbs.ac.uk)

3. Details about credits will be provided by the institution you are registered at.

Methods Fair 2012

Wednesday 10th October 2012

9.30am – 5.00pm

Roscoe Building, University of Manchester

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

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

An essential event for researchers, PhD students and supervisors.

Register online at: <http://www.methods.manchester.ac.uk/events/2012-10-10/>

Educational Development support for postgraduates who teach (GTAs)

- One day Survival Skills Workshops
 - <http://www.lancs.ac.uk/hr/OED/SSkills/>
- Supporting Learning Programme
 - 4 month accredited programme
<http://www.lancs.ac.uk/hr/OED/SLP/>
- Individual short workshops on issues relating to teaching and learning
 - <http://www.lancs.ac.uk/celt/celtweb/booking>

Careers Workshops for PhD Students 2012/13

The following workshops are available to PhD students from all Faculties. Places are bookable on the Careers Service website www.careers.lancs.ac.uk.

Date	Time	Session
5th June	2pm - 4pm	<u>Career Planning for PhD Students</u> This introductory session is strongly recommended for all PhD students. It provides a clear picture of the job market for PhD students, the options available and the issues to consider when making a career choice. It also covers the key sources of job vacancies, job search techniques and the art of networking. This session forms the foundation for the rest of the workshops in this programme.
12 th June	2pm - 4pm	<u>Writing an Effective Academic CV</u> This helps students understand the type of CV required for academic posts and gives them practical experience of constructing an academic CV.
19th June	2pm - 5pm	<u>Academic Interviews</u> This session is for those who wish to find out more about the academic interview process. It covers the how best to prepare for such interviews and also includes some interview practice in small groups.
26 th June	2pm - 4pm	<u>Employer Interviews and Assessment Centres</u> This shows students how best to prepare for employer interviews and assessment centres. For interviews, it shows them how to: • Understand the different types of interview they may face • Recognise the types of questions they are likely to be asked • Prepare effectively to promote themselves to their best advantage For the assessment centres it shows students: • What to expect at a typical assessment centre • Ways of preparing effectively • How to make the most of the opportunity to promote their suitability for the post The session will include a number of simulations so that students can get the feel of what it will be like to attend interviews and assessment centres.

To access further careers support e.g. postgraduate careers information, job vacancy sources, or, to book a confidential careers guidance interview call in to Careers, Alex Square, or, telephone 592525. A great deal of useful information can also be found on our web site www.careers.lancs.ac.uk and on the Vitae website for research students www.vitae.ac.uk

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

MASTERS COURSE MODULES

Eligibility: PhD in Management; Departmental PhDs.

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

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

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

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

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

MSc Finance and MSc Accounting and Financial Management

Michaelmas Term

AcF400: Financial Databases
AcF401: Introduction to Quantitative Methods
AcF402: Introduction to Finance
AcF403: Introduction to Accounting
AcF404: Introduction to Financial Markets
AcF501: Quantitative Methods for Finance
AcF502: Foundations of Finance
AcF503: Principles of Financial Reporting
AcF504: Financial Markets

Lent Term

AcF601: Advanced Corporate Finance
AcF602: Advanced Investment Management
AcF603: Financial Reporting for Complex Entities
AcF604: Advanced Management Accounting
AcF605: Derivatives Pricing
AcF606: Financial Statement Analysis
AcF607: Corporate Governance
AcF608: Fixed Income Markets
AcF609: Financial Econometrics
AcF651: Advanced Research Methods
ECON412: Behavioural Finance

Contact: Natalie Jolley

MSc International Business

Michaelmas Term

MNGT502: Accounting and Financial Management
MNGT504: Economics for Managers
MNGT571: International Business I

MNGT573: Quantitative Methods for Business

MNGT574: International Business for Strategy

Lent Term

MNGT572: International Business II

EBIN510: E-Marketing

ECON404: International Banking and Risk Management (must be taken with ECON406)

ECON406: International Money and Finance (must be taken with ECON404)

ECON408: Growth in Emerging Economics

LLM5207: International Business Law and Institutions

LLM5221: Law of International Organisations and Institutions

LLM5212: International Environment Law

MSCI575: Strategic Sourcing

OWT503: The Management of Organisational Change: Challenges and Debates

Summer Term

MNGT575: Research Methods

MSc Money, Banking and Finance

Michaelmas Term

ECON400: Topics in Economics

ECON403: Applied Econometrics

AcF502: Foundations of Finance

AcF504: Financial Markets and Securities

Lent Term

ECON401: Economics for Money, Banking and Finance

ECON404: International Banking and Risk Management

ECON406: International Money and Finance

ECON410: Time Series Models and Forecasting

ECON411: Islamic Banking

ECON412: Behavioural Finance

AcF601: Advanced Corporate Finance

AcF602: Advanced Investment Management

AcF606: Financial Statement Analysis

AcF609: Financial Econometrics

Contact: Christine Faichney

MA in Human Resources and Consulting

Michaelmas Term

Module 1 HRDC500: Introduction to Human Resource Development and Consulting

Module 2 HRDC501: Introduction to Research in Human Resource Development

Lent Term

Module 3 HRDC502: Applications of Human Resource Development and Consulting

Module 5 HRDC503: Research and International Perspectives in Human Resource Development and Consulting

Summer Term

Module 4 MNGT525: Quantitative and Survey Research Methods

Module 5 HRDC503: Research in Human Resource Development and Consulting

Contact: Hazel Midgley

MA in Human Resource and Knowledge Management

Michaelmas Term

OWT501: Organisation in the Twenty-First Century
OWT504: Knowledge Management I
OWT505: Human Resource Management I
OWT507: The Production of Managerial Knowledge I

Lent Term

OWT502: Knowledge Management II
OWT503: Management of Change
OWT506: Human Resource Management II
OWT508: The Production of Managerial Knowledge II

Contact: Jen Robinson

MSc E-Business and Innovation

Michaelmas Term

EBIN501: E-Business
EBIN503: Business Planning and Finance
EBIN504: Innovation
EBIN518: Management in Context
EBIN520: Introduction to ICT
EBIN521: Technology for E-Business
EBIN531: SAP

Lent Term

EBIN500: Managing Complexity
EBIN502: Information Management and Strategy
EBIN509: Managing and Learning in Project Environments
EBIN510: E-Marketing
EBIN523: Network and System Security
EBIN524: Mobile Computing
EBIN525: Managing IT Architecture (includes two full day workshops)
EBIN526: System Dependability

Contact: Sian Cameron

MSc Information Technology, Management and Organisational Change

Michaelmas Term

ITO001: Interpretations of Information, Technology and Organisations
ITO004: Systemic Interventions and Consulting
ITO008: Knowledge Management and Information Technology
ITO011: E-Business
ITO015: Analysis and Design
ITO016: Enterprise Systems
ITO017: SAP ERP
ITO010: Skills Development, Negotiation, Argumentation and Presentation

Lent Term

ITO002: The Management of Organisational Change
ITO003: Strategy and Information Management
ITO005: Social Aspects of the Digital Age

ITO006: Researching in Organisational Settings
ITO007: Management and Learning in Project Environments

Contact: Sian Cameron

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

Michaelmas Term

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

Lent Term

MSCI504: Problem Structuring
MSCI512: Computer Simulation
MSCI513: C++ Computer Programming
MSCI523: Forecasting
MSCI526: Data Mining for Marketing, Sales and Finance
MSCI527: SAS Programming for Business Analytics
MSCI532: Stochastic Modelling
MSCI534: Optimisation and Heuristics
MSCI544: Logistics
MSCI564: Marketing Research Methods
MSCI572: Global Sourcing with SAP
MSCI573: Operations and Supply Excellence
MSCI574: Logistics Modelling
MSCI575: Global Sourcing
MSCI576: Global Sourcing with Services
MSCI582: Marketing Analysis and Modelling
MSCI583: Revenue Management

Contact: Jackie Clifton

Assignment Format and Submission

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

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

Extensions

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

Feedback and Notification of Assessment Marks

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

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

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

Moderation of Assessed Work

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

Penalties Excessive Word Count

Work submitted with excessive word count (+10%) will be subject to a five (5) mark penalty deduction. There is no penalty for submitting less than the recommended word count. The word count includes:

- Main body of text
- In text quotations
- In text references
- Section headings

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

Penalties for Late Submission

Prior to the submission deadlines there are published procedures for the granting of extensions (variance request). Work submitted after a deadline but within the time limit of an approved variance shall not be subject to penalty. Work submitted late without an approved variance shall be penalised as follows:

- Work submitted up to 3 working days late will have 10 marks deducted;
- Work submitted more than 3 days late will be awarded a mark of zero (subject to any consideration of mitigating circumstances).

What to do if illness or personal issues affect your studies

If you are unfortunate enough to be ill or are suffering from severe personal issues which will affect your ability to submit coursework on time you may request an extension. Depending on the nature of your circumstance different documentation will be required as listed below.

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

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

Mitigating Circumstances

Mitigating Circumstances (e.g. ill health or severe personal difficulties) may be taken into consideration by the Mitigating Circumstances Committee which makes recommendations to the Internal and External Exam Boards only when supported by documentary evidence (e.g. a doctor's certificate).

Collaboration

In individual pieces of work, students are not permitted to work closely with other colleagues. **Under no circumstances may individual coursework be prepared jointly.** Where coursework is specified as being assessed on a group basis it should be prepared by the specific groups alone. Where a group member does not contribute fully to a piece of group work the other members may inform the faculty member responsible and an individual grade may be awarded to that student. Any individual working on a group assessed piece of work may be vivaed to identify his/her contribution to the group grade and an individual grade awarded.

Student Feedback Mechanisms

Module Evaluation

Evaluation is more than feedback of the good and bad elements of the programme. It provides continual information for us to improve the programme. Without all of us seeking to improve all elements of the programme we will not be able to sustain the high standards and achieve greater success in the future.

Consequently it is very important that all members of the class actively participate in the evaluation process.

You will be contacted by email at the end of each module and asked to complete a Module evaluation that will be accessed via a URL link. We ask that you respond to the request to submit your feedback as soon as possible. Feedback is anonymous.

Postgraduate Grade Descriptors

All assessment is marked in line with the grade descriptors for postgraduate students.

Result	Broad Descriptor	Percent age	Primary verbal descriptors for attainment of Intended Learning Outcomes	Class
Pass	Excellent	70-100	Exemplary range and depth of attainment of intended learning outcomes, secured by discriminating command of a comprehensive range of relevant materials and analyses, and by deployment of considered judgement relating to key issues, concepts and procedures	Distinction
Pass	Good	60-69	Conclusive attainment of virtually all intended learning outcomes, clearly grounded on a close familiarity with a wide range of supporting evidence, constructively utilised to reveal appreciable depth of understanding	Merit
Pass	Satisfactory	50-59	Clear attainment of most of the intended learning outcomes, some more securely grasped than others, resting on a circumscribed range of evidence and displaying a variable depth of understanding	Pass
Fail	Marginal fail	40-49	Attainment deficient in respect of specific intended learning outcomes, with mixed evidence as to the depth of knowledge and weak deployment of arguments or deficient manipulations	Fail
Fail	Fail	30-39	Attainment of intended learning outcomes appreciably deficient in critical respects, lacking secure basis in relevant factual and analytical dimensions	
Fail	Poor fail	20-29	Attainment of intended learning outcomes appreciably deficient in respect of nearly all intended learning outcomes, with irrelevant use of materials and incomplete and flawed explanation	
Fail	Very poor fail	0-19	No convincing evidence of attainment of any intended learning outcomes, such treatment of the subject as is in evidence being directionless and fragmentary	

USEFUL INFORMATION

The Management School has a large number of pages on the Internet, accessed through www.lums.lancs.ac.uk. Of particular interest might be the pages on the School's research www.lums.lancs.ac.uk/research. You should also log onto Moodle for PhD students at: <https://mle.lancs.ac.uk/course/view.php?id=300> for notices and information relating to the Research Training. More information about this tool will be available at the Induction.

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

Office Space

Full-time students are offered an office space. Basic facilities usually include a bookcase, desk, chair and access to a filing cabinet for each PhD student. All students should have shared access to a telephone, which can receive incoming calls and make calls within the university. **You will be allocated an office for 4 years.** Normally, after 4 years we will ask you to vacate the office ready for a new intake of students. Part-time students are not normally offered office space.

Computing Facilities

All full-time doctoral students are allocated a PC on arrival which they keep for the duration of their studies in their personal office.

All Management School PCs have access to statistical packages, email, and the Internet. Subject specific applications (such as Datastream, LBM Workbench, Microfit etc) and information of specific programming packages (C++, Pascal etc) are available through the relevant department.

Printing and Photocopying

All full-time PhD students are automatically allocated a printing budget when they register. If PhD students use up their printing allowance they must contact their departmental PhD secretary to request a top-up. This is granted at the department's discretion.

Each department decides on its particular policy for payment of photocopying, use of fax, stationery and telephones: either the Doctoral Secretary or the Departmental Officer in the relevant department can advise.

Social Events

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

Staff-Student Meetings

We hold Staff-Student Meetings on a termly basis. All PhD students are encouraged to attend. At the meetings we discuss issues that are of concern to you. PhD students are usually asked for Agenda items prior to the meeting and an Agenda is circulated normally a week before the meeting.

Ethical Issues

ALL PhD students must complete 2 ethics forms with their supervisors **BEFORE** undertaking their fieldwork. These can be found on the University Research Office web-site:

<http://www.lancs.ac.uk/depts/research/lancaster/ethics.html>

Plagiarism

Within the UK there are conventions about the use of material in academic publications, including PhD theses. Definitions of plagiarism are given in the Postgraduate Student Handbook, which can be found at:

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

Postgraduate Handbook / Code of Practice

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

www.lancs.ac.uk/users/gradschool/regulations.html

Support for Dyslexic Students

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

Development Needs Analysis (DNA)

All PhD students are required to complete the DNA online. Your DNA (Development Needs Analysis) allows you to audit yourself against the skills and competencies we develop as researchers. You can then use this to discuss with your Supervisor the training and development opportunities you may need for the forthcoming year. Only one DNA is filled out per year and you will be able to see how your research proficiency changes as you progress through the PhD. Your DNA is accessed via 'myPGR' at:

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

Attendance Monitoring

The University based on pedagogical and welfare grounds and in compliance with government requirements has instituted attendance monitoring for postgraduate research programmes. You will be required to confirm your attendance via an online system on a regular basis. You will receive further details from Student Registry.

PhD Student Web Profiles

The University's research information system, Pure, is now available for postgraduate research students to use. Pure can be used to record information about yourself, your research interests and research publications. This information can also be used to produce your web profile which will appear at www.research.lancs.ac.uk/portal and also, at a later date, on the LUMS website. An email will be sent to you at the start of term to give you full details about how to create your profile.

Academic Support

LUMS has an academic adviser, Gill Burgess, who supports all students, home or international, with aspects of study. You can contact Gill via the International Office in LUMS on (0)1524 592204.

University Library

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

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

The Management School Librarians are:

Jean Blanquet

C43, Library C Floor, Red Zone

Tel: 01524 594484

Email: j.blanquet@lancaster.ac.uk

Andy Holgate

B21, Library B Floor, Blue Zone

Tel: 01524 592553

Email: a.holgate@lancaster.ac.uk

Management School PhD review procedures

PHD ANNUAL REVIEW PROCEDURE:

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

WHAT SHOULD I EXPECT FROM MY FIRST REVIEW?

- It will normally be 12 months after your initial registration. (Management Science conduct the first review within the first 10 months)
- The first review is normally the time when your registration for a PhD will be assessed. You will either have your PhD registration confirmed, have your probationary PhD registration extended with a view to having it re-considered by a specified date or have a change of registration from probationary PhD to MPhil.
- You will be asked to produce:
- A revised research proposal as during the year your work will have moved you forward and you will have identified areas where you will focus and those which are peripheral. This is an excellent chance to review how this will affect your thesis
- A literature survey (c 8000 words)
- A 'methodology' chapter (c 3000 words)
- A summary of work carried out
- A plan for next year

WHO WILL BE THERE?

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

HOW WILL IT BE CONDUCTED?

Obviously personal styles and approaches vary, but in general:

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

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

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

DOs AND DON'TS

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

SECOND YEAR REVIEWS (AND LATER YEARS)

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

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