

Higher Degrees in the Department of Management Learning & Leadership

Introducing the Department of Management Learning and Leadership

The Department of Management Learning and Leadership is the leading academic centre in Europe solely committed to the critique and improvement of learning processes for managers and organisations. Learning and 'knowledge acquisition' are increasingly recognised as crucial.

Management Learning and Leadership as a field of study

Management Learning and Leadership as a field of study is concerned with the educational processes used in university-based business and management schools, in leadership development centres and in the training and development processes used in corporate, consultancy and independent college settings.

It is also concerned with the nature of leadership and of management, (the debate about differences, if any, between and with them) both in themselves and as the object of development initiatives.

Management Learning and Leadership has its own distinctive theoretical and methodological perspectives and approaches drawing on psychology, sociology, education and organisation theory, and the whole spectrum of multi-disciplinary concepts brought to bear on management, organisation and business. It takes a critical perspective on both theory and practice, but with a commitment to improving practice in terms of social, economic and environmental criteria.

PhD opportunities in Management Learning and Leadership

Our Doctoral Programme is open to career academics and professional practitioners alike, and continues in the Management Learning tradition of bridging theory and practice, critical thought and self-direction

within a supportive, highly engaged peer community. Our current students, both full- and part-time, come from different parts of the world, and from a wide range of organisations – business schools, private consultancies, public sector and for-profit organisations.

Because of the individualised nature of research at this level, the higher degree process typically comprises a supervision relationship with two tutors. We also provide three annual workshops (usually in April, June and November). These are structured events within an informal setting, which allow researchers to share their ideas and experiences of research. They include inputs from members of the Department or the University as well as from participants, who are invited to offer papers on their research as it develops. Additionally, research students are encouraged to attend any modules from the School's PhD in Management programme.

We offer opportunities for anyone wishing to research in our area in order to achieve a PhD or MPhil. The difference between these two degrees is the depth of study and contribution to knowledge. Students typically register as probationary PhDs and full-time students seek to transfer to full PhD status within their first year of registration. Part-time students typically complete this process within two years. This is dependent upon successful demonstration to a panel that your work in progress is achieving the depth and focus required for doctoral research. It is also possible to register initially as an MPhil student.

As a PhD student in the Department of Management Learning and Leadership, you will be a member of our active departmental research community and have access to our departmental library. Full-time students will be provided with office and computer facilities.

Where it seems appropriate, UK or EU students may be encouraged to register under the umbrella of the PhD in Management, whilst being supervised in

the Department, to allow them to qualify for an ESRC studentship.

Research in the Department of Management Learning and Leadership

Research in the department takes a number of different forms. These include large-scale funded projects, individual staff research and an active Higher Degrees programme. The department has the following five strands to its research:

Policy, strategic and operational issues in leadership and management learning considers both the practice and theory of actions taken to develop management and leadership capacity, and the policies and strategies within which this is undertaken.

Organisational learning and knowledge management considers learning and knowledge transfer processes within and between organisations.

Networked management learning looks at the educational and learning issues encountered in networked forms of management education, communication and knowledge representation.

Social, political and cultural processes in management learning examines issues of power, gender, ethnicity in relation to how managers and leaders learn both at work and in educational settings. Broader contextual issues, including those of sustainability and corporate responsibility, are also significant interests in the department.

Critical perspectives in Human Resource Development (HRD) provides a reflexive critique of the assumptions of orthodox HRD research and practice, and examines the impact of the broader social, political and economic environments upon individuals and organisations.

Staff Research Interests

Although the research done by the department tends to take a predominantly social and social psychological perspective, it also encapsulates such areas as educational research, feminist research and theories of learning pedagogy. One of its long-standing research traditions is doing collaborative research with colleagues from other departments and other universities, and with both private and public sector organisations. Our interests include:

- ***Critical management pedagogies:*** Dr. Carole Elliott, Prof. Steve Fox, Prof. Vivien Hodgson, Prof. Michael Reynolds, Dr. Kiran Trehan
- ***Leadership learning and practice: exploring how managers learn how to lead; examining the interface of leadership learning and practice:*** Prof. Iain Densten, Dr. Carole Elliott, Prof. Judi Marshall
- ***The politics of exclusion:*** Prof. David Collinson, Dr. Carole Elliott, Prof. Steve Fox, Dr. Caroline Gatrell, Prof. Vivien Hodgson, Prof. Michael Reynolds, Dr. Kiran Trehan
- ***Management in China:*** Prof. Mark Easterby-Smith
- ***Networked Learning:*** Prof. John Burgoyne, Prof. Vivien Hodgson
- ***Men and Masculinities:*** Prof. David Collinson
- ***Women in Management and Leadership:*** Prof. David Collinson, Dr. Carole Elliott, Dr. Caroline Gatrell, Prof. Judi Marshall, Dr. Kiran Trehan
- ***Management and the Maternal body and the Management of Childbirth:*** Dr. Caroline Gatrell
- ***Leadership, Learning and sustainability:*** Prof. Steve Fox, Prof. Judi Marshall
- ***Critical Approaches to Leadership and Followership:*** Prof. David Collinson
- ***Business process outsourcing in HR and HRM performance:*** Dr. Anthony Hesketh, David Simm
- ***The relationship between human resources practices and organisational performance:*** Dr. Anthony Hesketh

- *Organisational learning and knowledge management*: Prof. John Burgoyne, Prof. Iain Densten, Prof. Mark Easterby-Smith, Dr. Carole Elliott, Prof. Steve Fox, David Simm
- *Research and evaluation methodologies*: Prof. John Burgoyne, Prof. Mark Easterby-Smith, Prof. Steve Fox, Prof. Judi Marshall, Dr. Kiran Trehan, David Simm
- *Social, political and cultural processes in management learning and leadership*: Prof. David Collinson, Prof. Iain Densten, Dr. Carole Elliott, Prof. Steve Fox, Dr. Caroline Gatrell, Prof. Vivien Hodgson, Prof. Judi Marshall, Prof. Michael Reynolds, Dr. Kiran Trehan
- *Strategic Learning and Leadership*: Prof. John Burgoyne, Prof. David Collinson, Prof. Iain Densten, Prof. Steve Fox, Prof. Judi Marshall

Finding a Supervisor

On receiving your application together with your research proposal, the departmental Doctoral Director will try to find two suitable supervisors whose research interests match your own. This is why your research proposal is so important in assisting us to find the most suitable supervisors available. You may wish to suggest prospective supervisors. Achieving a good match between supervisors and doctoral student is necessary since doctoral research requires at least 3-4 years of study.

We recommend that you read profiles of Management Learning staff, available on the departmental website (<http://www.lums.lancs.ac.uk/dml/profiles/browse/department/dml/>), to find out who might be the most appropriate supervisors for your research. When you have identified some prospective supervisors you should try to read some of their papers in order to acquire more detailed information about their research. To improve your chances of acceptance, you might need to modify your research topic to ensure a better match between all parties.

If we think there is a good match between your interests and those of our staff members, we will then circulate your application papers to the tutors concerned

to see if they are willing to register you as a new research student. If this seems possible, we may then arrange for you to meet your prospective supervisors to discuss your research idea or talk to them on the telephone.

Given the large number of PhD applications we receive each year, and the availability of supervisor time and expertise, unfortunately we are able to register fewer than 30% of our applicants.

How to Prepare a Research Proposal

Normally a proposal will be 2,000 words or longer and will include the following:

A working title of the topic area

This should do more than convey the key words associated with the proposed research.

General overview of area

By way of introduction, this should take the form of a relatively brief abstract of the general area of study and identify the discipline(s) within which it falls. This should be a relatively short paragraph. You might also point here to the way in which your background gives you competences in your chosen area.

Identification of the relevant literature

In this section you should develop your proposal to demonstrate that you are aware of the debates and issues raised in relevant bodies of literature. References to key articles and texts should be made to show that you appreciate their relevance to your research area. A PhD is an original piece of research and so you should demonstrate that your proposed area has not been studied before, so you need to identify your niche which will lead on to the thesis preparation.

Key research questions

As you need to demonstrate that the topic can be completed within the normal time period allowed, you need to demonstrate that it is manageable and so focus on key questions within your niche area.

Methodology

You need to demonstrate an awareness of the methodological tools available to you and show some understanding of which of these would be suitable for your research. You need to specify the approach you feel would be most appropriate.

Timescale/research planning

You need to demonstrate an awareness of the need for planning and the timescale of the research.

Bibliography

You should include a short list of references to key articles and texts included in the application.

Avoid

- Broad topic areas which would be unmanageable as PhD topics.
- Vague descriptions of research areas.
- Subject areas in which the department has no expertise.

Duration of PhD and MPhil

Degree	Minimum	Max
PhD		
Full-time	36 months	48 months
Part-time	48 months	60 months
MPhil		
Full-time	24 Months*	36 months
Part-time	36 months	60 months

In those cases where a student combines periods of full-time and part-time registration the following applies when calculating the maximum period of registration permissible;

- if full-time for 12 months or more then treat as full-time throughout;
- if full-time for less than 12 months, then treat as part-time throughout.

*shorter time may be possible under certain circumstances, e.g. prior work done, prior qualifications achieved.

Entry requirements

Applicants should normally hold a Masters degree and have experience of management or leadership education and development, though a good first degree will be accepted in some circumstances. Applicants should have a willingness to share their knowledge and experience with others and have a readiness to engage with a learning community that aims to support the needs of all its members.

Applicants from outside the UK

You will need to provide evidence that your English proficiency is adequate for academic study. We ask for an IELTS test score of at least 7.0. The IELTS can be taken by arrangement with your British

Council office. If you are unable to take the IELTS then we may accept an IB TOEFL score of at least 100.

All applicants

If you would like advice about the suitability of your research topic or about potential supervisors, or if you would like to visit the department for an informal interview please contact:

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Lancaster University Management School
Lancaster LA1 4YX
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Tel: +44 1524 593851
Fax: +44 1524 844262
email: phddml@lancaster.ac.uk

How to Apply for PhD Programmes

The printed postgraduate application form can be requested by sending an email to the above address or can be accessed from the web (<http://www.lancs.ac.uk/users/admissions/postgrad/pgform1.htm>). It can also be completed on screen via the online application process (<https://www.pgapps.lancs.ac.uk/>).

You should send us:

- 2 confidential references
- Original copies or officially authorised versions of degree transcripts
- English language test scores
- Your research proposal (2,000 words minimum)

This will help us to identify appropriate supervisors for your area of research.

When completed, the application form and research proposal need to be sent to:

Postgraduate Admissions Office
University House
Lancaster University
Lancaster
LA1 4YW, UK

Please do not send them directly to the department of Management Learning and Leadership. However, the **references** should be sent directly to Management Learning and Leadership.