



Lancaster University
MANAGEMENT SCHOOL

The Research Training Handbook 11/12



October 2011

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 526 'Research Methods'

MNGT 523 'Research Design in Management'

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 'Understanding Management & Organisations I: The production of management knowledge'

Term 3 - Summer

MNGT 535 'Quantitative and Survey Research Methods'

MNGT 533 'Research Design in Management'

RESEARCH TRAINING MODULES

MNGT 531/521 '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 – 3.30 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 12 th Oct	2 – 3.30	Dr Casey Wilson (Introduction)
Wed 19 th Oct	2 – 3.30	Dr Gill Hopkinson (Marketing)
Wed 26 th Oct	2 – 3.30	Professor Mark Shackleton (Finance)
Wed 2 nd Nov	2 – 3.30	Professor Mike Pidd (Management Science)
Wed 9 th Nov	2 – 3.30	Professor Mark Easterby-Smith (MLL)
Wed 16 th Nov	2 – 3.30	Professor Theo Vurdubakis (OWT)
Wed 23 rd Nov	2 – 3.30	Professor Ken Peasnell (Accounting)
Wed 30 th Nov	2 – 3.30	Dr Giuseppe Migali (Economics)
Wed 7 th 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 transdisciplinary 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.

Sessions in which established researcher with different interests in management discuss how researchers in their area view the research process. Contributions which summarise typical research problems and hence the most popular methodologies in their areas will be provided by research specialists from management science, systems, economics, marketing, accounting and finance, organisational analysis and management learning.

Assessment

100% coursework assessment – 60% essay and 40% group presentation. This would focus on issues concerning choice of research methodologies and justification for this choice, as compared with methodologies used in other fields. Group presentation, Week 10; essay to be presented at the end of the Lent Term.

Suggested Reading List

General

Easterby-Smith, M; Thorpe, R and Jackson, P (2008) **Management Research**, 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 and Leadership

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

Marketing

Sheth, J N et al (1988) **Marketing Theory; Evolution and Evaluation**, John Wiley & Sons.

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 537 'Production of Managerial Knowledge 1 – 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 A19

Compulsory Module For:

PhD students on business and management pathway

Credit Rating:

15credits

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 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.

A. F. Chalmers (1999) *What is This Thing Called Science*, O.U. Press.

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

J. Hughes and W. Sharrock (1997) *The Philosophy of Social Research*, Longman.

S. Yearly (2005) *Making Sense of Science*, Sage.

P. Johnson and J. Duberley (2000) *Understanding Management Research*, Sage.

D. Baert (2005) *The Philosophy of Social Science: Towards Pragmatism*, Polity.

Assessment

It is essential that you consult with your doctoral supervisor on this matter. You are required to submit a 3000 word essay to your supervisor by 16th December 2011. 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

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

MNGT 535 'Quantitative and Survey Research Methods'

Convenor: Dr Juliet Harman, Maths and Statistics

Summer Term

Weeks 2 – 6

Timing and location:

Tuesday 11-1 (Theory) Lecture Theatre 2
(1st May, 8th May, 15th May, 22nd May, 29th May)

Friday 10-12 (Practical) Computer Lab A1
(4th May, 11th May, 18th May, 25th May, 1st June)

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 533 / MNGT 523 'Research Design in Management'

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

Dates 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: 2000 words and PhD students: 3000 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 Caroline Gatrell

Credit Rating 10

Core Module:

MRes Students

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: Over 3 Days

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

Venue

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 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:

MRes all programmes

Optional Module for:

PhD Students

PhD Students are encouraged to attend as many of these sessions as possible, consulting their supervisor(s) as necessary about the desirability of participating. Places are limited so PhD students who wish to attend should contact the Doctoral Office to book a place at the sessions. This module is compulsory for MRes students.

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

Date: Monday 24th October 2011

Time: 3:00pm – 5:00pm

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 31st October 2011

Time: 3:00pm – 5:00pm

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 11th 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.

Research Training Seminar Series

These seminars are open to all PhD students. 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 around two weeks before the event. You will be asked to send an email to s.patterson@lancaster.ac.uk if you wish to attend the session. Students that sign up to a seminar are required to attend.

Michaelmas Term

Strategies for Success: Managing Your PhD – Year 1

Convenor: Dr Casey Wilson

Year 1: Getting Started

Year 1 full time and 1 – 2 part time

Date Tuesday 18th October 2011

Time 2pm – 4pm

Venue Lecture Theatre 9

This workshop is designed for first year students and focuses 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.

Wednesday 19th October 2011, 12noon, Location MTS

Following the 18th October workshop there will be an opportunity to attend an afternoon session convened by Dr Ruth Allen in FST. The aim of this session is to provide researchers with an opportunity to meet and chat with other researchers.

Writing Your Literature Review

Convenor: Dr Casey Wilson

Date Tuesday 25th October 2011

Time 2pm – 4pm

Venue Lecture Theatre 11

This workshop is designed to provide PhD students with the skills to write a critique of the literature in their research domain. The session will look at the key elements of a literature review, its structure and takes a look at how to avoid the pitfalls of writing a poor review.

Managing Writing

Convenor: Dr Casey Wilson

Date Wednesday 2nd November 2011
Time 10am – 12noon
Venue Lecture Theatre 12

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.

Research Methods

Convenor: Dr Casey Wilson

Date Tuesday 8th November 2011
Time 2pm – 4pm
Venue Lecture Theatre 11

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.

Plagiarism and Ethics

Convenor: Dr Sarah Gregory *All Students*

Date Wednesday 16th November 2011
Time 10am-11.30am
Venue Lecture Theatre 12

The first half of this session looks at plagiarism and how to avoid the traps of plagiarism work when writing. The second half of the session 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

Managing Your PhD and other work - a focus on combining PhD study with paid employment and/or teaching commitments

Convenor: Dr Caroline Gatrell

Date Wednesday 23rd November
Time 11am – 1pm
Venue Lecture Theatre 4

This session is especially for students who manage their PhD alongside other work commitments: paid work and/or teaching commitments. Those who study away from the university setting may find it particularly useful. We will be looking at writing, the importance of routine, 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

Strategies for Success: Managing Your PhD – Year 2

Managing Your PhD in the Mid-Term

Years 2 – 3 full time, 2 – 4 part time

Date Wednesday 30th November
Time 10am -12 noon
Venue Lecture Theatre 12

This session 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.

Following the morning workshop there will be an opportunity to attend an afternoon session convened by Dr Ruth Allen in FST. The aim of this session is to provide researchers with an opportunity to meet and chat with other researchers.

Lent Term

Evaluating Academic Literature

Convenor: Dr Caroline Gatrell

Date Wednesday 18th January 2012
Time 2 – 4pm
Venue Lecture Theatre 12

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. This is a stand-alone session but will build on the guidance included in the earlier session on Writing literature reviews. You will do some reading/evaluation in class.

Writing for Academic Journals in the Context of Career

Convenor: Dr Caroline Gatrell

Date Wednesday 1st February 2012
Time 2pm – 4pm
Venue Lecture Theatre 12

This session will focus on how to get your work published in academic journals, and will explain the process of peer review as well as offering handy tips for getting your work published. and developing a realistic publication strategy to meet your own needs as well of the needs of your employers/supervisors/co-writers. It will include:

- 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.

Strategies for Success: Managing Your PhD – Year 3

Being a Completer Finisher

Years 3 – 4 full time, 4 – 6 part time

Date Wednesday 8th February 2012
Time 2-4pm
Venue Lecture Theatre 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.

On the morning of the 9th there will be a follow up session convened by Dr Ruth Allen in FST. The aim of this session is to provide researchers with an opportunity to meet and chat with other researchers.

Panels and Reviews

Convenor: Dr Casey Wilson

Date Wednesday 15th February
Time 2-4pm
Venue Lecture Theatre 12

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

Vivas: How to get Through Them

Convenor: Dr Casey Wilson

Date Wednesday 22rd February
Time 2-4pm
Venue Lecture Theatre 12

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.

Doing Qualitative Research – Part 1

Convenor: Dr Casey Wilson

Date Wednesday 29th February 2012
Time 2-4pm
Venue Lecture Theatre 11

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

Doing Qualitative Research – Part 2

Convenor: Dr Casey Wilson

Date Wednesday 7th March 2012
Time 2-4pm
Venue Lecture Theatre 11

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

Summer Term

Doing Quantitative Research

Convenor: Jonathon Ivy

Date Wednesday 2nd May 2012
Time 10am – 12noon
Venue Lecture Theatre 10

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.

How to present your work in public and at conferences

Convenor: Dr Caroline Gatrell

Date Wednesday 16th May 2012
Time 2pm-4pm
Venue Lecture Theatre 11

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

Date Wednesday 23rd May 2012
Time 2pm – 4pm
Venue Lecture Theatre 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.

Qualitative Research Clinic

Convenor: TBC

Date Wednesday 30th May 2012

Time 2pm – 4pm

Venue Lecture Theatre 11

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 you would like to discuss beforehand so you get the most out of the event.

If you prefer not to discuss your individual work in the clinic setting there is no requirement to do so – you are most welcome to come along and listen.

Employability Session

Convenor: Stephen Taylor and Caroline Gatrell

Date Wednesday 13th June 2012

Time 2pm – 4pm

Venue Lecture Theatre 11

The aim of this session is to share good practice and embed professional 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.