

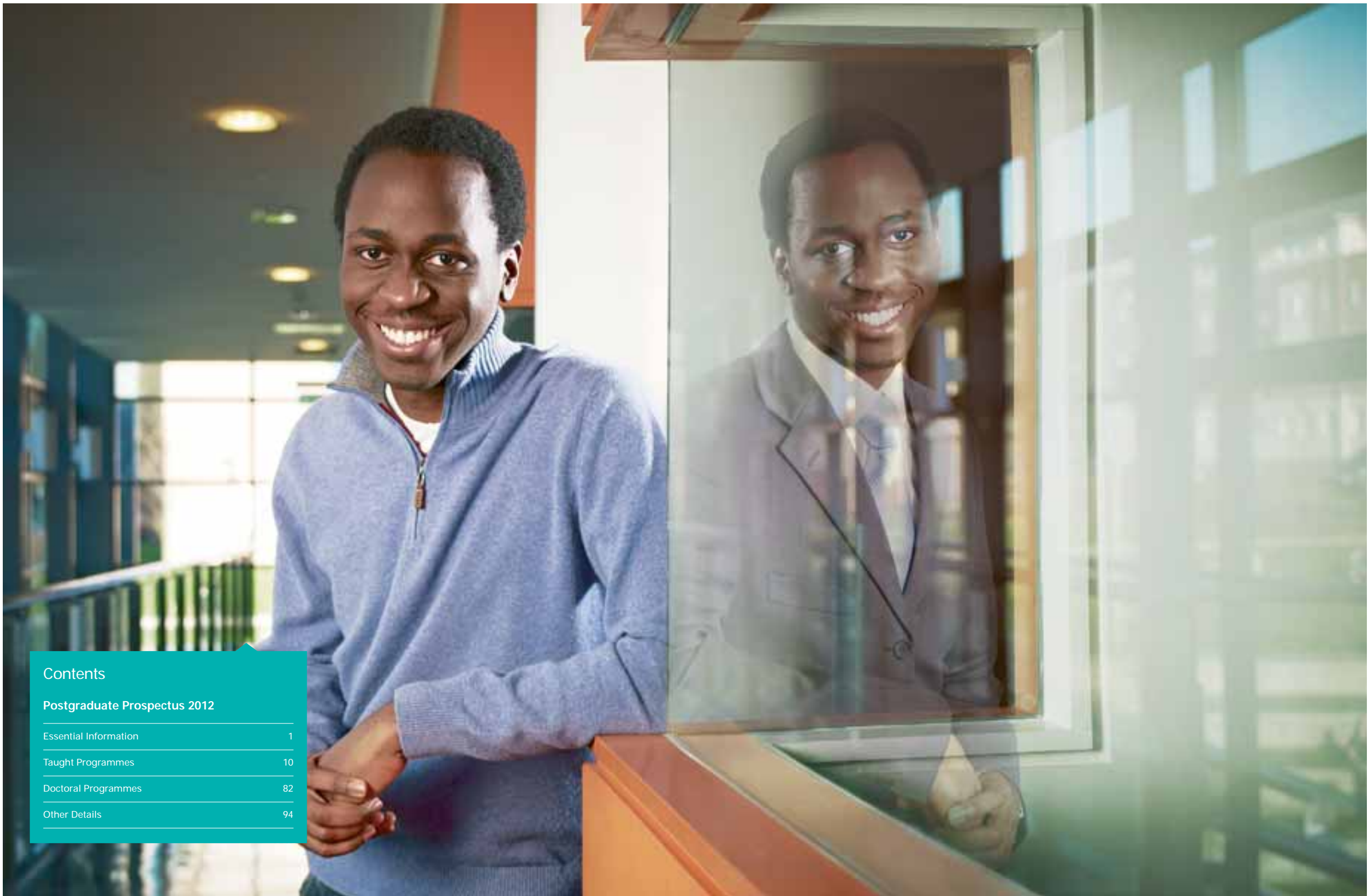
Today. Tomorrow. Together.

Postgraduate Prospectus 2012

www.lums.lancs.ac.uk



Lancaster University
MANAGEMENT SCHOOL



Contents

Postgraduate Prospectus 2012

| | |
|-----------------------|----|
| Essential Information | 1 |
| Taught Programmes | 10 |
| Doctoral Programmes | 82 |
| Other Details | 94 |



Discover more
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with your smart phone
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Today. Tomorrow. Together.

Today you are a person with a proven record of success who has big ambitions. As one of the world's leading management schools, we are well placed to support your development to become one of tomorrow's business leaders.

You may want to work for a big corporate in New York, start a company in Venezuela, or head a relief organisation in Africa. Alternatively, your goals may lie with further postgraduate research, or as a full-time academic. Wherever your career journey takes you, we will help you develop the knowledge and know-how to achieve your goals.

We offer you a proven academic reputation and a first-rate set of academic ratings. These include an impressive triple accreditation from AACSB, EQUIS and the Association of MBAs, research ratings that have been only matched for consistent excellence by two other UK business schools over the last 20 years, and world ranked MBA, MSc in Management, and MSc in Finance programmes. You will be taught by some of the world's leading business academics, and have access to cutting-edge tools and learning resources. However, our academic excellence is just the beginning.

Join us at Lancaster University Management School (LUMS) and we will help you develop an unbeatable set of business and management skills to go with the theory.

Tomorrow you could be working on a busy London trading floor, setting the agenda at an international conference on climate change, or teaching a group of postgraduate students yourself. The knowledge and skills you will gain here will help you realise your ambitions.

As a LUMS student, we will help you explore and develop your critical thinking abilities and business skills through practical experiences. Our programmes include a mix of real projects, business case studies, and business simulations to help you build and practise these skills.

Yet while all of this is extremely important, it's our collaborative approach that really makes the difference.

Together we work collaboratively to achieve excellence. As a LUMS student, you can expect full support from friendly and responsive faculty and staff. Our diverse international student community will give you the experience to work closely with people from different backgrounds, and with different perspectives. It's invaluable training for the modern business world – and it makes you very attractive to future employers.

The connections you make here will last a lifetime. When you graduate from LUMS you will join a global network of 25,000 alumni, including many highly-respected leaders such as Dr Nahed Taher, the first woman to head a bank in the Gulf region, Richard Cousins, CEO of Compass Group and Anthony Burgmans, former Chairman of Unilever.

**Join us for the journey of your lifetime.
Today. Tomorrow. Together.**



Collaboration, the cornerstone of the LUMS experience

Our collaborative approach extends to our inspirational teaching and group work. You will gain a powerful mix of contemporary theory – very often ideas that have been shaped or even created by our world-class faculty – and practical and insightful lessons from the real world. You will be encouraged to develop your critical thinking and to look for inspiration in all kinds of places. We will help you develop invaluable team skills, and encourage you to learn from faculty members, alumni and other leading practitioners, as well as from your fellow students.

“ I also had the chance to work and interact with people from different cultures and backgrounds, which I found very important for broadening my horizons. The integration in Lancaster, and especially in LUMS, was quite easy, particularly due to the great support given by the teachers, departmental staff and friends I met. ”

Joana Cardoso Fontes |
MRes in Accounting | 2009

A friendly and supportive environment

Ask any LUMS graduate and they will tell you how friendly and supportive our faculty and staff are. Our faculty are passionate about the subjects they teach, and passionate about wanting their students to succeed. All our staff will do their best to make your time here enjoyable – and very rewarding.

Working together

For nearly 50 years we have helped our students test their new tools and techniques in the real world. There is a mix of teaching styles to help you grow and develop: from interactive lectures and seminars, to focused group work, work placements and company based projects.

Many of our programmes feature interdisciplinary design and teaching. For example the MSc in IT, Management and Organisational Change and the MSc in E-Business and Innovation collaborate with departments across the wider University.

People with minds of their own

As a highly-rated institution, LUMS attracts leading academics from across the world. By joining LUMS, you will learn directly from some of the foremost thinkers in their fields, who not only understand the leading ideas in their field but have made a major contribution to them. They will challenge you to think not just about the issues of today, but also those of the future and how you might tackle them.

We believe strongly in the value of critical thinking. So you will be encouraged to question, reflect on and challenge current practice in business and management. The modern world needs leaders with minds of their own. We will help you develop your own intellectual confidence, knowledge and understanding to enable you to express your ideas effectively and influentially.

Getting you ready for a global world

Success in today's business world means being able to work and lead in a multi-cultural and international community. As a LUMS graduate, you could be working in Manhattan or Mumbai – and everywhere in between. The real value of your investment with Lancaster is how adaptable your time with us will help you be in tomorrow's fast-changing world.

LUMS supports a large, vibrant and diverse community of students. As a LUMS student, you will be actively encouraged to share your thoughts and experiences with your peers. Over half of our current postgraduate students originate from outside the UK. The international mix of students enhances your experience by raising your awareness and thinking around different perspectives. Many of our alumni describe this as a life-changing experience and one that has proved invaluable for their careers.

“ Studying at Lancaster gave me the privilege of living in a multicultural environment. I got to know people from all around the globe, which I really value and I also improved my inter-cultural communication skills. ”

Hanna Lindblad | MSc Management

Spend a term in South America, Europe or Far Eastern Asia on our international experience programme

see: www.lums.lancs.ac.uk/international/study-abroad/post-masters/



An outstanding experience in a beautiful location

Quite simply, the learning and living environment at Lancaster is exceptional.

Not only do we maintain very close relationships with the business world, we provide a safe and enriching environment virtually unmatched anywhere else in the UK. You can focus on your studies without the distractions and hassles associated with the big cities and still enjoy an active social life.

Our campus is set in 360 acres of beautifully landscaped parkland with views extending to the hills of the Lake District to the north and Morecambe Bay to the west. We are well-connected by road, rail, air and sea. Manchester and Liverpool are less than an hour away by car, and London is only two-and-a-half hours away by train.

The space to succeed

Being a LUMS student is hard work but, as a student, you will not only have all the facilities you need to study effectively, you will also have the time and space to fully concentrate on your studies.

As you would expect from a modern institution, our technology is cutting-edge. With over 1,000 computers, Wi-Fi access, high speed broadband connections, high quality printers and scanners, and state-of-the-art learning zone and e-learning environments, you will be able to instantly access business and financial information and news as it happens.

What is missing is the high living costs, noise, pollution, crime, traffic congestion and endless commuting that can make studying in a big city so frustrating and distracting. You can apply to live on campus – this is what most postgraduates do – so you won't waste any precious study time on a daily commute. In fact, you will be surprised just how easy, quick and cheap it is to get to where you want.

And when you need a break from studying, you can take advantage of the leisure facilities on campus or in the locality. A £20 million state-of-the-art sports centre, cinema, theatres and cafés are just some of the amenities on campus. Our proximity to two National Parks—the Lake District and the Yorkshire Dales—puts world class mountain climbing, kayaking, trekking and other activities on your doorstep.

Modern facilities for a modern learning environment

As a LUMS student, you have access to the new Charles Carter building and the striking Lancaster Leadership Centre. But these are not just award-winning buildings, they are buildings designed to enhance the learning and business needs of our community, where students, staff and executive visitors can meet and mingle. There are designated postgraduate teaching rooms and substantial social and break-out areas for all students, staff and guests, and a focus area for outreach activities. These buildings are part of a £420m transformation of Lancaster's campus that few UK universities can match.

Most importantly, you will become a central part of the LUMS community. By mixing with the faculty, staff and your fellow students, you develop crucial collaborative skills today and a strong, long-lasting network of future business contacts for tomorrow.

“Top 3 safest cities in the UK to study in.”

Complete University Guide | 7 July 2011

Ranked top 4 in the UK and top 10 in the world



“In addition to the studies, life in Lancaster gave me plenty of other worthwhile experiences; a global network of people from Colombia to China, hikes in the magnificent Lake District... and plenty of other things... Looking back I cannot help but smile and think that I surely made the right choice.”

Daniel Lindblad | MSc Operational Research and Management Science 2010



70 plus employer events a year

“As dreams fuel ambition it is more often the method that ensures success. The MSc in Management not only provided me with enough confidence but also gave me vital tools to start this transformation. This diverse integration of experience certainly helped me emerge as a confident business manager for the 21st century.”

Vibhu Mohunta | MSc Management | 2009

Enduring links to business

We have strong relationships with the wider business community, across businesses large and small, in a range of industries and throughout the world. With LUMS, you will have the chance to work with, and for, these organisations.

A global business network

Our extensive programme of guest speakers, business specialist facilitated workshops, guest lectures and work placements keeps you networked with the business world. Many postgraduate students conduct research or consultancy projects for our external clients during their Masters programme. This is a great chance for you to learn, first-hand, practical lessons about the business world. You will spend time working on these practical projects and exchanging ideas with leading executives.

Full-time MBA students uniquely have three such opportunities to work with real organisations, one in each of the three main stages of the one-year programme. Learning through action, senior management exposure and the strategic insight gained through such challenges, has proven very attractive to employers.

Connecting you with employers worldwide

Our award winning Careers Team invests a significant amount of time and personal support to keep you in touch with prospective employers across the globe and to assist you with any aspect of your career search. So whatever you want to do, and wherever you want to work, we give you the recruitment advice and guidance you need to make it happen, and we keep you connected to key employers.

We hold regular on-campus recruiter visits and an annual Careers Fair, which has included recruiters from organisations such as Accenture, BMW, Centrica, Deloitte, Google, HSBC, KPMG, P&G and many more. Through these events and others, you can hear directly from employers about the job market, and more importantly, what they can offer you when you graduate.

Real experiences for a real world

Whether you want to increase your chance of getting your dream job, or speed up your career, a degree from LUMS can help you develop the right skills. Depending on your chosen programme, you will take part in a series of challenging and realistic business activities with your fellow students, including:

- Demanding projects for real organisations – so you will put your skills to use in genuine business situations
- Business simulations run by major employers – that will really test your knowledge and quick thinking
- Workshops facilitated by business specialists – find out what top employers look for when they're hiring postgraduates
- Guest lectures and seminar series – get insights and real lessons from business leaders
- Professional and career development courses – helping you develop the well-rounded business skills employers look for

LUMS qualifications are highly regarded across the world. They are an ideal way for you to enter management or academic careers in the sector – and organisation – of your choice.

LUMS degree – your passport to your future

A LUMS degree can be your passport to a range of exciting careers. Join us, and together we will help you develop a full range of practical business knowledge, skills and experiences. You will learn how to work effectively in teams, and develop your individual managerial and leadership style to enable you to be one of tomorrow's great business influencers.

“The LUMS careers team is wonderful. From reviewing my resume to my assessment day, they have taught me how to highlight the best in me and separate myself from the competition. Also, the LUMS careers team frequently organises employer connect sessions which gave me the valuable opportunity to network with future employers.”

Geetashri Bhuyan | MSc ITMOC 2011

It's easy to apply

When to apply? Before the end of March in the year you intend to start. It is advisable to apply early especially if you are applying from overseas.

How to apply? Complete the online application form: www.postgraduate.lancs.ac.uk

What do you need to provide?

- Your Transcripts
- Contacts for 2 referees
- English language test results
- Programme specific requirements (such as GMAT)
- Research proposal
(if applying for a research programme)

See page 96 for more details

Our programmes at a glance

The table below is your guide to finding the LUMS full-time Masters programme that is right for you. The pages that follow give you detail about what to expect from each programme. If you still have more questions, then you can also visit our website. For Doctoral programmes see page 85.

| Degree Programme | Career Path | Student Intake | Entry Requirements* (specific disciplines, work experience, GMAT), for English language requirements see next page | Variants Available For MRes see page 86 | Page # |
|---|--|----------------|---|--|--------|
| MBA | Senior strategic leadership. | 80 | Minimum 3 years professional/managerial work experience required. Non UK degree requires GMAT score 600+. | E-MBA Global MBA. | 14 |
| MSc Accounting & Financial Management | Accounting & financial related careers. | 40 | Degrees in quantitative disciplines. Non UK/EU degrees may require GMAT score 600+. | MRes variant available. | 18 |
| MSc Advanced Marketing Management | Marketing professionals. | 40 | Substantial marketing exposure either through work or study. | MRes variant available. | 26 |
| MSc E-Business & Innovation | Private or public sector business and ICT managers or project managers. | 30 | All disciplines welcomed. Work experience desirable. | Pathways include: Management or Computing. | 30 |
| MSc Finance | Financial sector. | 70 | Degrees in quantitative disciplines. Non UK/EU degrees may require GMAT score 600+. | MRes variant available. | 18 |
| MSc Financial Analysis | Accounting & financial related careers. | 25 | Degree in quantitative discipline. Non UK/EU degree requires GMAT score 650+. | None | 18 |
| Graduate Diploma in Economics | Pursue a MSc in Economics. | 25 | Degrees with some quantitative content (mathematics and statistics). | None | 36 |
| MA Human Resource & Consulting | HR, management development, organisational development, education, management consultancy. | 25 | Some work experience preferred. Candidates with high academic ability and limited work experience may be considered. | MRes variant available. | 40 |
| MA Human Resource & Knowledge Management | Management and consultancy, in human resource management, knowledge management, or general management. | 20 | Degrees in management and business studies, social sciences, psychology, humanities or arts. Work experience is beneficial. | MRes variant available. | 44 |
| MSc Information Technology, Management & Organisational Change | General managers, IT managers or consultants. | 45 | All disciplines welcomed. | MRes variant available. | 48 |
| MSc International Business | Careers within international business. | 35 | Evidence of strong performance in at least one module of economics and statistics. | MRes variant available. | 54 |

| Degree Programme | Career Path | Student Intake | Entry Requirements* (specific disciplines, work experience, GMAT), for English language requirements see below | Variants Available For MRes see page 86 | Page # |
|--|---|----------------|---|---|--------|
| MSc Logistics & Supply Chain Management | Professionals and consultants in supply chain management, purchasing and distribution and logistics in public and private sector organisations. | 30 | Degrees in quantitative disciplines such as mathematics, statistics, physics and engineering. | MRes variant available. | 58 |
| MSc Management | Wide range of management roles. | 120 | All disciplines welcomed. No more than 2 years full-time work experience. | Pathways include: • Marketing • Management • Entrepreneurship MRes variant available. | 66 |
| MSc Management Science & Marketing Analytics | Market analysts, marketing analysts, business consultants, business analysts, database managers, marketing researchers, credit risk modelers. | 30 | Degrees in quantitative disciplines such as mathematics, statistics, physics and engineering. | MRes variant available. | 58 |
| MSc Money, Banking & Finance | Economists, traders, researchers and financial analysts. | 25 | Degrees in quantitative disciplines such as economics, accounting and finance, or related subject with significant component of economics or quantitative techniques. Work experience welcome. | MRes variant available. | 70 |
| MSc Operational Research & Management Science | Business analytics, decision support, industrial engineering, operational research, management science. | 30 | Quantitative disciplines such as mathematics, statistics, physics and engineering. | MRes variant available. | 58 |
| MSc Project Management | Project managers in a wide range of organisations. | 30 | All disciplines welcomed. | None | 74 |
| MSc Quantitative Finance | Banking and finance. | 25 | Degrees in quantitative disciplines such as mathematics, statistics, physics and engineering. Familiarity with topics such as probability and statistics, calculus and linear algebra is essential. | None | 78 |

*LUMS postgraduate entry requirements:

The following degree and English qualifications are standard across all LUMS postgraduate programmes unless otherwise specified within the programme entry.

Degree requirement

A minimum of an upper second class honours degree or equivalent in the disciplines specified for each programme.

Work experience

Although for most programmes there is no minimum work requirement, we welcome individuals with work experience.

English language requirement (if English is not your first language)

Studying at Masters level demands a high level of fluency in written and spoken English, together with excellent comprehension. For this reason non-native speakers are normally asked to demonstrate their English language competency by taking an internationally recognised test.

The following are LUMS minimum test scores (any variations are outlined on specific programme entries).

- IELTS 7.0 (with at least 6.0 in each element), or
- iBTTOEFL 100, or
- Pearson Test of English (academic) 70, or
- Cambridge Certificate of Proficiency in English (CPE) grade C or above

Please note: The IELTS, TOEFL & Pearson scores are valid for 2 years from the test date. The Cambridge CPE scores are valid for 3 years from the test date.

The Lancaster MBA

The Lancaster MBA programme is an intensive one-year programme designed to enable high-calibre individuals develop into senior strategic leaders in an increasingly complex global business environment. The programme includes a core international module and optional international exchanges at a number of partner schools to prepare our MBAs for senior positions in global businesses.

Learning through action is a key process used on the programme with three consulting opportunities with UK companies. A unique element of the Lancaster MBA is our Mindful Manager module which focuses on developing the skills required to perform effectively at senior levels. These distinctive features help you to develop into a confident, knowledgeable, critical and responsible leader.

Who is this designed for?

The Lancaster MBA is designed for managers, executives and professionals interested in changing the direction of their careers. The flexibility in the programme design enables you to choose a portfolio of electives which will suit your preferred career route, or to keep your options open.

Top ranked

The Lancaster full-time MBA is ranked:
Top 5 in the UK (Forbes 2011)
Top 10 in the UK (Financial Times 2011)
Top 50 in the world (Financial Times 2011)
Top 100 in the world (Economist Intelligence Unit).



Triple accredited

The Lancaster MBA is fully accredited by AACSB, EQUIS, and the Association of MBAs (AMBA).

“It was a great experience. You get to know more about the world and you also change the way you look at the world...”

Thi Minh Y Nguyen | Unilever

Learning experience

The experiential dimension – The Lancaster MBA emphasises the *process* of learning as much as the *content*. You will spend much of your time learning in teams, which will develop collaborative and leadership skills essential in management.

We use a diverse range of teaching and learning methods on the programme – typically involving group work and interactive discussion to draw out the experience within the classroom and relate theory to practical experience.

There is an emphasis throughout the programme on learning through action, as we believe that management theories need testing in the ‘real world’ and that enabling students to do this while still on our programmes creates superb learning opportunities.

During the year, you engage in three consultancy challenges, bringing benefits to the organisations with whom you interact and directly enhancing your own management and leadership skills.

Most modules are assessed through exams or coursework assignments but you will also sit integrated case study examinations to test your ability to think ‘cross-functionally’ and integrate your learning

The international dimension – As business becomes increasingly global, the Lancaster MBA will enhance your international management effectiveness and your understanding of different cultural contexts.

Studying alongside experienced managers from at least 20 different countries, you will engage with a truly international curriculum and faculty with extensive global experience. You will also extend your network of influential contacts around the world.

As part of your MBA you will have the opportunity to experience international business in context through participation in an international visit. You may also further expand your international experience by participating in an exchange through the programme’s links with partner institutions around the world. Some of the schemes take place within the programme itself, while others extend your period of study.

Key Facts

The Lancaster MBA

Duration: 12 months, full-time.

Starts: October.

Intake: 80 students.

Based in: Graduate Management School.

Entry requirements: See page 17.

Work experience: A minimum of 3 years full-time managerial experience required.

Scholarships: A number of partial-fee scholarships are available on a competitive basis. Further information can be found on our website.

Further Information: Please refer to: www.lums.lancs.ac.uk/mba or contact: Admissions Office: T: +44 (0)1524 510733 F: +44 (0)1524 510739 E: mba@lancaster.ac.uk

The Lancaster MBA Programme Content & Structure

The programme is composed of a total of 180 credits. The taught modules contribute a total of 120 credits. The largest single element is the Summer term dissertation which is weighted at 60 credits.

Michaelmas Term (September – December)

The first two weeks of the programme are dedicated to an intensive induction and skills course to help smooth your return to an academic environment, critically review your skills, and begin the process of career planning.

A series of compulsory modules then provide a thorough grounding for the whole of the Lancaster MBA. They provide essential knowledge and skills in areas which may be entirely new to you, or a welcome refresher in more familiar areas.

Core modules

Accounting

This module provides the fundamental principles of financial accounting to enable you to analyse published financial statements, including balance sheets, profit and loss accounts, funds flows and group accounts.

Finance

This module takes a practical look at the basics of corporate financial management. It covers issues such as cash budgeting and financial planning, stakeholder value, investment appraisal, raising capital, risks and returns, capital structures, leasing analysis, mergers and acquisitions and the management of working capital.

Marketing

This module explores the marketing framework as a way of discovering and meeting customer needs. The module introduces consumer behaviour, marketing research, products, distribution channels, promotion, pricing decisions and marketing programming. This module runs over two terms.

Mindful Manager

The Mindful Manager module is concerned with your development as an aspiring senior manager and with building the skills you will require to perform effectively at the most senior levels. The module deals with the art and craft of 'managing' as a social and political practice. The focus is on process – that is, on the 'how' of managing, not on what is being managed. The aim is to help you to develop the self-awareness, critical thinking skills and team-working competencies that are vital to effective managing.

Operations and Process Management

This module shows that properly managed operations are competitive weapons, not just a cost to be borne. The module covers issues relevant to both manufacturing and service companies, including their strategic impact.

Organisational Behaviour and its Application

This module examines factors underlying people's behaviour in organisations, based on research into organisations drawn from the fields of psychology, sociology and anthropology.

New Venture Challenge

Working in small teams with a start-up company or social enterprise, you develop a business plan for the enterprise, including researching the market, developing a marketing strategy and considering how the business might be organised and financed in the future.

Lent Term (January – March)

Strategic Management

This module considers various views of strategy, including new business models created by the dot.com revolution. This module also looks at business issues such as joint ventures and strategic alliances and examines diversified and multinational organisations.

Managing IT in Organisations

This module provides a broad but critical introduction to IT and its relevance to modern organisations in a connected world. The module explores three distinct perspectives: strategy and IT; IT development and provision; IT and organisational implementation

Business Economics

This module provides an introduction to the economist's view of competitive and co-operative behaviour. Topics include consumption and production theory, market forces, the dynamics of business growth and multinational enterprises.

Global Society and Responsible Management

This module explores the ethical, social, developmental and ecological implications of international management strategies.

Leading Change

This module enables you to diagnose and develop strategies for managing change and enhances your ability to lead others through change.

Consultancy Challenge

This module knits together the other taught modules, using a diverse range of learning environments – including plenary workshops and small learning teams – to teach managers how to apply their learning in practical situations. You receive an intensive introduction to consultancy and soft-skill toolkits, and then tackle a two-week team-based consultancy assignment where you engage intensively with the client and formally present solutions to the client and the University. Clients are typically medium-sized enterprises, based in the North West and requiring solutions to a range of business issues including marketing, HR, strategy or operations.

International Business in Context

This short but intense module will provide you with an opportunity to learn about the business problems and opportunities in a developing economy. This is achieved through formal learning, by direct observation and experiential learning in local business situations as well as the opportunity to experience social life in the host country.

Summer Term (April – September)

In the first part of this term you choose three electives – either three related electives which allow you to develop a specialist theme to your MBA or a mix of different subjects of general interest.

The elective choices include the option of forming a Learning Cell – the ultimate elective. Working on self-directed learning as part of a small tutor-led group, this is an opportunity to research a topic not featured in the main curriculum. There are also master classes on contemporary issues for all students during the Summer Term.

Current electives include:

- Advanced Decision Models
- Advanced Leadership
- Advanced Strategic Thinking
- Advanced Human Resources Management
- Fund Management
- International Business
- Mergers and Acquisitions
- Performance Management
- Project Management
- Revenue Management
- Strategic Brand Management
- Strategy Process and Practice
- Supply Chain Management

Corporate Challenge or Internship

For many, this climax to the MBA is an opportunity to apply the full skills-set and knowledge acquired throughout the year to an in-depth investigation.

The Corporate Challenge project is a significant component of assessment for the MBA and involves a major individual assignment. From June through to the end of July you can either undertake a consultancy project for a client company or an internship. Consultancy projects are usually based in the UK and the client meets the direct costs associated with the research.

Recent clients have included BASF, PricewaterhouseCoopers, Manchester Airports Group, HSBC, Vodafone, The Co-operative Group, and Convergys. Alternatively, you may be able to arrange an internship in the UK or abroad through your own contacts. Some MBA participants prefer to undertake a research-based dissertation or a more practical and personal project exploring the potential for a new business venture.

Entry Requirements

All MBA applicants will need a good first degree and at least three years' full-time professional work experience, preferably with significant managerial responsibilities.

Candidates who do not have an honours degree from a British University require a GMAT score of at least 600+, balanced across verbal, written and qualitative elements. Candidates who achieve less than 4.5 on the analytical writing element may be asked to complete a further Lancaster Admissions Essay.

Candidates must meet the LUMS English language requirements.

If you have a non-standard background and would like advice about your suitability, please contact the Faculty Admissions Office.



“The projects on the Lancaster MBA allow you to integrate business theory and practice. This adds real value to the learning experience.”

James Roebuck | MBA

MSc Accounting and Financial Management

MSc Finance

MSc Financial Analysis

Our Masters programmes draw upon our excellence in cutting-edge research, and provide you with theoretical and practical skills which will equip you for success in the increasingly complex world of accounting and finance.

We take pride in our long-established reputation for excellence in both teaching and in research. Members of the Department publish regularly in academic journals of international renown and provide advice to professional accounting bodies and industry. Many faculty members also have international teaching experience and have established themselves as academic leaders in their fields of expertise.

Who is this designed for?

The Department's three Masters programmes have been designed for recent graduates from quantitative backgrounds looking to enter accounting or finance related careers:

1 The **MSc in Accounting and Financial Management** enables professionally qualified accountants to take stock of what they have learnt in practice, and helps able graduates to extend their academic training to the frontiers of knowledge within the discipline.

Many holders of the MSc in Accounting and Financial Management have progressed to senior positions in the accounting profession and industry. Others are now faculty members in UK universities and throughout the world.

2 The **MSc in Finance** is particularly suitable for good graduates from a wide range of disciplines who wish to prepare for careers in the financial services sector. It gives you specialist knowledge in financial markets, investments, financial instruments and risk management.

Many holders of the MSc are now employed in senior positions in banks and financial institutions in the UK and world-wide. Others have entered careers in higher education and research.

3 The **MSc in Financial Analysis** is more specifically designed for those aiming to obtain the prestigious CFA Level I qualification and offers intensive, integrated tutoring and support from global financial services training provider 7city Learning for the CFA Level I examination.

If you are interested in becoming a Chartered Certified Accountant you will be able to seek automatic exemptions from professional examinations with the Association of Chartered Certified Accountants (ACCA). The exemptions are available at the Fundamentals stage and cover up to four or five of the total fourteen papers required by ACCA. However, it is important to note that the University syllabi may change from time to time affecting exemptions.

If you are interested in becoming a Chartered Financial Analyst, many of the modules on the programmes contribute to Chartered Financial Analyst (CFA) study sessions at various levels: these are detailed in the Programme Content and Structure section. Our programmes benefit from partnership status with the CFA.



Key Facts

| MSc Accounting and Financial Management, and MSc Finance | MSc Financial Analysis |
|--|--|
| Duration: 12 months, full-time. | 12 months, full-time. |
| Starts: October. | October. |
| Based in: Department of Accounting and Finance. | Department of Accounting and Finance. |
| Entry requirements: LUMS postgraduate entry requirements in a quantitative discipline. LUMS Postgraduate English language requirement applies. Non UK/EU degree may require a GMAT score 600+. | UK First Class Honours or equivalent in a quantitative discipline. IELTS score 7.0 (with at least 6.5 in each element) or iBT/OEFL 100 or Pearson Test of English 70. Non UK/EU degree will require a GMAT score 650+. |

Scholarships: Are available, and you will be notified by email if you have received a scholarship. Also see page 98 for general financial awards.

Further Information:

Please refer to:
www.lums.lancs.ac.uk/masters/pgfin
or contact:
Admissions Office:
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk

Alumni contacts: Informal information and advice is also available from Lancaster Accounting & Finance graduates in various countries
<http://www.lums.lancs.ac.uk/agents/>

Learning experience

The three MScs have common elements but focus on different specialisations. Flexibility is built into these degrees, which allow you to switch to another programme at the end of the first term if you find your interests have moved into new areas.

A year spent on one of the MSc programmes in the Department of Accounting and Finance at LUMS is certainly taxing, making real demands on your physical and intellectual stamina. You will grapple with many different and unfamiliar subjects over a short space of time, requiring excellent self-management, discipline and determination. Yet the experience is also energising and rewarding, involving new friends, new ideas, and many possible avenues to explore.

Demonstrate your flexibility to employers

Adding one of our finance-based Masters qualifications to your first degree not only gives you important subject knowledge, equipping you for entry into graduate management positions in the accounting and financial sectors, it also allows you to demonstrate to employers your versatility, your ability to absorb and make sense of new areas quickly and effectively – vital skills in the context of ever-shifting management demands.

Identify your managerial strengths

Exposure to the main areas of accounting and finance gives you a good overview. At the same time, it allows you to assess where your own particular areas of interest may lie. Extensive groupwork activity within the programme will also enable you to learn important things about yourself – for example, your preferred managerial style, how you approach and manage tasks, and how you operate most effectively in cross-cultural teams.

Build international friendships and networks

Working with students from many different nationalities brings a stimulating variety of perspectives and experience into the classroom. It is also a great way to extend your personal and professional networks – many of our MSc alumni keep in touch with one another, and you'll also make friends within LUMS' wider postgraduate community.

MSc in Financial Analysis offers an intensive CFA training module delivered by 7city Learning tutors

- Concurrent online training and support managed by 7city, including additional learning materials, practice CFA questions, performance monitoring, and real-time feedback
- A 10-day (80-hour) intensive CFA training module delivered at Lancaster by 7city Learning's professional CFA tutors. This module is designed to replicate in-house training programmes at leading financial institutions.
- An assessed CFA Level I-style examination as part of the dissertation phase of the programme, with tailored feedback from 7city
- An investment-practice-focused dissertation project drawing on the CFA Level I syllabus material and relevant academic insights
- Continued access to 7city's online training portal following completion of the programme in September through to the CFA Level I examination in December

7CITY
LEARNING



“Projects on the MSc were challenging, practical and full of up-to-date information, combining academic theories. I was not isolated working through textbooks, but learning systematically, thinking independently, and growing up with the latest developments in my subject”

Yi Peng | MSc Accounting and Financial Management





MSc Accounting and Financial Management, MSc Finance, and MSc Financial Analysis Programme Content & Structure

Each programme is composed of a total of 180 credits. The eight taught modules are weighted at 15 credits each (120 credits in total – two thirds of total degree). The largest single element is the Summer term dissertation which is weighted at 60 credits (one third of the total degree).

Programme modules which contribute towards the CFA's three study levels are marked with *

Michaelmas Term (October – December)

Four introductory modules (non-assessed), during the first three weeks, provide a basic introduction in the areas of Quantitative Methods and Financial Markets. There are also support courses in study skills, careers management and financial databases. The core assessed modules for all three programmes are as follows:

Quantitative Methods for Finance

Enables you to understand key concepts and methods from applied statistics that are used in several more advanced modules in accounting and finance. Topics include hypothesis testing procedures, analysis of variance, non-parametric tests, correlation, contingency tables, univariate and multivariate regression (including assumptions, tests and diagnostic checks) and Excel methods.

*Quantitative Methods for Portfolio Management at CFA levels 1, 2 and 3

Foundations of Finance

Covers the basic building blocks of finance and the considerations needed to make financial decisions both inside and outside the firm. Topics include net present value and capital budgeting, valuation of bonds and common stocks, portfolio selection and diversification, capital asset pricing model and factor models, principles of asset valuation and market efficiency, capital structure and valuation for the levered firm, and dividend policy.

*Corporate Finance at CFA levels 1 and 2
 *Portfolio Management at CFA levels 1, 2 and 3
 *Basic Valuation Concepts at CFA level 2

Principles of Financial Reporting

Consolidates your understanding of how accountants, working in a variety of environments in various countries, utilise aspects of accounting theory to resolve major reporting issues, and how academics have conceptualised and explained accounting choices.

*Financial Reporting and Analysis at CFA levels 1 and 2

Financial Markets

Provides you with a strong foundation for an understanding of the economics of financial markets and of the main types of securities traded in these markets, focusing on bonds, futures, swaps and options.

*Securities Markets at CFA level 1
 *Derivative Investments at CFA levels 1 and 2
 *Debt Investments at CFA levels 1, 2 and 3



Lent Term (January – March)

After a common first term the routes for the three programmes now diverge. Here you choose a combination of four modules from the selection below according to the programme you're registered for. There also continue to be support courses on study skills and career management during this term.

Advanced Corporate Finance

Extends the valuation of corporate assets and liabilities to cases in which they contain embedded options. Issues addressed include the valuation of convertible securities, capital structure, mergers and acquisitions, and the real options approach to investment appraisal.

*Corporate Finance at CFA levels 1 and 2

“ My Masters has allowed me to gain a valuable insight into the type of duties that I'll be performing as well as developing the accountancy skills that are vital to my day to day work. An important element of the course was team working skills; in my job I'm working in different teams on a weekly basis showing how important these skills are. ”

Joe Walsh | Mazars UK

Recruiting companies for the Masters programmes have included: Barclays Capital, Citibank, Deloitte, Ernst & Young, Goldman Sachs, Grant Thornton, HSBC, KPMG, PricewaterhouseCoopers, State Street Global Advisors

Advanced Investment Management

Develops both your theoretical and practical knowledge in the areas of active and passive portfolio management and factor pricing models.

*Portfolio Management at CFA levels 1, 2 and 3

Financial Econometrics

Explains how econometric methods can be used to learn about the future behaviour of the prices of financial assets by using the information in the history of asset prices and in the prices of derivative securities.

Financial Reporting for Complex Entities

Addresses financial accounting issues that arise for complex business entities from both conceptual and technical angles within the context of International Accounting Standards and US GAAP.

*Financial Statement Analysis at CFA levels 1 and 2

Management Control Systems

Explores how management accounting information is used in the design and operation of management control systems (MCS).

Financial Statement Analysis

Provides you with the tools for the analysis of financial statement information, in particular for the purpose of valuing businesses.

*Equity Investments at CFA levels 1 and 2
Financial Reporting and Analysis at CFA levels 1 and 2

Derivatives Pricing

Covers methods used in the valuation of a range of complex derivative securities.

*Derivatives Investments at CFA levels 1 and 2

Fixed Income Markets

Develops an intellectual and practical understanding of the principles governing the valuation of fixed income securities and their derivatives, the main problems and issues relevant in the management of interest rate risk, and the organisation and structure of debt markets.

*Debt Investments at CFA levels 1, 2 and 3

International Money and Finance

Explains the nature and relevance of derivative instruments for hedging purposes in the currencies market, and focuses on the international analysis of risk through the extension of basic interest relationships, including futures rates, swaps and investment returns. The focus is on approaches to measuring contractual and operational exposure and on understanding the relevance of financial information for the development of exchange rate risk hedging.

Summer Term (April – September)

Dissertation

For the **MSc Accounting and Financial Management and MSc Finance** you will choose a standard dissertation topic from those provided by the Department. Previous topics have included option bounds and option pricing with limited information, equity valuation using accounting numbers and investment strategies.

We offer taught sessions for the dissertation, which cover a recent body of literature as well as the advanced methods required to successfully complete a dissertation in an area of current interest. Self study then follows, with support evolving into weekly meetings (surgeries) where you have the chance to discuss with a faculty member any specific difficulties you might be experiencing. Alternatively it may be possible to pursue a non-standard dissertation, subject to meeting certain performance criteria, and availability of a suitable faculty member to supervise your chosen research topic.

You will be required to present a first draft of the final dissertation in the middle of the summer, which will enable you to receive feedback and provide an opportunity for you to amend your work accordingly before your final submission at the end of the summer.

The **MSc in Financial Analysis** comprises a specialist CFA dissertation stream which includes:

- A 10-day (80-hour) intensive CFA training module delivered at Lancaster by 7city Learning's professional CFA tutors. This module is designed to replicate in-house training programmes at leading financial institutions.
- An assessed CFA Level I-style examination as part of the dissertation phase of the programme, with tailored feedback from 7city
- An investment-practice-focused dissertation project drawing on CFA Level I syllabus material and relevant academic insights

“ In addition to the completely professional and thorough teaching style at Lancaster, the wide support network available for students is one of the best I have come across. ”

Meghna Amrohi |
Pricewaterhousecoopers LLP

Programme Structure

| MSc Accounting & Financial Management | MSc Finance | MSc Financial Analysis |
|--|--|--|
| Michaelmas Term | Michaelmas Term | Michaelmas Term |
| Core Modules Financial Markets Foundations of Finance Principles of Financial Reporting Quantitative Methods | Core Modules Financial Markets Foundations of Finance Principles of Financial Reporting Quantitative Methods | Core Modules Financial Markets Foundations of Finance Principles of Financial Reporting Quantitative Methods |
| Lent Term | Lent Term | Lent Term |
| Choose from 1 or 2 of the below Advanced Corporate Finance Advanced Investment Management Derivatives Pricing Financial Econometrics Fixed Income Markets International Money and Finance | Choose from 1 or 2 of the below Derivatives Pricing Financial Reporting for Complex Entities Financial Statement Analysis Fixed Income Markets International Money and Finance Management Control Systems | Core modules Advanced Investment Management Fixed Income Markets |
| Choose from either 3 or 2 Financial Reporting for Complex Entities Financial Statement Analysis Management Control Systems | Choose from either 3 or 2 Advanced Corporate Finance Advanced Investment Management Financial Econometrics | Choose from either 3 or 2 Advanced Corporate Finance Derivatives Pricing Financial Econometrics Financial Reporting for Complex Entities Financial Statement Analysis International Money and Finance Management Control Systems |
| Summer | Summer | Summer |
| Dissertation | Dissertation | Dissertation |

MSc Advanced Marketing Management

This unique, highly-selective and academically challenging course is targeted to meet the development needs of aspiring marketing managers. Crucially, it provides a dynamic array of serious intellectual challenges that develop your critical thinking, creative and collaborative skills. In addition, you will practise the key workplace skills needed to succeed in the real world of marketing management.

Who is this designed for?

Graduates with significant academic and/or work-based experience of marketing, who wish to build on their existing knowledge to develop a base for successful careers in industry, the public sector or for further study at PhD level.

Learning experience

The programme focuses on four key areas:

1. Developing a comprehensive and integrative knowledge of the marketing discipline
2. Developing a critical perspective on the practical application of marketing management models, and a deep understanding of the character of the real world of marketing management practice and decision making
3. The substantial development of your ability to think critically
4. Developing the collaborative working skills crucial to making an effective contribution in marketing management roles

We use various business cases and projects to critically evaluate the linkage of theory to the practice of marketing management. Our wide range of learning activities emphasise workshops and interactive sessions, more than traditional lectures.

You will be expected to contribute actively to discussions and group work, and work in teams on many different learning tasks and assignments. You will engage with a business simulation and complete several online skill development programmes. You will be assessed in various ways, including coursework essays; formal examinations; group reports; case study analysis; individual and group presentations.

By controlling class size we ensure we can provide the staff-student contact needed for the forms and processes of learning required.

“ No course can promise you a career, or even a job, but the MSc guarantees you an advantage over almost any other candidate. ”

Robert Andrews | Sales and Marketing
Co-ordinator at Cineworld Cinemas plc

Key Facts

MSc Advanced Marketing Management

Duration: 12 months, full time.

Starts: October.

Target Intake: 40 students.

Based in: Department of Marketing.

Entry requirements: LUMS postgraduate entry requirements with a substantial marketing component. English language requirement applies.

Work experience: Essential if first degree does not include substantial marketing.

Scholarships: Available.

Further Information: Please refer to www.lums.lancs.ac.uk/amm or contact:
Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



Accredited by Chartered
Institute of Marketing

“Our strategic partnership with LUMS is going from strength to strength and is proving to be a win for academia, for students, for future employers and Microsoft alike.”

Andrew Hawkins | (MBA, MCIM EMEA)
Vertical Marketing Lead Professional & Public Services, Microsoft Business Solutions, EMEA HQ Marketing Leadership Team.

Microsoft Dynamics has been working with the MSc in Advanced Marketing Management for a number of years, providing student projects and contributing to one of the core modules.

MSc Advanced Marketing Management Programme Content & Structure

The programme is made up of seven core taught modules and a dissertation, in two phases.

Phase I (October – March)

Marketing in Practice: The Mindful Marketer

This module reflects on how marketing managers actually behave and why. It focuses on developing your capacity for reflexivity, integrative thinking and on enhancing your critical-cognitive skills and collaborative conduct. In the process, you have an opportunity to reflect deeply on the relationship between marketing as a managerial practice, and as an academic discipline. (Two term module)

Researching Markets and Marketing

This module targets your understanding of the philosophical basis of the social sciences; the character of research in the social sciences and in marketing; the role of effective market research in marketing management; how to select the most appropriate methods for data capture and analysis and the role, value and limitations of qualitative and quantitative research as a means of understanding customers, consumers, marketing behaviour and markets. (Two term module)

Developing a Critical Understanding of Marketing

You will get a comprehensive, integrative and critical understanding of marketing. There are three sub-modules: understanding business markets; understanding consumers; and understanding product-service systems marketing. You will engage with the main theoretical perspectives in each area, critically applying this theory to real world issues and problems. (Two term module)

Brand Management

You will gain an understanding of how to put brand management theory into practice, by examining a number of real-world brands and case studies. You will examine the stratified reality and process of brand management action: brand management decision making, the criteria used to monitor and evaluate brand related activities, the role of the brand management within corporations, the building blocks of brand management, and how to assess the effectiveness and efficiency of brand management decisions. (One term module)

Brand Communications

This module enables you to understand the relationship between brand strategy and Integrated Marketing Communications (IMC), including: the use of brand ideas and brand architecture by large organisations; how research is employed to gain insight into brands and communications campaigns; the role of emotion and creativity in brand communications; in-depth review of forms of brand and marketing communication, including design, PR, product placement, advertising, digital, and direct marketing; and the role of brands and marketing communications in society. Theory and practice are brought together, as you develop an integrated brand and marketing communications plan for a selected brand. (One term module)

Managing Marketing Channels

This module focuses on developing your understanding of: the core theories of channel design, channel structures and inter-organisational behaviours; public policy concerns relevant to competition and markets; the impact of industry and environmental change upon channel structures and behaviours; and the relevance of shopping behaviour to channel design. The module incorporates contemporary cases, and requires students to access and interpret a range of web-based material relating to public policy and to specific industries. (One term module)

Managing Prices and Profits in Marketing

Marketing managers need to be confident and conversant with financial affairs, as areas such as pricing and budgeting form a central part of their activities. This module aims to ensure you have a clear understanding of the core theories of pricing and approaches to price setting, costing processes, cost behaviour, budgeting issues – such as the scope of the marketing budget, methods of setting the marketing budget, budget negotiation and the issues and conflicts relating to the marketing/ finance interface. (One term module)

Phase II (April – September)

The Dissertation

The dissertation is the keystone of the Masters in Advanced Marketing Management. The process requires the integration of the key intellectual skills of critical and integrative thinking (developed throughout all the modules) with the philosophical perspectives and research skills to which you are exposed in the methodology classes, during the in-depth investigation of a specific topic in marketing. Various types of organisational project or research based dissertations are possible. You are allocated an academic supervisor who helps to scope and plan your research. The dissertation is the single largest piece of assessed work on the programme and constitutes one third of your overall mark.



MSc E-Business and Innovation

A unique multidisciplinary programme drawing on the expertise of Lancaster's Management School, School of Computing and the Institute of Entrepreneurship. It enables you to develop your knowledge and skills in a number of business and technology areas and helps you **understand and shape innovation in e-business and e-commerce brought about by internet, mobile and social media technologies.**

You will cover areas such as e-business, e-marketing, business planning, finance, entrepreneurship, supply chain management, internet technologies, IT architecture, advanced networking, system security and mobile computing. The growing influence of social media and mobile computing are also studied across various course modules in the programme.

Who is this designed for?

This programme is designed for those who are interested in understanding how the innovative potential of e-business and e-commerce technologies changes and disrupts the way organisations compete, co-operate and deliver services. And is of particular interest to those with first degrees in management or computing, although graduates of other disciplines may apply.

The flexibility offered within the programme means you have a variety of career choices – for example, as business and ICT managers in private and public sector organisations, as managers in new or emerging firms requiring entrepreneurial skills, or as project managers in existing technology and service providers.

Graduates of the EBIN programme have successfully found employment, which draws on the skills achieved during the course of their Masters, in a variety of industries and some in internationally recognised companies such as United Nations, IBM, Oracle, Reuters and L'Oreal.

Learning Experience

We offer two specialist pathways focusing on either:

- A. Management, or
- B. Advanced Computing

Carefully designed bridging units in the first term allow you to take either route, regardless of your previous degree discipline.

The hallmark of the Lancaster EBIN programme is its emphasis on active learning and the close integration of theory and practice. A variety of learning and teaching methods are used including formal lectures, workshops and lab-based sessions, together with case studies and many different types of group-work and team-based activities. These are designed to enable students from different disciplines to share experience and skills.

The content and style of the programme allows you to develop a valuable mix of managerial, ICT and research skills. These are put to the test in the substantial summer project where you either carry out a piece of sustained research, or tackle a live business problem for a client company.

Most modules are organised around team projects in which you engage with business case studies. Two courses (E-Business and Managing IT Architecture) are taught in close collaboration with world leading ICT companies SAP and IBM, providing you with direct access to real-world practices.

Assessment methods vary from module to module, but include coursework essays and assignments, formal examinations, business plans, group reports, group presentations and individual critique.

Key Facts

MSc E-Business and Innovation

Duration: 12 months, full-time.

Starts: October.

Intake: 30-35 students.

Based in: Graduate Management School.

Entry requirements:

LUMS postgraduate entry requirements.

English language:

- IELTS 7.0 (with at least 6.5 in each elements)
- iBTTOEFL: 93
- Pearson Test: 62
- CPE: C or above

Work experience:

Desirable, but not required.

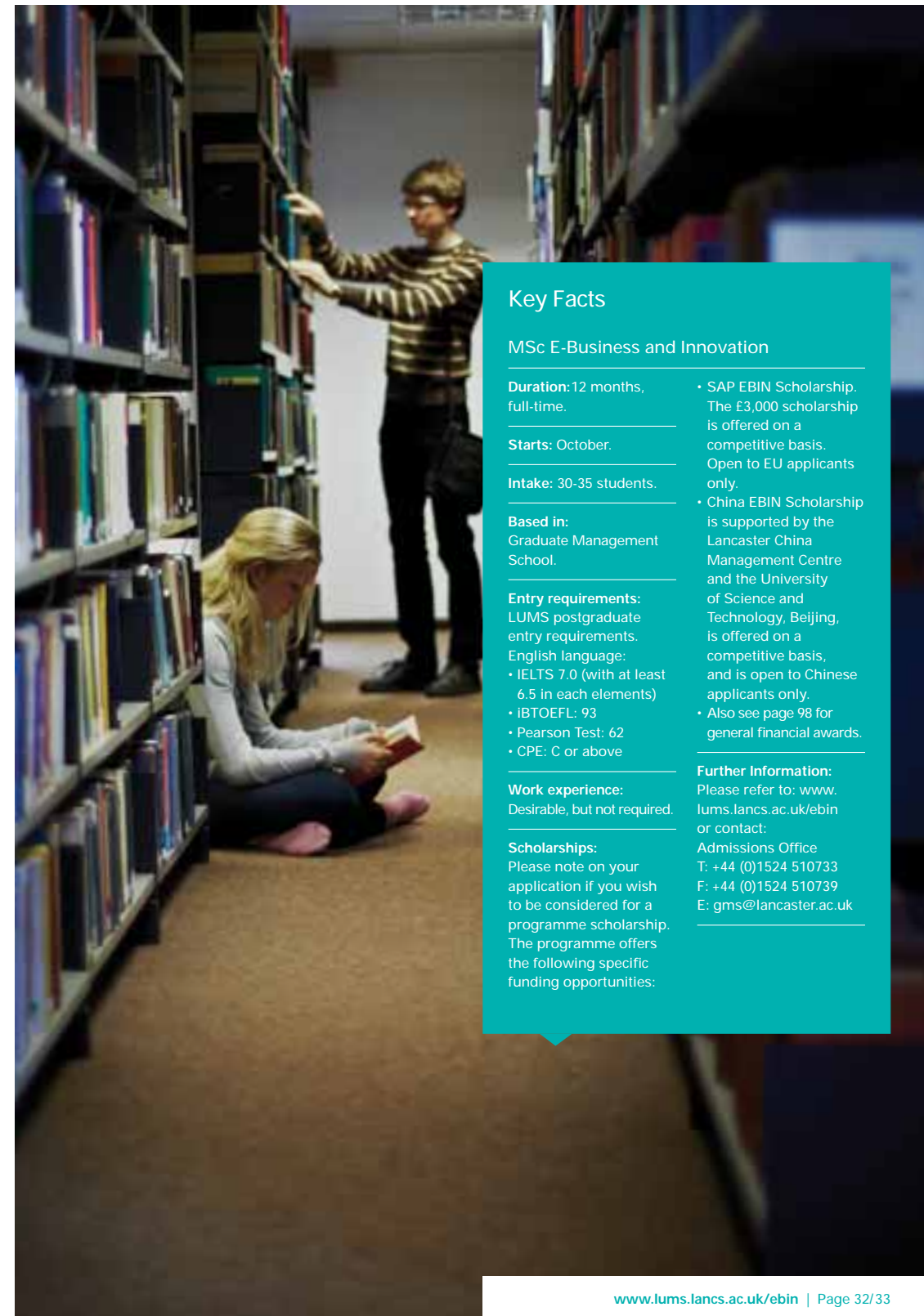
Scholarships:

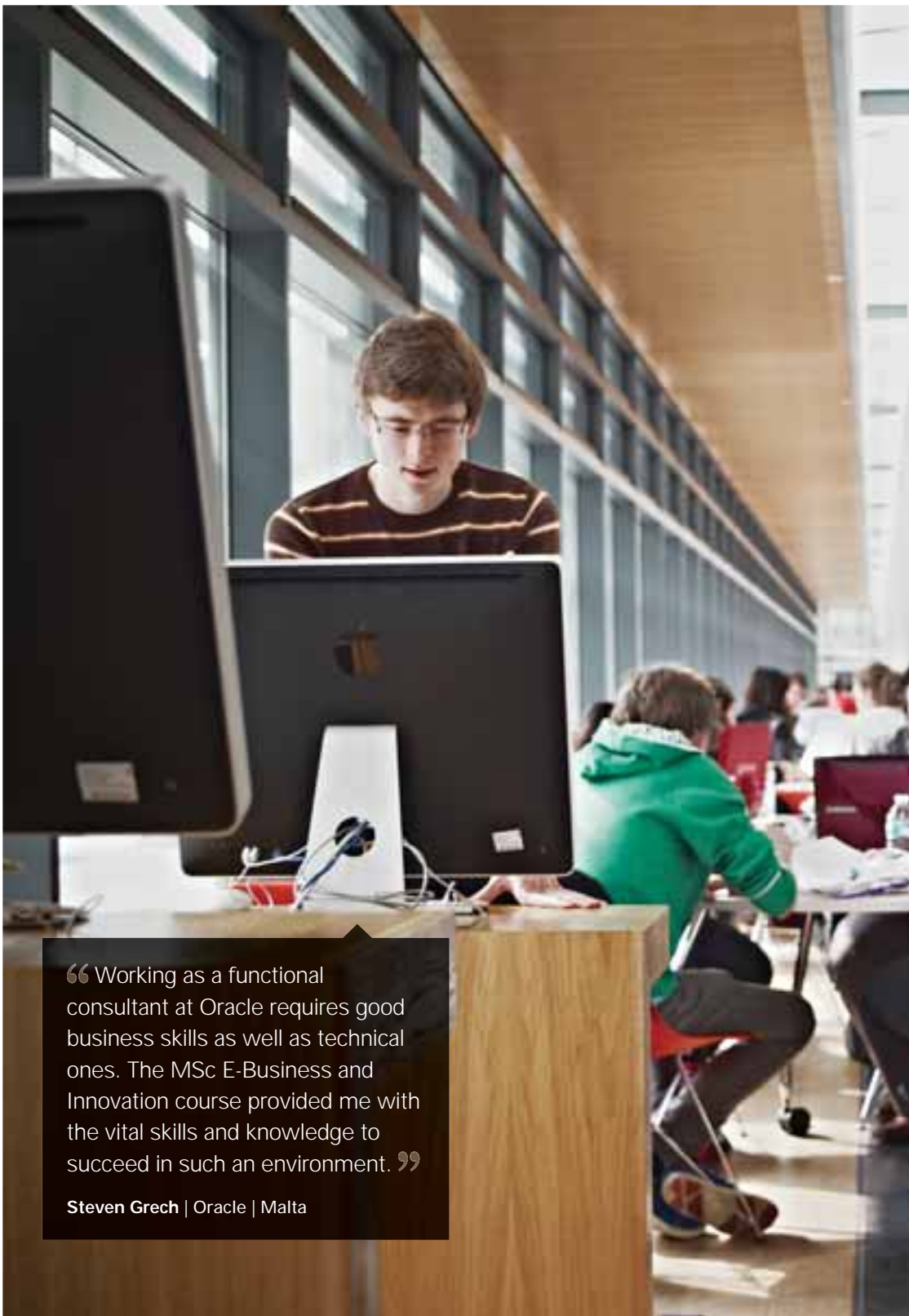
Please note on your application if you wish to be considered for a programme scholarship. The programme offers the following specific funding opportunities:

- SAP EBIN Scholarship. The £3,000 scholarship is offered on a competitive basis. Open to EU applicants only.
- China EBIN Scholarship is supported by the Lancaster China Management Centre and the University of Science and Technology, Beijing, is offered on a competitive basis, and is open to Chinese applicants only.
- Also see page 98 for general financial awards.

Further Information:

Please refer to: www.lums.lancs.ac.uk/ebin or contact:
Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk





“Working as a functional consultant at Oracle requires good business skills as well as technical ones. The MSc E-Business and Innovation course provided me with the vital skills and knowledge to succeed in such an environment.”

Steven Grech | Oracle | Malta

The SAP University Alliance

As part of the E-Business module you gain hands-on experience in developing solutions with software from SAP, the world's principal maker of enterprise resource planning (ERP) software. SAP knowledge and experience is highly sought after by large professional services and consulting firms such as Accenture. Experience of SAP is extremely difficult to obtain prior to graduation, so this programme will give you a significant advantage in your career. Each year, SAP sponsors a SAP-EBIN bursary and a prize for the best overall MSc E-Business and Innovation student.



A unique multidisciplinary perspective: In order to exploit the innovative potentials of internet, social media and mobile technologies, you require a thorough understanding of business, management and technology issues alike.

We have designed the EBIN programme as a holistic experience, with a focus on the integration of topics that are often taught in isolation. The programme is jointly organised by LUMS and the School of Computing, both of which are internationally recognised centres of excellence in their respective discipline. The programme also draws on expertise from the Institute for Entrepreneurship and Enterprise Development, the Business Enterprise Centre and Infolab21 (the University's research, development and business centre for ICT).

Company-based dissertation projects: During the summer term you will work on a dissertation, usually in a team on a company-based project or there may be an opportunity to undertake a start-up business project. The company-based project provides a fantastic opportunity for you to put your learning on the programme into practice. Students who are interested in pursuing a PhD after their degree can also choose to work on a research based dissertation which is usually related to the research of their PhD.

Previous projects have included:

- **Deloitte technology:** Deloitte technology are particularly interested in understanding how the internet and particularly new media is going to change and disrupt the selling process. As part of their dissertation project a team of two students have developed a framework that identifies the changes that will affect how firms sell goods and services across different industries.

- **Pachube:** The "internet of things" relates to the ever growing use of information technology and the mass of data to make better decisions in the physical world. Our students are involved in software applications for the development of "apps".
- **Premier Farnell Plc:** A team of three students developed an ecommerce strategy for Premier Farnell, a globally operating business-to-business distributor of electronic components and industrial products. The team worked with internal stakeholders and customers to identify business requirements, evaluate the e-commerce website and develop strategic recommendations.
- **Digital Box:** This project explored the business and consumer aspects of Internet-TV (IPTV) for Digital Box, a 'digital consultancy' and provider of TV and online gaming together with mobile content services. Using a variety of methods including consumer interviews, the team defined business models and drafted a strategic roadmap.
- **Infolab21:** Many of the projects undertaken by previous EBIN students are for companies based in or working with InfoLab. The departments of Computing and Communication Systems are both based in InfoLab and have a successful history of working with companies including Microsoft, BT Labs, Orange, Cisco, Nokia and Ford. Also housed within InfoLab is the new technology transfer department, the Knowledge Business Centre, encouraging the commercial exploitation of research. Alongside this some high technology businesses are located within the building so that academics and business people can and will work alongside each other, to mutual benefit.

Partnership with IBM

LUMS' EBIN programme has teamed up with IBM to deliver a unique module on IT Architecture. This module is taught by software experts from IBM who are taking time off from their regular employment to teach EBIN students the principles and methods of developing high-quality architectures for large-scale enterprise software systems.

A distinctive feature of this module is a two-day intensive workshop during which student teams engage with a real-world case study. This workshop provides the opportunity to test the understanding and apply the skills acquired during lectures.

The IBM logo is a registered trademark of IBM Corp. and is used under license.



MSc E-Business and Innovation Programme Content & Structure

The programme provides an integrated compulsory curriculum together with two complementary routes (A and B), depending on student preferences. The programme is comprised of 180 credits. The taught element of the programme makes up 120 credits, and the dissertation contributes the remaining 60 credits.

Michaelmas Term (October – December)

You will take four core modules, plus key bridging modules, depending on your first degree discipline. The bridging modules are designed to give you sufficient background knowledge to allow you to tackle any of the more specialist modules in the second term, depending on your preferences. For example, if you are from a technical discipline you take the management pathway (A) and similarly if you are from a management discipline you can take the advanced computing pathway (B).

Core modules

E-Business

This module covers a range of e-business definitions in context, models and emerging technologies and how these are changing the nature of business operations. In this module we also explore e-commerce practice in both business-to-business (B2B) and business-to-consumer (B2C) environments, and we also discuss strategic, technological and legal considerations of the impact of web technologies for businesses.

SAP

You will have a practical opportunity in this module to use SAP R/3, a preconfigured enterprise software system in order to demonstrate business process integration.

Innovation

This module confronts theory with practice and provides a framework for understanding innovation as a dynamic process. Innovation is considered in both a micro and macro context. You are taught through a combination of online tutoring and workshops. Students here are encouraged to provide their own reflections from their own experiences about innovations.

Technology for E-Business

This module focuses on how to build e-business solutions and how to assemble e-business systems from basic building blocks such as databases and web services. The module pays particular attention to quality attributes and design processes.

Business Planning and Finance

In this module students work in small groups to research and develop a business plan for a new venture. At the end of the module they should have a sound appreciation of the theoretical and practical concepts that inform business planning and finance. Students have to clearly articulate the profitability and scalability of their new business propositions.

Bridging modules

Introduction to ICT (Management Disciplines)

– Route A

This module provides students with a basic knowledge of the key information and communication technologies (ICT) that are being developed in the current and emerging information industry. The underlying principles of technologies will be considered, giving students an understanding of what lies behind the many acronyms and product titles in this field. This module is for students from a management or non computing background.

Management in Context (Technical Disciplines)

– Route B

This module introduces students to the theory underlying management studies whilst developing key managerial skills. The module also places the study of management within the global context. This module emphasises task and project based learning. This module is for students with an IT background.

Lent Term (January – April)

Core modules

All students take three core modules and elect 30 credits from their specific pathway (A) Management or (B) Technical.

Managing IT Architecture

This module is taught by expert researchers from IBM and introduces students to the role of the IT architect and the need for IT architecture through real case studies. It develops an understanding of the key role of IT architecture in maintaining system integrity and quality. The module is delivered in an innovative manner and provides students with the opportunity to learn from IBM experts.

Managing Complexity

This module provides students with the conceptual tools and frameworks for thinking how information systems, people and organisations form a complex entity. The first part of the module covers general approaches to structuring problematic situations, while the second part introduces students to specific methodological approaches such as Soft Systems Methodology (SSM).

Information Management and Strategy

This module introduces the theoretical strategic concepts that inform the domain of strategic IT, and examines the practice and problems associated with the planning, implementation and effective management of the information resource.

Route A modules

E-Business Supply Chain Management

This module examines supply networks as extended operations that deliver products and services, drawing on concepts from operations management and other disciplines.

E-Marketing

This module provides an integrated and critical overview of key concepts and techniques associated with marketing and consumer behaviour online. You will also look at web analytics and how social media is transforming how consumers buy products and services.

Managing and Learning in Project Environments

Designed as an introduction to project management processes and methodologies, this module covers areas such as requirements and project specification, estimating and scheduling, resource allocation and performance and quality management.

Route B modules

System Dependability

This module takes a broad socio-technical perspective on system dependability, considering a wide range of reliability, availability, safety and security attributes. The focus of the content is not limited solely to software or hardware, but encompasses human and organisational considerations as well. This provides students with a unique “big picture” perspective.

Network and System Security

This module provides an introduction to the process of networked system security. It reviews network and system security issues and threats, and gives a broad view of network and system security services and mechanisms.

Mobile Computing

This module explores the challenges in designing for mobile environments, examining the key technologies involved. Looking at latest research in the field, it also provides insights into future developments.

Software Innovation and Entrepreneurship

This module explores how emerging software technologies shape new business opportunities. Using case studies the module explores technical details of emerging software and web technologies and investigates how companies make use of them to create new markets and products.

Summer Term (May – September)

Research Methods

Intended as a bridge between the more formal taught parts of the programme and the independent research work required for the dissertation, this module will provide insights into the philosophical and practical issues involved in conducting research. You will also explore how you can apply some of the research methods for your dissertation.

Dissertation

The dissertation is completed over the summer months and can be either an organisational or research-based project. Research-based projects offer the chance for in-depth study of a chosen topic, either with the aim of developing current theory or of focusing on a particular technology issue. On organisational projects, students typically work in small teams of three/four, pulling together individuals with different skill-sets and backgrounds. Project teams are supervised by a Computing or Management School staff member, depending on the nature of the project.



“ Undertaking the MSc in E-Business and Innovation degree gave me the management, entrepreneurial and IT knowledge to drive innovative ideas into successful commercial products. ”

Larry Chung | Business Analyst | IBM | Canada

Graduate Diploma in Economics

The Graduate Diploma in Economics provides training for graduates who do not have an Economics background. In addition to providing comprehensive coverage of economic theory and quantitative methods, the programme offers the opportunity to study modules based on contemporary economic issues such as industrial organisation and economic growth and development.

Who is this designed for?

Graduates from science, arts, social science and business backgrounds who wish to pursue graduate studies in Economics. The diploma provides an excellent entry route on to MSc programmes in Economics including the MSc in Money Banking and Finance. You can also progress on to the MSc in Quantitative Finance providing a suitable choice of options is made on the diploma.

Learning experience

The diploma will give you a unique opportunity to learn from and with renowned economists in a multi-cultural environment.

There is considerable variety in the teaching methods used on the programme. These include lectures and discussion sessions, group-work, case studies, presentations and workshops.

The style of teaching is often highly interactive so you will be expected to contribute actively to class discussion and engage in group-work with students from many different backgrounds.

“ My studies provided me with a wide range of skills including teamworking, problem solving, analytical ability, time management and commercial awareness. These were all attributes I later found employers were looking for. ”

Fiona Ferguson | E.ON

Key Facts

Graduate Diploma in Economics

Duration: 9 months, full-time.

Starts: October.

Intake: Up to 25 students.

Based in: Department of Economics.

Entry requirements: LUMS postgraduate entry requirements. English language requirements applies.

Work Experience: Not essential.

Scholarships: May be available for outstanding students. All applicants will automatically be considered. No additional forms required for scholarship. Apply and confirm your acceptance early to maximise chances of being offered a bursary. Can only be awarded to those who have already been offered a place on the Diploma, and have paid a deposit to confirm that they wish to accept the offer.

Further Information: Please refer to: www.lums.lancs.ac.uk/dipecon or contact Admissions Office: T: +44 (0)1524 510733 F: +44 (0)1524 510739 E: gms@lancaster.ac.uk



Graduate Diploma in Economics Programme Content & Structure

The programme is made up of a total of eight modules: seven core modules and one optional module. The optional module allows you to study a contemporary economic issue of your choice.

Michaelmas Term (October – December)

You are required to take the following four core modules.

Microeconomics Principles A

This module introduces you to the fundamental theoretical tools required to study microeconomics. Topics covered include: consumer choice; theory of demand; production and cost functions and analysis of competitive markets enabling you to understand the operation of firms and households.

Macroeconomic Principles A

The main focus of this module is on macroeconomic theory, taught within the context of current events in the international macroeconomic environment. This module will give you an excellent understanding of current macroeconomic events and issues. Topics include: classical and Keynesian views; the role of money; real balance and wealth effects; the government budget constraint; monetary policy in the UK; models of exchange rate determination.

Mathematics for Economics

Economic problems are often addressed using mathematical models, which are to be specified, analysed and then tested using real world data. This module integrates mathematical models and economic theory to give you the knowledge, understanding and skills required to set up and solve models as a means of analysing economic problems. On completion of this module you will have a knowledge and understanding of both analytical methods and their use in the decision making process.

Applied Microeconomics

This module increases your understanding of the ways in which microeconomic theory and quantitative methods can be applied to the analysis of a range of contemporary economic problems and issues. The module integrates intermediate microeconomic theory, statistical methods and interpretation of data and empirical results to analyse applied microeconomic issues of importance to businesses, consumer and policy makers with particular emphasis on the sports, leisure and entertainment industries.

Lent Term (January – April)

You will take a further three core modules, plus one optional module. The first three courses listed below are the core modules:

Core modules

Microeconomic Principles B

This module is the natural successor to Microeconomic Principles A taken in the previous term. It continues the development of intermediate microeconomic analysis. Topics covered include: analysis of monopoly behaviour and regulation; price and quantity setting in duopoly markets; introduction to game theory and strategic behaviour by firms; auctions (including a study of eBay) and general equilibrium; and welfare economics. This module will give you insight into the operation of contemporary business organisations.



Macroeconomic Principles B

This module emphasises the application of macroeconomic theory to current policy issues. Emphasis is placed on the use of analytical tools for gaining a better understanding of the workings of the macro-economy and the ways in which policy makers respond to macroeconomic problems. Topics covered include: unemployment and inflation; adaptive and rational expectations; policy effectiveness under rational expectations; the economics of independent central bank; and growth theory. All of these give you the tools to understand the operation of contemporary economic policy.

Introduction to Econometrics

This module provides an introduction to the fundamental theoretical concepts and applications of econometrics. This will give you the ability to work with real data and to test hypotheses derived from economic theory.

Elective module (select 1 from the following)

Applied Macroeconomics

This module increases your understanding of the ways in which macroeconomic theory and quantitative methods can be applied to the analysis of international economics and the economic history of the UK. This module enables you to use intermediate macroeconomic theory, statistical methods and interpretation of data and empirical results to analyse applied macroeconomic issues of importance to economists, businesses and policy makers. Topics covered include: exchange rate regimes; international parity conditions; economic business cycles; and monetary unions.

Industrial Organisation

This module aims to increase your understanding of firm behaviour, industry structure and competition using both theoretical (including game theory) and empirical models. This module also covers facets of firm behaviour such as pricing, R&D and mergers.

Advanced Microeconomic Theory

This module develops your understanding of advanced material in the field of microeconomic analysis, with particular reference to the way in which such material can inform policy-making. After completing this module you will have a contemporary knowledge of modern microeconomics.

Human Resource Economics

This module focuses on demand and supply in the labour market and gives special attention to instances where the market fails to clear. Emphasis is given to modern theories of unemployment that provide the microeconomic rationale for wage induration; these include insider- outsider, efficiency wage and monopsony models. Macroeconomic concepts such as the natural rate of unemployment and hysteresis are studied in detail. Institutional labour market features covered include: union-firm bargaining; the role of welfare benefits and internal labour markets. The module will give you a thorough knowledge of the operation of labour markets and relevant policy measures.

“The Economics department is one of the biggest and most highly rated in the UK, and there are many famous economists working within the department.”

Hanxi Wu | 2010

Mathematical Economics

This module familiarises you with some of the important mathematical concepts that are used in theoretical and empirical economics. The module offers you the chance to develop the standard mathematical skills that you were introduced to in the core part of your course.

Economic Growth and Development

This module develops your understanding of advanced material in the field of economic growth, with particular reference to the application of theoretical material to the development experience and policy-making in developing and emerging economies. At the end of this module you will be able to understand the importance of the economic development problems that we face today.



MA Human Resource and Consulting

The programme takes a critical perspective on management theory and practice. **The programme lets you engage with many different ideas, concepts and ways of thinking about human resource and management development, about individual and organisational learning and the underlying processes and issues.**

You will be challenged to look at those ideas from a theoretical perspective and reflect on how they translate into organisational practice. The MA will also give you a better understanding of the contribution that HR makes to business and the role of evaluation in diagnosing organisational and individual needs.

Who is this designed for?

The programme is designed for individuals wishing to explore careers in HR, management development, organisational development, education, and management consultancy.

We are looking for individuals with intellectual curiosity, enthusiasm and stamina, and the capacity to grapple with complex, multi-faceted issues and abstract concepts:

- Flexibility and open-mindedness in your thinking, and the readiness to challenge your own assumptions and preconceptions
- Receptiveness to the ideas of other members of the group, and to support the development of others through constructive debate and feedback
- An active approach to learning
- Critical engagement in individual and group learning.
- Self directed

Learning experience

The central focus is on learning, which we view as a prerequisite for real development – whether that development is organisational or individual. As the programme is learner-centred, the content of each module aims to take account of your interests and experiences, and the broad range of knowledge and research in HR, consulting, leadership and organisational learning.

- The assessment process is unique as you choose your topics in consultation with your tutors and your learning group. For each assignment you are free to select a topic of particular interest from within the broad areas covered in the programme. Discussing proposed assignment topics within your learning group then helps you to refine the focus of your chosen area.
- You are helped with your professional, academic and personal development needs through small learning groups, dedicated reading and writing time, and by giving formal and informal presentations on the findings of your projects and dissertations.
- Specific time will also be allocated to developing those skills which enhance professional practice (such as presentation and communication, research and consultancy, facilitation and interviewing skills, and teamwork).

We work with a wide range of organisations to translate ideas into practice. The resulting expertise in management and organisational learning has been influential in developing policy and practice in all kinds of organisations: commercial companies, large and small, public sector bodies, charities and governmental agencies.

From our perspective, our dual focus on theory and practice is designed not only to enrich your awareness of different approaches but also to enhance your skills in designing and managing development interventions – making you far more adept at knowing what will work where, and why.

Key Facts

MA Human Resource and Consulting

Duration: 12 months, full-time.

Starts: October.

Intake: 25-30 students.

Based in: Department of Management, Learning and Leadership.

Entry Requirements: LUMS postgraduate entry requirements English language requirement applies.

Work experience: Some work experience is important. For many students, this will have been gained in management education, training or development, consultancy or other branches of management; experience of voluntary organisations is also very

useful. We accept a small number of candidates each year with high academic ability but with less work experience.

Scholarships: Can only be awarded to those who have already been offered a place on the MA, and have paid a deposit to confirm that they wish to accept the offer.

Apply and confirm your acceptance early in order to maximise your chances of being offered a scholarship.

Further information: Please refer to: www.lums.lancs.ac.uk/hrd or contact: Admissions Office: T: +44 (0)1524 510733 F: +44 (0)1524 510739 E: gms@lancaster.ac.uk



MA Human Resources and Consulting Programme Content & Structure

The modules are taught over three terms, with a break at Christmas and Easter. The programme is composed of a total of 180 credits. The taught modules contribute a total of 120 credits. The largest single element is the summer term dissertation which is weighted at 60 credits.

Michaelmas Term (October – December)

You will study four modules. The term begins with an induction week, setting the scene for the MA as a whole. Group work activities are used to help students get to know one another and to reflect on styles of individual and team learning.

Introduction to Human Resources and Consulting

Providing the essential building blocks for the programme and links to subsequent areas of study, this module covers the nature and purpose of HRD and reviews management and organisational learning as a field of enquiry. It also develops interpersonal and collaborative learning skills and links these to associated theories. The Term 3 module on International HR and Leadership provides a more in-depth approach to some of the ideas and issues raised.

Organisational Learning and Knowledge Management

Despite the growing importance of knowledge management for organisations large and small, the systems introduced have often not lived up to expectations, largely because they fail to take account of the learning processes within organisations. This module reviews the development of ideas about organisational learning and knowledge before considering how these ideas apply to real-life organisations – including those in which programme participants have working experience.

Research I

This first research module introduces you to various research methods (e.g. interviews, participant observation, focus groups), with practical sessions to help you develop the necessary skills. It looks at the ethical and technical aspects of research methods and provides background on theoretical perspectives which are drawn upon in HRD and consulting as well as more widely in management studies.

Design and Dynamics of Learning

The focus of this module is on the design of education, development and training events and on the processes that create the best environments and conditions for learning. These topics are explored in the context of both face-to-face delivery and virtual learning environments. The module has a significant practical element as you are invited to carry out your own learning designs, using the ideas and theories you have been introduced to, and you also participate in a networked or virtual learning experience.

Lent Term (January – March)

You study three further modules:

Advances in HR and Leadership

This module focuses on how leadership ideas can be transformed into actionable knowledge within organisations. You are challenged first to identify ‘cutting-edge’ ideas about leadership, then to explore how such ideas can be communicated to a range of audiences. Working individually and in groups, you extend your experience in how to transmit new and innovative ideas effectively by developing and testing your own small leadership training modules that could be used in a variety of contexts.

Organisational Diagnosis and Consulting

This module gives you practical experience of working as a consultant and is highly relevant both to subsequent dissertations and to future employment in HR or organisational development. It looks at the nature of consulting and the role of internal and external consultants – both from a theoretical and a practical standpoint. It considers the research skills required for consultancy work and examines various ways of managing projects and organisational interventions. Working in small teams you then undertake a live consultancy for a client organisation, analysing the issues in the client’s brief and advising them on an appropriate course of action.

Research 2

The second research module goes into more depth on different research methods (e.g. interviews, participant observation, focus groups) with further practical sessions to help you develop your research skills. The module also explores the various issues involved in compiling a literature review and reading around a topic or subject. It provides particular theoretical perspectives in relation to data analysis and helps you with techniques for analysing your own data.

Summer Term (April – September)

In the final stage of the programme you complete three further modules:

International HR and Leadership Development

This module provides a foundation for understanding the different cultural and institutional factors that affect the major economies of the world. It then considers the dilemmas currently faced by multinationals, and the solutions that they have developed in order to provide robust human resource development for their people.

Quantitative and Survey Research Methods

This module provides detailed guidance on undertaking large-scale research, using a range of quantitative research methods. The main methods covered are descriptive data analysis, statistical relationships (correlation and regression analysis), hypothesis testing, data reduction analysis (factor analysis) and data classification analysis (discriminant analysis).

Dissertation

Occupying the final three months of the programme, the dissertation allows you to undertake an extended piece of research in an area of particular personal interest, and to study that topic in depth. The research for the dissertation is frequently carried out in a company or across a series of companies/organisations.

The Department of Management Learning and Leadership was the first of its kind in Europe, and since 1974 has been at the forefront of research and thinking into how managers learn.



“ My experience at Lancaster was enormously fulfilling. Not only did I find what I was looking for, but I also gained a richer approach to consultancy through the research element of the programme. ”

Alberto Cánovas Charmel | Research Consultant



MA Human Resource and Knowledge Management

Human Resource Management (HRM) and Knowledge Management (KM) have become the main drivers of competitive advantage for all organisations in an increasingly fast-changing global economy. The MA is unique in bringing these two crucial aspects of contemporary management together. **In doing this it provides you with a deep understanding of key themes in 21st century organisations: people, knowledge and change, equipping you for a career in critical, strategic positions in management.**

Who is this designed for?

Individuals wishing to pursue a career in management and business, from social science, psychology, humanities and arts backgrounds, as well as practitioners interested in deepening their knowledge of Human Resource Management and Knowledge Management.

Graduates of the programme have entered a wide variety of jobs in the private and public sectors, internationally as well as in the UK. They work in management and consultancy positions in human resource management, knowledge management, or general management. Others have moved into roles in purchasing, sales and retailing, taken up local and central government posts or pursued higher education careers.

For those interested in pursuing a research career, the programme is also available as part of an integrated PhD (one year of training in research methods followed by three years of supervised research). See page 85.

Learning experience

This programme is designed to develop critical thinkers who can provide the high level skills needed by organisations in times of radical change and unpredictable challenges to innovate, re-think and re-organise.

The MA is taught in the Department of Organisation, Work and Technology which is a multi-disciplinary group of social scientists dedicated to research and teaching in the interconnected areas of management, organisations, work and technology. The Department has a wide array of expertise in HRM, knowledge management, organisation theory, change management, social psychology, sociology, and information systems.

The Department's distinctive approach to teaching and research has earned international recognition and reputation. The Department continues to grow and develop new and exciting areas of study such as: ethics, sustainability and corporate social responsibility in the context of globalisation, new forms of work and people management in global organisations, and new workspaces and architecture in the knowledge economy.

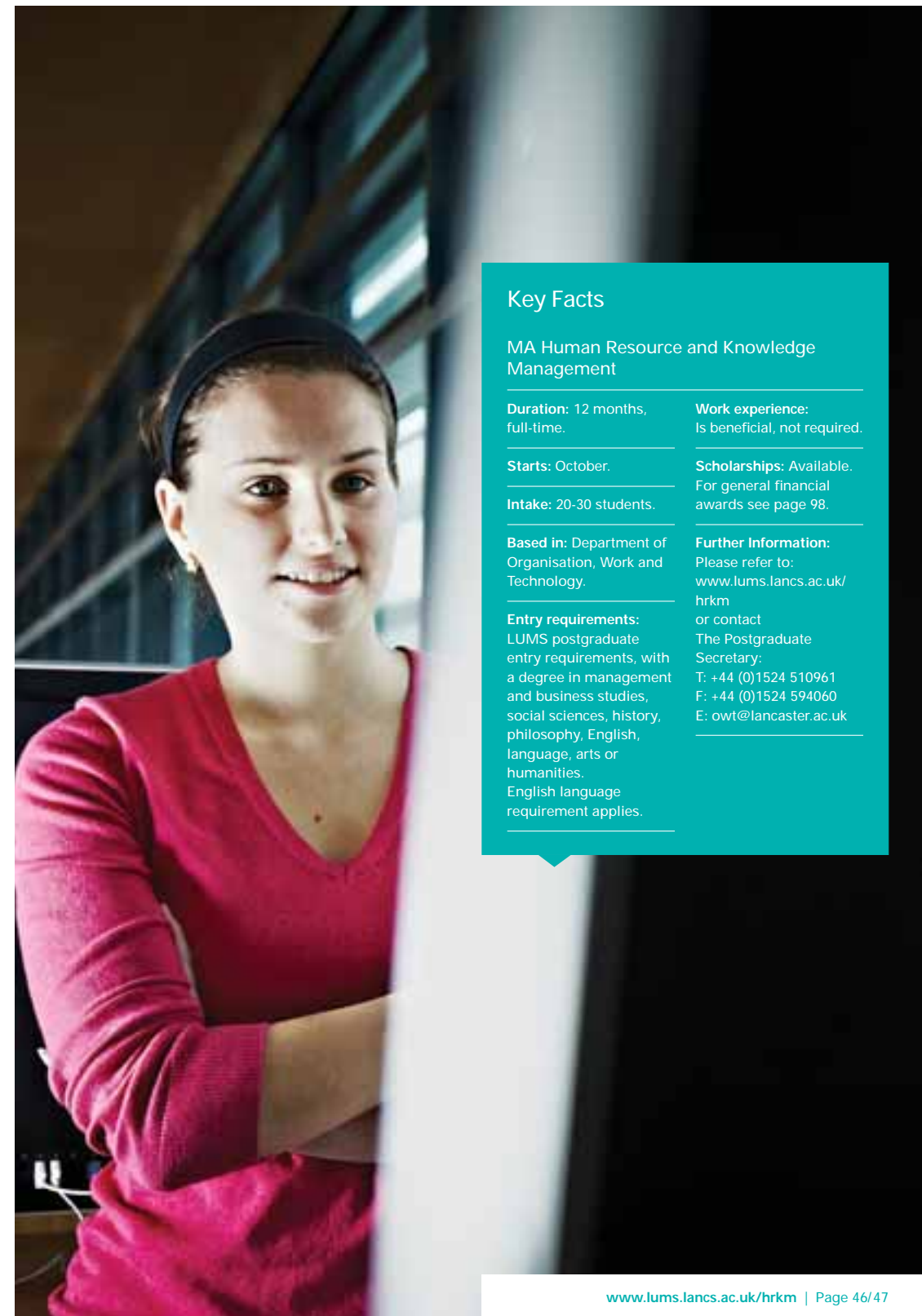
The MA is distinctive in having a small, diverse international group of participants with a range of different backgrounds, achievements, interests and intentions – a group which represents the global environment of contemporary management, and which contributes to your learning through an intensive and inspirational year.

You will be able to explore your own ideas and bring forth your own inputs and experiences, in a vibrant environment. This close exchange of ideas and approaches will enrich your experience and has led to an impressive variety of work being undertaken each year.

The modules provide an overview of major concepts, theories and practices. Lectures are delivered in a dynamic and critical fashion. Through rich conceptual frameworks, you will acquire the indispensable ability to grasp how everyday organisational processes are shaped through managerial action and how to engage with them.

Equally crucial is the time taken to study the materials taught in the modules and to have a lively and open dialogue with lecturers. This is why the programme offers the opportunity for you to choose your own topics for essays and for the dissertation, thus developing your particular interests and specialising according to these interests.

You will benefit from personal supervision with tutors allocated according to your chosen topic.



Key Facts

MA Human Resource and Knowledge Management

Duration: 12 months, full-time.

Work experience: Is beneficial, not required.

Starts: October.

Scholarships: Available. For general financial awards see page 98.

Intake: 20-30 students.

Based in: Department of Organisation, Work and Technology.

Further Information: Please refer to: www.lums.lancs.ac.uk/hrkm

Entry requirements: LUMS postgraduate entry requirements, with a degree in management and business studies, social sciences, history, philosophy, English, language, arts or humanities. English language requirement applies.

or contact The Postgraduate Secretary:
T: +44 (0)1524 510961
F: +44 (0)1524 594060
E: owt@lancaster.ac.uk

MA Human Resource and Knowledge Management Programme Content & Structure

The programme addresses topics in a systematic and inspiring fashion. You will study modules structured around four main themes: HRM, KM, and management of change and new organisational structures in the 21st century; and the production of managerial knowledge.

The programme is composed of a total of 180 credits. The taught modules contribute a total of 120 credits. The largest single element is the Summer term dissertation which is weighted at 60 credits.

Michaelmas Term (October – December)

Human Resource Management: Contexts, Controversies and Critiques

Provides an introduction to the major debates about HRM. It examines controversies around the nature of HRM, how it developed and how far it might be distinctive as an approach to managing people at work. The context within which HRM emerged is seen as key to understanding it and this leads to a consideration of how HRM becomes translated as it becomes globalised. Areas seen as central to the practice of HRM such as recruitment and selection, appraisal and employee relations, are explored in such a way as to critique their taken for granted 'normality' and unpack the assumptions underlying them.

Knowledge Management

This module presents the ideas and practices that lie below the label Knowledge Management. Students will have the opportunity to listen to a number of speakers and discuss Knowledge Management from a variety of different perspectives. Examples are drawn from both the private and public sector, from local and global organisations. Students will develop an understanding of Knowledge Management and learn that it is wide reaching and complex.

“The MA is a very well-designed course in which each subject is integrated with every other. It enabled me to develop systematic and analytical thinking and a clear understanding of the course.”

Salin Kulsiriswad | Mitsui & Co | Thailand

Organisations in the 21st Century

This module introduces contemporary organisations as institutional structures in which management functions. The module begins by considering the formal organisation (and the role of management) developed through the 20th century. The main part of this module deals with the contemporary situation. It is argued that the present time is one of extraordinary change in organisations, and that this offers a considerable challenge to orthodox organisational theory. The material presented looks at the situation for organisations, and examines key arguments to explain this change.

The Production of Managerial Knowledge: The Rise of Management Ideas and Concepts

This module examines how management has emerged as a crucial form of organising work throughout the 20th century, the sources of management ideas and why management is seen in specific ways. The module shows in detail how knowledge about people, work and organisations is produced, how it relies upon certain assumptions and how these assumptions have changed over time. It enables students to understand how the topics of HRM and KM are configured today and what they mean as forms of knowledge in managerial practices.

Lent Term (January – March)

Human Resource Management II: The Rise and Growth of HRM Ideas and Techniques

This module builds upon HRM I by examining HRM practices and the ideas that underpin them, such as: recruitment and selection (looking at job advertisements, CVs, power words, online applications, 'soft skills' and assessment centres, etc.); performance management and appraisal as the new forms of control in HRM; work motivation and the idea of self-actualisation; human resource development (HRD) and the management of individuals, teams, and organisational cultures. Finally, the module will ask how human resources have become the strategic assets of contemporary organisations in the knowledge economy. The module focuses upon key trends in contemporary work including talent management, employee wellness and happiness at work, spirituality and 'play@work' in 21st century organisations.

Knowledge Management II: Knowledge Management as social practice: global and ethical issues

This module introduces arguments about the power of knowledge and the complex relationships between knowledge, learning, creativity and innovation. On completion of the module students will be able to understand how knowledge is articulated and constructed through discourses and practices. Students will also understand how knowledge and knowledge management processes are situated, distributed and contested in the context of rapid change in organisations. The module also identifies current themes and debates in knowledge management such as: the knowledge economy; the ethics of knowledge management locally and internationally; knowledge as property and its global issues; management education, consultancy and knowledge management.

The Management of Organisational Change

The contemporary world is characterised by a range of social, political, economic, technological and organisational changes that challenge accepted understandings and practices. This module introduces students to contributions from the social sciences that are useful in thinking about change. The focus is upon the development of an account of change that steers between reformist tinkering and revolutionary upheaval. The module argues that the emerging social, technological, political and economic context requires a reflexive appreciation of the complexities and uncertainties of change and intervention.

The Production of Managerial Knowledge II: Analysing Management in Practice, Research in Organisational Settings

This is a module with practical goals as well as academic content. The main purposes are two-fold: firstly, to introduce some of the standard techniques of research relevant to the study of organisational settings and which will be used within the dissertation; and secondly to reach an understanding of research as a process of social communication, one in which knowledge is created for specific purposes and for the benefit of identifiable audiences.

Summer Term (April – September)

The Production of Managerial Knowledge III: Quantitative Methods in Management Practice

A central form of knowledge production is the use of various quantitative measures. How are they produced? What do they measure? This module provides students with key quantitative techniques and illustrates their application. Students will be able to understand, for example, how to conduct a questionnaire-based survey focusing on a particular management problem.

Dissertation Project

The most important part of the assessment (40%) is the summer dissertation which takes place in the last three months of the programme. This provides students with an opportunity to bring together the learning acquired throughout the programme in a substantial piece of independent research on a chosen topic within the areas of the programme. The dissertation acts as an integrative exercise, enabling students to focus their analytic and research skills on a particular issue or series of issues. Each student will have a personal supervisor with expertise in the chosen topic area. The form of the dissertation can be as an organisational research project in which a student undertakes a case study of a particular organisation, or a library-based project.



“Being on the HRKM course at LUMS is one of the best decisions I have made and this course has definitely helped me to get a better insight into Human Resources and Knowledge Management.”

Bhavik Naginlal Modi | 2010 | Arriva | London



MSc Information Technology, Management and Organisational Change

Our distinctive focus on information technology and organisational change makes this programme a market leader in preparing you as a management and information systems professional. This explicit and substantive management focus, together with LUMS' reputation as a centre of academic and teaching excellence, provides the essential ingredients for a successful programme.

Who is this designed for?

The MSc in Information Technology, Management and Organisational Change (ITMOC) programme is designed for graduates looking at careers as general managers, IT managers or consultants. Our students typically have backgrounds in management, IT, computing, management information systems or social science disciplines.

Many of our MSc in ITMOC programme graduates start and progress to senior positions as IT consultants, organisational change managers and consultants, and project managers. They are located throughout the UK, Europe and almost every other part of the world, joining a variety of companies including: Accenture, Deloitte, IBM, Barclays, the NHS, SAP, RBS, KPMG, & PWC as only a few examples.

You can find out more about the careers ITMOC graduates enter by looking at our alumni profiles on the LUMS website.

Learning experience

In contrast to the typical Information Systems and E-Business programmes, the MSc ITMOC makes an explicit commitment to the importance of information technology as a strategic and organisational change issue, beyond technology, and draws from the expertise across several of LUMS' departments.

Our interdisciplinary approach, combines ideas from across management practice and theory from world-renowned researchers in information systems and technology, organisational change and management science, creating graduates that are sought after by numerous companies, substantially recognised by our official partnerships with Accenture, Deloitte, Barclays and SAP, and their desire to hire our graduates.

The programme aims to develop opportunities for individual, independent and collective learning rather than only traditional lecture-based teaching. Teaching is carried out through a combination of lectures, seminars, workshops and student led sessions. These will include specific organisational cases, in-depth project research and detailed problem-solving exercises. Much of the material introduced relates to the ongoing research conducted by module tutors.

You are also allocated to learning groups during the programme. These learning groups provide co-operative learning opportunities and peer-to-peer support. Each group has an academic tutor who assists the group with the content of the programme and provides a point of contact for non-academic issues.

As a student on the programme you will

- Become skilled at managing projects, managing change and understanding the impact of the applications on existing organisational processes.
- Develop a substantive grasp of concepts, debates and issues in key areas of change management, IT management, system analysis and design, knowledge management and IT strategy.
- Develop and respond to emerging technologies by developing a unique understanding of IT and business trends.
- Be flexible and pragmatic in your ability to think on your feet and to deal appropriately with complex organisational problems.

You will also develop

- Process skills such as problem structuring, and project management
- Presentation skills such as speaking, report writing and argumentation
- Group skills such as group work, negotiation and argumentation

Assessment methods vary from module to module but may involve a mixture of formal examination, coursework essay, group report, case study test, group presentation or individual critique.

Key Facts

MSc Information Technology, Management and Organisational Change

Duration: 12 months, full-time.

Starts: October.

Intake: 45-50 students.

Based in: Graduate Management School.

Entry requirements: LUMS postgraduate entry requirements in a range of disciplines, including: computer science, management, sociology, philosophy, software engineering, electrical-mechanical engineering, etc. English language requirement applies.

Work experience: Welcome, but not required.

Scholarships: Please note on your application if you wish to be considered for a scholarship.

Further information: Please refer to: www.lums.lancs.ac.uk/itmoc or contact: Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



“Thanks to ITMOC I now feel very confident that I have the tools, techniques and qualifications to take on any challenge and develop my career to the highest level.”

Tom Whitehead | NHS

MSc Information Technology, Management and Organisational Change Programme Content & Structure

Core modules in fundamental areas such as perspectives on information and communication technologies, knowledge management, project management, consulting, managing change, IS strategy and systems analysis and design are combined with options that allow you to focus in on management issues (e.g. e-business and innovation), organisational issues (e.g. social aspects of the digital age), or technology (e.g. cyber security, enterprise resource planning systems). You are guided in your choice of options, based on the nature of your undergraduate degree, your work experience, and your career aspirations.

Michaelmas Term (October – December)

Core Modules

Induction programme (one-week)

Interpretations of Information, Technology and Organisations

This module provides an appreciation of the historical emergence of information technology and the role it has played in the workplace. Lecture topics include the significance of IT to the changing nature of work, IT disasters and lessons that can be drawn from them, and issues of power and control.

Systemic Interventions and Consulting

Currently delivered in association with Accenture, this module provides an introduction to making sense of complex organisational problem settings. Topics include problem structuring and framing, approaches to consulting interventions, eliciting client requirements and the use of Soft Systems Methodology (SSM) in relation to activity modelling and ICT planning and development.

Knowledge Management and IT

This module examines different technological applications that are utilised in knowledge management projects, and reviews differing perspectives of how knowledge can be generated and transferred around an organisation. It also explores issues of encoding human expertise into specific software application and reviews ideas surrounding organisational learning and organisational innovation. Each topic will be discussed in relation to specific company examples.

SAP – Enterprise systems

This module will introduce concepts, principles and issues with SAP and enterprise resource planning systems in general. You will examine SAP through lab exercises and short lectures. Topics in this module include: Examination of SAP ERP systems and their applications in industry; issues in packaged software implementation and underlying concepts behind SAP and enterprise systems.

Skills Development: Negotiation, Argumentation and Presentation

This highly practical non-assessed module seeks to help you gain transferable skills sought after by employers. Workshop and lecture material is complemented by a series of practical exercises such as filmed presentations where you receive feedback from tutors and peers.

Managing and Learning in Project Environments

More and more work is being carried out through projects and programmes which involve cross-functional project teams and flexible organisation structures. Managing this kind of work requires an altogether different approach, in which the emphasis is on 'managing' rather than 'management' and 'knowing what to do when you don't know what to do'.

Optional Modules (select one)

E-Business

At the end of this module you should have a sound appreciation of the theoretical and practical concepts that inform the e-business domain.

Enterprise Systems

This module provides you with an opportunity to learn about the complexity and need for Enterprise Systems (ES) in organisations. Most organisations deploy at least some parts of ES if not the complete spectrum of functionality offered by ES. Due to advances in modern day e-commerce technologies and a high level of integration, it is now often difficult to distinguish between e-commerce and e-business within organisations.

Link with Deloitte

Recently the programme has been working closely with Deloitte, another one of the world's largest and most successful professional services and consulting firms. The collaboration takes several forms:

- Deloitte will participate in the guest teaching on the programme.
- The company has sponsored several ITMOC projects, working closely with consultants over the summer on particularly leading-edge topics, which forms the basis for their dissertation.
- Recruitment of students into their post-graduate programmes.

Deloitte.

Human Resource Management I

The aims of this module are to introduce you to Human Resource Management (HRM) theory and to examine how this actually relates to practice. During the module we will investigate innovations in HRM and the corresponding effects on employees.

Operations Management

This module considers the role of the operations manager and the operations function within a manufacturing and service industry environment. It covers different types of operation, looking at the application of alternative methods of planning and control.

Financial Management

This module provides an overview of the key issues relating to the financial management of a business.

IS-IT Design and Innovation

This new module provides frameworks, methods, and contexts of design in information systems and information technology innovation.

Link with Accenture

It is a measure of the practical focus of the ITMOC programme that since 2005 the programme has been working closely with Accenture, one of the world's largest and most successful professional services and consulting firms. The collaboration takes several forms:

- Accenture consultants participate in the teaching of a core module, bringing real case studies to illustrate different approaches to consulting interventions.
- The company sponsors several ITMOC projects, where you work closely with Accenture consultants over the summer to research an area of current concern arising from their consulting engagements. For those students, this forms the basis for their dissertation.
- Accenture also sponsors an annual prize for the best overall ITMOC student.

Please note this collaboration is subject to review.



Lent Term (January – March)

Core Modules

The Management of Organisational Change

This module examines the issues raised by IT-induced change. It specifically looks at: the role of leadership in managing change; the relationship between change management and knowledge management; how culture influences the way change is and can be managed; and managing fear and uncertainty experienced by employees around change management projects.

Researching Information Systems in Organisational Settings

This module aims to familiarise you with a variety of research techniques (qualitative and quantitative) relevant for studying information systems within organisations. It also seeks to teach you an understanding of research as a process of social communication, and not just a matter of technique alone. Topics include case study research, ethnography, action research, participant observation, interviews, questionnaires and secondary analysis of data.

Strategy and IT Management

Not only can IT support an organisation's strategy, it can also create strategic choice. Against this background the module aims to develop an understanding of the concepts and frameworks through which the potential for strategic IT application with strategic context can be identified and evaluated. It also seeks to work out the practice and problems associated with the planning, implementation and effective management of the information resource.

Systems Analysis and Design

Using a mixture of practical lab-based and theoretical lecture-based sessions, this module bridges the gap between business, information systems and IT and aims to give you skills you can apply easily in the workplace. Topics include: the system development lifecycle and Rapid Application Development for customised development; the SAP enterprise resource planning software for application-driven development; and packaged software systems for end-user development. You will be introduced to SAP software as part of this module.



Optional Modules (select one)

Cyber Security Management

This module is designed to cover the key topics and technologies that are used in modern Cyber Security practices. It takes a broad holistic view of cyber security management and so covers more than pure technological solutions to security. Security breaches are often a combination of exploits used against people, process and technology. The module explores the interplay between these three elements

Social Aspects of the Digital Age

The emphasis of this module is on the political, ethical, management and organisational implications of embedding information technology into organisations and society. Topics such as electronic government, the digital divide and ITCs in a global context.

Human Resource Management II

Using examples of concrete, everyday corporate HRM practices, this module explores some of the cultural and historical roots of contemporary HRM vocabularies and techniques. It aims to offer a set of academic concepts for thinking critically and reflexively about HRM and the world in which it plays a role.

International Marketing

This module looks at issues of international marketing such as market entry strategies, strategic alliance, international branding and advertising, and cultural and social issues in marketing.

The Culture of Knowledge Management

This module introduces arguments about the power of knowledge. It also discusses the relationships between knowledge, creativity and innovation.

Summer Term (April – September)

Dissertation

This is a substantial individual report of independent research, where you draw on concepts and ideas presented on the programme to help you formulate and undertake your analysis. You also have an academic supervisor whom you can consult during your project. The types of research can vary: a project aiming to develop or assess current research in a particular area of study; a research project focusing on a particular case study of development and/or use of IT in one or more organisations; or an in-organisation placement or project, which looks at a particular issue or problem for the organisation, defined through consultation between the client company, yourself and your academic supervisor. Several of these client projects are sponsored each year by our major sponsors, including Accenture and Deloitte.

Link with Barclay's Bank

Recently, the programme has developed a partnership with Barclay's, one of the world's largest and most successful banks. The collaboration takes several forms:

- Barclay's representatives will participate in a guest lecture series.
- The company wishes to discuss and attract students to their IT leadership programme after completing the ITMOC programme.



SAP University Alliance Programme

There is also collaboration with SAP, the world's principal enterprise management software. On the Analysis and Design module you will gain practical experience of using SAP. Knowledge and experience of SAP is highly sought after by large professional services and consulting firms such as Accenture and IBM Global Services. Experience of SAP is extremely difficult to obtain prior to graduation so this module will give you a significant advantage for your career.



MSc International Business

The MSc in International Business shows how economic principles are the key to understanding globalisation and the patterns of growth, trade, investment, finance and employment in the developed and the developing world.

Who is this designed for?

The programme is designed for graduates from a variety of academic backgrounds but who have a good basic understanding of introductory economics and statistics.

Graduates from the programme have gone on to work in a wide range of multinational businesses, financial institutions, government departments and universities around the world. Others have entered careers in academic research – and for those considering this option there is an MRes variant.

Learning experience

This programme is taught by faculty with significant academic knowledge and practical experience of the subject and who have published extensively in academic journals and books. In addition, several have also undertaken consultancies with international institutions, such as the European Commission, the United Nations, UNCTAD, the WTO and the World Bank.

This MSc programme has a core base on using economics as a base for analysis of international business with a specific focus on contemporary issues in the global economy rather than international management.

It is designed to enable you to acquire useful analytical and problem solving skills in the context of globalisation and a wide range of international business issues.

You will gain a strong set of critical skills and analytical tools to understand key issues in globalisation, the international business environment and recent developments, including: trade liberalisation, trade in services, foreign direct investment, exchange rates, international political economy, financial markets, economic growth and international migration.

You will also develop your ability to address a wide range of applied business problems using quantitative and qualitative analytical tools.

There is considerable variety in the teaching methods used on the programme. These include lectures and discussion sessions, group-work, case studies, presentations and workshops on the use of statistical packages.

Teaching styles are highly interactive and you will be expected to contribute actively to class discussion and to engage in group-work with students from many different backgrounds. As some of the modules are shared with other LUMS programmes, such as Management, Management Science and ITMOC, you will also have an opportunity to work with other Masters students.

A highlight of the Lent Term is the World Economic Forum simulation which takes place over one whole day at a venue in the Lake District. This simulation exercise is designed for you to address current global issues in a real time day-long negotiation (after substantial prior preparation).

Key Facts

MSc International Business

Duration: 12 months, full-time.

Starts: October.

Intake: 35-50 students.

Based in: Graduate Management School.

Entry requirements: LUMS postgraduate entry requirements in addition to a good pass in at least one module of economics and one of statistics. English language requirement applies.

Work experience: Not essential, but useful.

Scholarships: Available and allocated on a competitive basis.

For students from a developing country or members of the Commonwealth, there is one full scholarship available, allocated on a competitive basis in March. See page 98.

Further Information: Please refer to: www.lums.lancs.ac.uk/ib or contact Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



MSc International Business Programme Content & Structure

The programme offers a comprehensive range of core and optional modules from across GMS, most of which have a very strong international perspective. These permit you to specialise in particular aspects of the subject, including economics, finance, management and law. Students graduate with a strong interdisciplinary grounding in all aspects of international business. The programme comprises a total of 180 credits. It has six core modules (80 credits) and up to four optional modules (40 credits) together with a dissertation (50 credits) which is supported by a module in Research Methods (10 credits).

Michaelmas Term (October – December)

Course Modules

International Business I

This double module examines key issues in globalisation and developments in the international business environment. It has four components: globalisation; international trade and commercial policy; international political economy; and international money and finance. The module provides essential grounding in key topics relating to the international business environment enabling you to understand and interpret the implications of long-term global developments and current international events.

Economics for Managers

This module provides a useful primer in micro- and macro-economics. It covers a range of important topics including: the market system, the firm, competition, monopoly and market power, market failure and government intervention, an overview of the macro-economy, the government and the macro-economy, money and the economy, inflation and unemployment and the international economy. This provides you with a basic understanding of economic issues that are built upon in the core and some optional modules in the second term.

Business Statistics

This module provides students with a basic grounding in statistics for business applications, including probability, hypothesis testing and statistical models.

Financial Management

This module provides students with a general overview of key areas relating to the financial management of enterprises. It uses relevant theoretical and technical material on a range of financial topics including: the time value of money, capital budgeting, asset valuation, risk management, portfolio theory and forward and futures markets.

International Business Strategy

This module, taught by the Centre for Strategic Management, focuses on strategic decision-making in international business – using relevant case study material and group work projects.

Lent Term (January – March)

Students take the core International Business module along with up to four optional modules.

International Business II

This double module introduces students to the theoretical and empirical literature on multinational enterprises and foreign direct investment. This is then extended in to a range of applied topics in international business including: joint ventures, strategic business alliances, treasury management, trade blocs, the impact on host-economies, the out-sourcing debate and computer software. Students prepare for the World Economic Forum simulation as part of this module.



Optional Modules

Students take up to four optional modules from the following:

- Accounting
- Business Ethics
- Corporations in International Business Law
- Environmental Issues for Managers
- Growth in Emerging Economies
- International Banking and Risk Management
- International Business Law
- International Human Resource Management
- International Money and Finance
- Leadership
- Project Management

Accounting

This module provides students with an understanding of the nature and practice of accounting in a business context. It focuses on measurement issues and seeks to identify what accounting can and cannot do. The module deals with financial information that companies provide to stakeholders, including the demand for and nature of financial accounts and how to interpret them. The second part focuses on managerial accounting used to run businesses and covers cost behaviour, cost management, decision-making, planning, budgeting and budgetary control.

Growth in Emerging Economies

This module evaluates the principal theories and determinants of economic growth and it reviews the relevance of growth and trade theories in the light of experience in newly industrialising economies in East Asia, China, India, Latin America (including Argentina and Brazil) and Africa (including South Africa).

International Banking and Risk Management

This module examines the economics of financial intermediation and disintermediation, with some emphasis on the UK as a major international financial centre. Covering commercial and investment banking, the module examines practical issues of risk management by intermediaries as well as the potential risks involved in the more recent trend towards financial disintermediation. Regulatory issues are addressed, with attention paid to both 'on' and 'off' balance sheet positions.

International Human Resource Management

The first part of this module addresses issues concerned with human resource development, such as the recruitment and selection of new employees, the impact of remuneration schemes on worker effort, the role of trade unions and the effect of training on company performance. In the second part of the module, the focus shifts to consider the contribution that human resource development can make to the growth of the economy.

International Money and Finance

Beginning with the basic international currency parity relationships, this module examines the nature of business exposure to foreign exchange risk and the techniques available for hedging these risks. In addition to reviewing forward and futures contracts, several sessions are devoted to the theory and application of options contracts in the context of forex risk hedging.

Summer Term (April – September)

Research Methods

This module provides a bridge between the theoretical and analytical material covered in the taught modules and the individual research programme undertaken in the dissertation. It provides you with useful insights into the philosophical and practical issues involved in conducting research. The course covers: research design, qualitative and quantitative research methods and topics in international business research.

Dissertation

The final element of the MSc is the dissertation, a substantial piece of independent study undertaken between May and September. The dissertation provides you with the opportunity to apply relevant theory and research techniques to a research topic in the broad area of international business. You will choose your topic, in consultation with the MSc Director, and will be assigned an academic supervisor who will provide you with guidance on the structure and content of the research.



MSc Logistics and Supply Chain Management

MSc Management Science and Marketing Analytics

MSc Operational Research and Management Science

In today's fast moving world, customers and citizens expect high-quality services and products that are appropriate to their needs; therefore organisations must think through their decision before acting. Management Science, Operational Research, Logistics and Marketing Analysis are seen by leading companies as the start of a fast track to promotion for high flyers with a numerate or scientific background. The three MSc programmes are leading degrees in the UK in their specific fields, giving you the competence to use your analytical skills for intelligent decision support and planning.

You will benefit from the immense expertise of the department not only in the theoretical aspects of the subject but also in how it is applied in practice. Many of the teaching staff are not just world-class academics, they also have a strong practical grounding in industry, government, etc., and they use this experience to ensure that the teaching and learning have a very strong practical focus. We have an active international alumni network based on our 40 years experience.

Who is this designed for?

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

Recent graduates are now employed at organisations such as: Unilever, DHL, Rolls Royce and Coca Cola.



Key Facts

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

Duration: 12 months, full-time.

Work experience: Not essential.

Starts: October.

Scholarship: The Robinson Bursary is available for an MSc OR & MS student from a developing country. It is valued at up to £5,000 and allocated on a competitive basis. See page 98 for more general financial awards.

Intake: 30 students for each programme.

Based in: Department of Management Science.

Entry requirements: LUMS postgraduate entry requirement in a quantitative degree, such as mathematics, statistics, physics, engineering or management science or you can show evidence of quantitative problem solving skills. English language requirement applies.

Further Information: Please refer to: www.lums.lancs.ac.uk/masters/management-science or contact: Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



“I have no doubt that without doing my MSc I would not be where I am today. The multinational blend of students provides an opportunity to interact with people from all walks of life”

Lloyd Dobson | Defence Science and Technology Laboratories.

Specifically:

- The **MSc in Logistics & Supply Chain Management** is ideal for professionals in supply chain management, purchasing and distribution and logistics in private and public sector organisations. There are a diverse range of consultancy opportunities and because of the wide organisational scope, it is excellent grounding for future general managers.
- The **MSc in Management Science and Marketing Analytics** is suited to aspiring professionals working as market analysts, marketing analysts, business consultants, business analysts, database managers, marketing researchers, credit risk modelers and related fields.
- The **MSc in Operational Research and Management Science** is ideal for aspiring professionals who wish to work in business analytics, decision support, industrial engineering, operational research, management science. Careers cover a broad range of organisations, including financial institutions, retailing and distribution, transportation and logistics, government, consultancies, data management and warehousing.

Those wishing to pursue an academic career would be more suited to our MRes, which combines some of the MSc learning with in-depth research studies. (See page 86)

Recent employers include AEAT Rail, Barclaycard, British Airways, Cap Gemini, DSTL, GE Money, London Underground, Tesco, UK Civil Service and Waitrose.

“The programme organisers take seriously the task of preparing you for work in operational research, and modules such as consultancy skills help students to develop a professional attitude.”

Laura Duncan | Hartley McMaster Ltd

Learning experience

The MSc programmes are flexible, providing a set of core modules, in addition to optional electives for your area of focus. We prepare you to use your analytical skills in decision support and planning and put those skills into action by working on a project with a business or public organisation on an issue of importance.

These projects are an essential part of your learning and give you an opportunity to use the analytical methods and professional skills developed in your taught modules and help you gain valuable experience with an organisation. You earn practical experience, gain the opportunity to add an achievement on your CV, and some of you may even go on to work for the organisations that sponsor your project.

In addition to the project, we use innovative teaching methods with individual or group exercises, case studies and management games, alongside the more traditional lectures and problem classes.

We realise that in the real world, you can use books to investigate solutions, and work longer hours to meet your deadlines. Therefore we use continuous assessments and open book examinations. This allows us to test your ability to understand and apply learning, rather than your ability to memorise formulae or techniques.

We have strong ties with organisations across the country, and schedule companies to present to students as well as to interview them as part of their selection process.

Experience shows that a good postgraduate qualification leads, not only to a better starting job, but also to quicker promotion. The employment record of our graduates is excellent and they are in demand from business and the public sector for their analytical skills.



MSc Logistics and Supply Chain Management

MSc Management Science and Marketing Analytics

MSc Operational Research and Management Science

Programme Content & Structure



Each MSc programme is organised into three terms and consists of compulsory and optional modules to ensure that you have a firm grounding in important subjects. The programmes offer considerable flexibility for tailoring your studies to your own particular interests and background. You must complete a total of 180 credits: 120 are from taught modules both core and elective, and 60 are from the summer project.

Michaelmas Term (October– December)

In the first term you will take 4 substantial compulsory modules. 3 of the modules are shared between the programmes and one which is unique to each programme

Compulsory Modules – All Programmes

Problem Solving Skills for Consultants

You will work on unstructured problems and conduct preliminary analyses that might serve as a precursor to more detailed work. These analyses will rest on the statistical and other analytical methods taught on other modules. You will work in teams to produce technical reports and make detailed presentations. This module continues into the second term.

Spreadsheet Modelling

You will learn to use Microsoft Excel to its full potential as the basis for constructing decision support models of the type in widespread use in the practical world of OR, MS and Business Analytics.

Introductory Statistics

You will develop your skills in describing, analysing and interpreting data soundly, making effective use of software. The main areas covered include probability, sampling, statistical inference, time series analysis, exponential smoothing and statistical modelling.

Compulsory Modules – Programme Specific

MSc Logistics and Supply Chain Management: Strategic Supply Chain Management

You will gain an understanding of the core concepts of operations and supply management: the process view, operations strategy, the trade-off and service-intensive supply networks. You will apply key concepts in the strategic design of supply networks in respect of capacity, inventory and capabilities, so as to achieve performance objectives.

MSc Management Science and Marketing Analytics: Introduction to Management Science and Marketing Analytics

You will gain an understanding of different functional areas of a business, different markets, and the types of decision that require analytical support in the tradition of Management Science. You will study the development of novel marketing questions in the emerging context of Marketing Analytics, the basics of selected decision making techniques and how they can facilitate decision making in Marketing Analytics.

MSc Operational Research and Management Science: Introduction to Operational Research and Management Science

You will apply an OR/MS model building approach to problems and issues in organisations, using specific quantitative techniques appropriately where relevant. You will gain an appreciation of the scope for OR/MS approaches to address issues and problems in organisations.

Lent Term (January – March)

In the Lent Term, students can select modules relevant to their interests. Certain modules are specific to a particular course.

Optional Modules – Programme Specific MSc Logistics and Supply Chain Management:

Global Sourcing (with SAP)

You will develop an understanding of the challenges and risks associated with sourcing and offshoring decisions in the current global scenario, in both manufacturing and service contexts, with a focus on the role that IT, such as SAP or other enterprise software, can play within these in coordinating global activities (e.g., web-based offshore services).

Logistics Modelling

You will learn to apply some of the basic models for solving problems including facility location, layout, vehicle routing, warehousing and city logistics. There will be a focus on modelling, the use of professional software, and the understanding of results.

Operations and Supply Excellence

You will develop an understanding of the strategic role of achieving excellence in operations and supply chains. You will gain a detailed understanding of some of the relevant techniques, including for monitoring and improving quality, such as statistical process control and six sigma; and for becoming leaner, such as value stream mapping and lean consumption maps.

Optional Modules

C++ Computer Programming

You will gain a strong foundation in object-oriented programming using C++. This will be useful for some types of project and career choices, and it will also be useful for those considering certain types of further academic study in OR and MS.

Computer Simulation

You will study and develop skills in two techniques in widespread use: discrete event simulation and system dynamics. You will produce useful simulation models and conduct a small simulation project.

Data Mining for Marketing, Sales and Finance

You will learn practical approaches to the analysis of very large sets of data to detect patterns and relationships of interest to clients. Many novel techniques are considered from statistics, machine learning and computational intelligence.

e-Marketing

You will gain an integrated and critical overview of key concepts and techniques associated with marketing and consumer behaviour online, and will become conversant and confident with the dynamics of online consumer behaviour and the current limitations of this environment.

Forecasting

You will gain an understanding of time series and causal forecasting methods so that you can prepare methodologically competent, understandable and concisely presented technical reports for clients.

Logistics

You will learn to apply some of the basic models for solving problems including facility location, layout, vehicle routing and warehousing.

Marketing Analytics and Modelling

You will be introduced to some key ways of modelling markets, especially for consumer products, and you will gain an understanding of issues relevant to promotions, marketing stimulation, retailing, experiments and competitive bidding.

Marketing Research Methods

You will be introduced to marketing and business research methods and will study how they are used to support decisions in organisations. You will acquire “transferable” market research skills, such as data collection techniques and modelling. There will be case studies and research seminars by guest lecturers.

Optimisation and Heuristics

You will learn and apply optimisation techniques relevant to real decision-making. These include aspects of mathematical programming, such as linear and integer programming, and types of heuristic and metaheuristic algorithm.



Pricing Analytics and Revenue Management

You will learn the basics of price theory and opportunities such as markdown strategies for revenue optimisation, using techniques such as optimisation and dynamic programming to maximise profit.

Problem Structuring

You will develop skills in pre-analysis or structuring of ill-defined problems and in different approaches to decision-making. Three key approaches are covered: Soft Systems Methodology (SSM), Cognitive Mapping and Strategic Choice.

SAS Programming for Business Analytics

You will learn to use SAS (a very versatile statistical programming language much used in external organisations) to fuse, explore, analyse and model data, to produce and interpret results and to develop programmes for repetitive use.

Stochastic Modelling

You will learn the potential, the limitations and the practical steps involved in a number of techniques devised for problems with important stochastic influences. Such problems typically involve queueing, replacement, maintenance, inspection or risk analysis, using techniques including Markov Chains and Markov Processes.

Summer Term (April – September)

All Programmes

In the summer term you will carry out a substantial project for a client organisation in the private or public sector, with close supervision from academic staff. These take place over four months in the summer and usually take the form of a consultancy-style project, either directly for senior management or in co-operation with in-house operational researchers/management scientists. Project experiences span problem recognition, structuring and formulation, analysis of available data, model building and communicating results via presentations and report writing. The realities of these activities come into sharp focus during the project period, which regularly provides students with the final ‘qualification’ needed for employment.

Programme Structure

| MSc Logistics & Supply Chain Management | MSc Management Science & Marketing Analytics | Operational Research & Management Science |
|---|--|---|
| Michaelmas Term | Michaelmas Term | Michaelmas Term |
| Core Modules Problem Solving Skills for Consultants Spreadsheet Modelling Introductory Statistics Strategic Supply Chain Management | Core Modules Problem Solving Skills for Consultants Spreadsheet Modelling Introductory Statistics Introduction to Management Science and Marketing Analytics | Core Modules Problem Solving Skills for Consultants Spreadsheet Modelling Introductory Statistics Introduction to Operational Research & Management Science |
| Lent Term | Lent Term | Lent Term |
| Core Modules Global Sourcing (with SAP) Logistics Modelling Operations and Supply Excellence Optional Modules (Select 2) Computer Simulation Data Mining for Marketing, Sales and Finance Forecasting Problem Structuring SAS Programming for Business Analytics | Core Modules – Select 3 or 4 Data Mining for Marketing, Sales and Finance Forecasting Marketing Analytics and Modelling Marketing Research Methods Select 2 or 3 Computer Simulation e-Marketing Pricing Analytics and Revenue Management Problem Structuring SAS Programming for Business Analytics | Core Modules – Select 3 or 4 Computer Simulation Optimisation and Heuristics Problem Structuring Stochastic Modelling Select 2 or 3 C++ Computer Programming Data Mining for Marketing, Sales and Finance Forecasting Logistics Marketing Analytics and Modelling Pricing Analytics and Revenue Management SAS Programming for Business Analytics |
| Summer Term | Summer Term | Summer Term |
| Organisational Project | Organisational Project | Organisational Project |



“My summer project held in Barclaycard supplied me with precious experience and gave me the great opportunity to start my career working as an analyst in such an outstanding company.”

Melpomeni Gkofa

MSc Management

This multi-disciplinary programme draws upon the strengths of staff across LUMS to provide a broad introduction to a range of business and management disciplines.

The aim of the programme is to familiarise you with principles and techniques from the main management areas and allow you to develop the knowledge, flexibility and skill base needed for employment in management roles.

Who is this designed for?

It is designed for new or recent graduates and is ideal for those who lack the necessary depth of work experience for admission to The Lancaster MBA or our more specialised Masters programmes.

The aim of the programme is to prepare you for graduate employment. MSc in Management students enter a wide range of careers on graduation. In recent years these have included being the European Marketing and Sales Manager for Dow Chemical, Audit Associate with Ernst and Young and Deloitte, Graduate Trainee with organisations such as KPMG, BAeSystems, Nissan and Phillips, Research Analyst with AC Nielsen, while others have set up and are running their own businesses.

Learning experience

Redesigned for 2012, the new MSc in Management focuses on developing managers of the future by not only helping you to develop an understanding of organisational functions and their complexities, but by also placing strong emphasis on personal development. We also attract students from all parts of the world, adding a unique dimension which students find valuable.

Through the programme's core modules you gain a thorough grasp of areas such as human resource management and organisational behaviour, accounting and financial management, economics, marketing, operations management, strategy, globalisation and sustainability. This exposure to the main areas of business and management gives you a good overview of the different functional areas of business and how they fit together.

The mixture of teaching and learning styles helps develop your critical thinking, and formal lectures are often interspersed with discussion, group exercises and case studies. These allow you to engage with theories and concepts, and reflect on their application in practice. You need to be prepared to be an active member of the class, exchanging and debating ideas with others which will help you develop not only strong communication skills, but also become a confident and experienced team-worker.

Our international mix of students combined with the mix of teaching styles gives you the opportunity to work with students

from all parts of the world, which promotes discussion and further understanding of differing perspectives, and extends your network of contacts around the world. This is an invaluable experience, developing your abilities to work effectively in multicultural environments – a real asset for any employer.

The Consultancy Challenge module, where you will be undertaking a 2 week consultancy project for a local organisation, allows you to put your management knowledge and skills into practice during the degree.

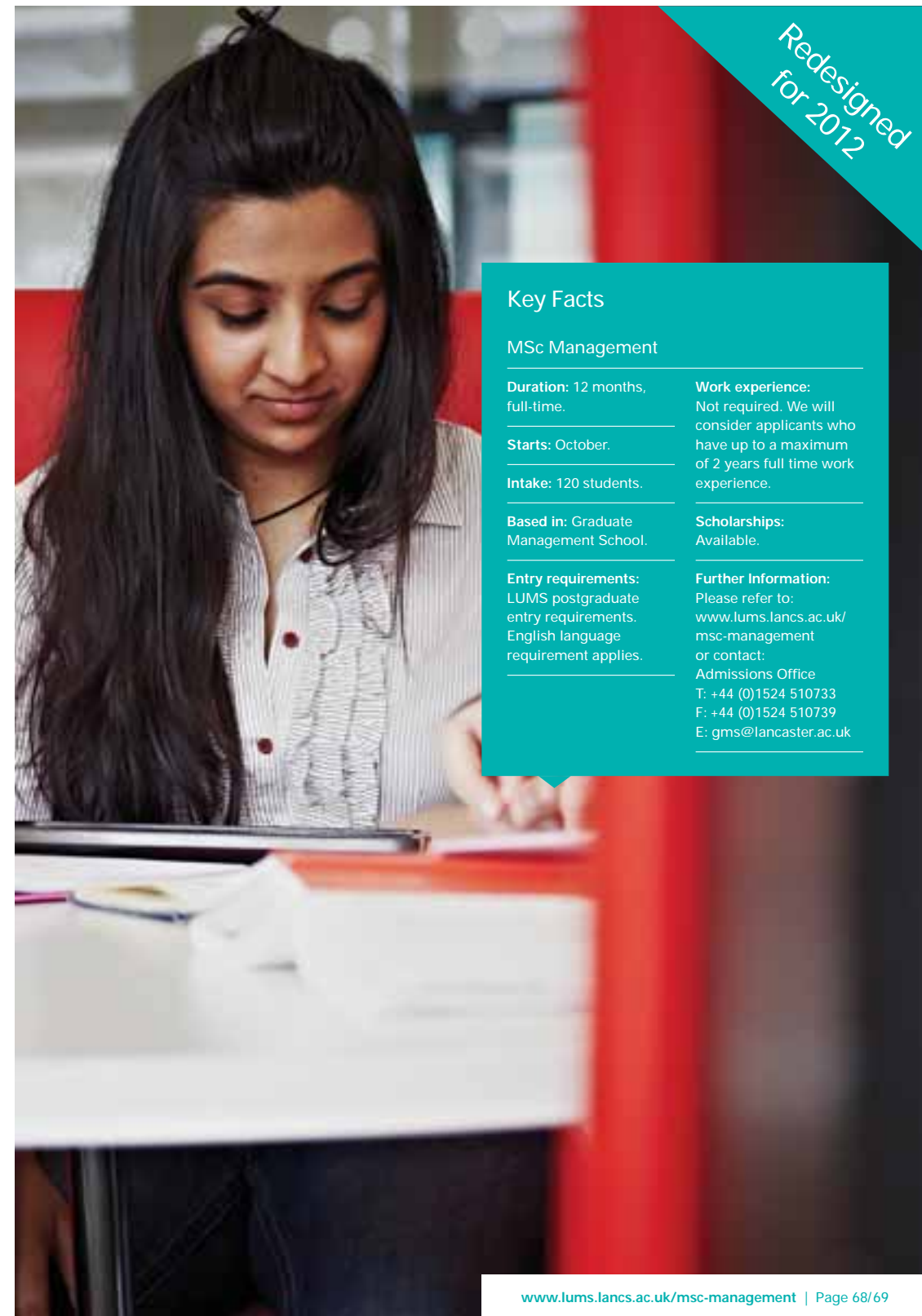
Module assessment is also varied and may include a mixture of some of the following methods: formal examinations, coursework essays, group-based reports and presentations, business plans, case study analysis and individual critique. There are examinations for many of the core modules and these normally take place in the last week of the Christmas and Easter vacations.

The MSc in Management also offers a number of pathway options which you will need to confirm during the first term. These include:

- The **Marketing pathway** which develops an understanding of all business functions and of complex organisational issues connected with marketing. It provides ideal preparation for a range of management and marketing careers.
- The **Entrepreneurship pathway** which helps you to acquire an understanding of the key principles and techniques of management and entrepreneurship so they can be applied in a business environment. Through the pathway modules, you will be expected to interact with the business community and engage with business practice, bringing theory and practice together. This pathway will also look at how entrepreneurship and innovation can support business growth and development.
- The **Management pathway** which is designed to provide you with knowledge of a wide range of management subjects. This pathway is suitable for those of you who are looking for a general management degree.

Please check the website for information on further pathways.

There also is the opportunity to take part in an international exchange scheme with one of our partners in Europe, either as part of your MSc in Management degree or as an extension to your studies at Lancaster. Please check the website for further details.



Redesigned
for 2012

Key Facts

MSc Management

Duration: 12 months, full-time.

Starts: October.

Intake: 120 students.

Based in: Graduate Management School.

Entry requirements: LUMS postgraduate entry requirements. English language requirement applies.

Work experience: Not required. We will consider applicants who have up to a maximum of 2 years full time work experience.

Scholarships: Available.

Further Information: Please refer to: www.lums.lancs.ac.uk/msc-management or contact: Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk

MSc Management Programme Content & Structure

The MSc in Management is designed to ensure that you have a firm grounding in important management subjects, with a critical perspective on these areas.

In the Michaelmas term, you will take 6 core modules. After completing the Advanced Management Practice modules in the Lent term, you will study the first of your selected pathway modules, before undertaking the Consultancy Challenge. The Summer term starts with 2 further pathway modules, before you begin the management research project. During both the Lent and Summer terms, you will also take a module called Learning to Manage which focuses on developing your skills as a manager.

As well as the taught modules, you will be involved in a comprehensive careers programme which is designed to prepare you for applying for your graduate job, plus you can take optional non-assessed courses in Academic Study Skills, and study a foreign language.

“At Lancaster I had a great experience. The course gave a really broad overview of all the topics relevant to management today and encouraged us to be critical in our thinking. This is very important in a business world where you will always face some ambiguity but need to be able to make a decision. I really experienced a great community at Lancaster and can say that I now have friends from all over the world.”

Carolyn Röther/Graduate Trainee | Nissan

Michaelmas Term (September – December)

All students take six core modules:

Accounting and Finance

A new module for 2012. Please see the website for further information.

Economics for Managers

The aim of the module is to heighten your awareness of how the micro and macro economic environment can affect business behaviour. At the end of this applied module, you will understand how markets operate, have sufficient knowledge to analyse the financial press and government economic reports and be able to analyse economic problems using the skills and knowledge acquired.

Marketing

This module requires groups to examine a range of cases relating to key issues, problems and solutions in marketing. It explores marketing in different contexts such as consumer marketing, services marketing, retail marketing and international marketing.

Operations Management

The aim of this module is to introduce you to the discipline of operations management and to some of the methods that can be used to plan, control and improve operations. This will include capacity planning, quality control, project control, inventory management, forecasting and material requirements planning (MRP).

Organisational Behaviour and Human Resource Management

A new module for 2012. Please see the website for further information.

Quantitative Methods for Business

A new module for 2012. Please see the website for further information.

Lent Term (January – March)

You will take the 3 core modules, and 1 pathway module.

Advanced Management Practice Modules

Strategic Management

Strategic management is about making distinctive choices concerned with the direction and scope of the organisation over the long term. This module primarily focuses on issues related to 'business-level' strategy and how competitive advantage is created and developed in response to complex and turbulent environmental change.

Consultancy Challenge

A new module for 2012. Please see the website for further information.

Learning to Manage Part 1

This module introduces you to management as a highly contested area of theory, involving competing perspectives, approaches, interests and stakeholders. It aims to help you to make sense of both the theory and practice of management and develop your capacity to manage the ambiguity and complexity inherent in all managerial roles. There will be a strong emphasis on your personal development as a manager, and the skills that you need to be successful.

This module is taught in the Lent and Summer terms.

Pathway Modules

Management

- Organisational Change

Marketing (Select 1)

- Strategic Marketing
- Business and Consumer Behaviour
- Marketing Communications

Entrepreneurship

- Innovation and Entrepreneurship in Practice 1



World Top 60 in FT 2011

Summer Term (April – August)

You will take 4 modules: Learning to Manage Part 2, Research Methods and 2 pathway modules, and complete a research project.

Research Methods

This module provides a bridge between the taught components of the programme and the independent research required for the research project. It focuses on the philosophical and practical issues involved in conducting research.

Pathway Modules

Management (Select 2)

- International Management Issues
- Business Ethics and Society
- Business Analysis and Process Consulting

Marketing (Select 2)

- Strategic Marketing
- Business and Consumer Behaviour
- Marketing Communications

Entrepreneurship

- Innovation and Entrepreneurship in Practice 2
- New Venture Planning

Research Project

This is the most substantial piece of work that you undertake on the MSc programme and allows you to draw on and demonstrate your understanding of principles and concepts introduced in the modules.

Your pathway will determine the type of research project that you undertake. For the

- **Management** pathway you will undertake research where you develop greater understanding of a particular academic area.
- **Marketing** pathway, you will undertake a company based market research project, where you investigate an issue in depth and develop findings and recommendations.
- **Entrepreneurship** pathway, you will develop a business plan for a real or notional company.



MSc Money, Banking and Finance

The MSc in Money, Banking and Finance (MBF) has been specially designed for graduates in economics or related degrees to equip you with the skills, knowledge and technical capabilities to enter careers in the banking and financial sectors, as well as in doctoral studies.

Who is this designed for?

The programme is ideal for highly numerate graduates seeking careers in the banking and financial sectors, corporate finance and research institutions.

“The programme is quite intensive, but it is structured in a way which really helps you develop your learning. My dissertation is focusing on an aspect of my work in Taiwan, so what I am learning at Lancaster will be extremely valuable when I return to my banking career.”

Rowena Huang | Central Bank of Taiwan

Learning experience

This MSc covers four areas of knowledge: Economics, Finance, Banking and Quantitative Methods. This structure allows our MSc graduates to take up jobs as economists (in Central Banks around the world), traders (in financial services companies), researchers and analysts (in the banking sector), and undertake doctoral studies in the UK.

The programme is delivered by a mix of highly experienced and prominent academics and professionals. We limit the number of students to maximise staff- student interaction. This in combination with a rich diversity of cultures and organisations, contributes significantly to the unique learning experience on this programme.

There is considerable variety in the teaching methods used on the programme. These include lectures and discussion sessions, group-work, case studies, presentations and workshops on the use of statistical packages. The style of teaching is often highly interactive, so you will be expected to contribute actively to class discussion and to engage in group-work with your fellow students from many different backgrounds.

For the summer research project each of you are assigned an individual supervisor on the basis of their expertise on the topic you selected.

Key Facts

MSc Money, Banking and Finance

Duration: 12 months, full-time.

Starts: October.

Intake: 25 students.

Based in: Department of Economics.

Entry requirements: LUMS postgraduate entry requirements with economics, accounting, finance or related subject with a significant component of economics and quantitative techniques. GMAT may be required. English language requirement applies.

Work experience: Welcomed but not essential.

Scholarship: You will be considered for a scholarship at the point of application and we will inform you if you have been successful.

Further Information: Please refer to: www.lums.lancs.ac.uk/mbf or contact Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



MSc Money, Banking and Finance Programme Content & Structure

The programme provides comprehensive coverage of economic and finance theory, advanced quantitative methods – with analysis of financial markets – and discussion of the institutional framework of the money and banking sectors.

The programme is made up of a total of eight modules and a dissertation, a total of 180 credits. The taught modules, 6 core and 2 optional, make up 120 credits. The optional modules allow you to follow specialist interests in Economics, Banking or Finance. The dissertation makes up a third of the overall MSc mark and includes a specific research methods component.

“The modules and the projects of the MSc, both team and individual, were very well structured and really enhanced my knowledge. In the group projects I met students from many different countries and we had a really good time.”

Vasilis Pappas | PhD at Lancaster

Michaelmas Term (October – December)

The modules are all core modules and you are required to take all four.

Financial Markets

Provides you with a strong foundation for an understanding of the economics of financial markets and of the main types of securities traded in these markets, focusing on bonds, futures, swaps and options.

Foundations of Finance

Covers the basic building blocks of finance and the considerations needed to make financial decisions both inside and outside the firm. Topics include net present value and capital budgeting, valuation of bonds and common stocks, portfolio selection and diversification, capital asset pricing model and factor models, principles of asset valuation and market efficiency, capital structure and valuation for the levered firm, and dividend policy.

Applied Econometrics

Enables you to acquire skills in using standard statistical packages. It allows you to study the principles of constructing econometric and non-econometric models through an understanding of multiple regression techniques and diagnostics. You will gain an understanding of the process of quantitative research enquiry.

Topics in Economics

The microeconomic element of the module provides an understanding of the determinants of strategic choice by firms (competitive behaviour, game-theoretic approach to a range of strategic topics). The macroeconomic element provides an understanding of the behaviour of the economy and highlights the key macroeconomic policy issues that face economic agents (monetary stabilisation, foreign investment).

Lent Term (January – April)

You take a further two core modules, plus two optional modules. You can choose your optional modules from either an economics, finance or banking focus.

Core Modules:

International Banking and Risk Management

Examines the role of major financial intermediaries in internationally open economies. It deals with fundamental concepts of intermediation in market economies, along with the importance of capital, leverage, systemic risk and moral hazard. It then considers the issue of risk – how this manifests itself, how it can be managed and the causes of bank failure. It also looks at a number of regulatory issues: why and how regulation takes place.

Economics for Money, Banking and Finance

The first part of this module looks at the advanced microeconomic theory of banking, including topics such as competition in banking, risk analysis and credit market imperfections. The second part focuses on the macroeconomics of money and banking, including policy debates about monetary and fiscal stabilisation, the critique of policy formulation, time inconsistency and the rationale for an independent central bank.

Optional Modules (select two):

Advanced Corporate Finance

Extends the valuation of corporate assets and liabilities to cases in which they contain embedded options. Issues addressed include the valuation of convertible securities, capital structure, mergers and acquisitions, and the real options approach to investment appraisal.

Advanced Investment Management

Develops both your theoretical and practical knowledge in the areas of active and passive portfolio management and factor pricing models.

Financial Econometrics

Explains how econometric methods can be used to learn about the future behaviour of the prices of financial assets by using the information in the history of asset prices and in the prices of derivative securities.

Financial Statement Analysis

Provides you with the tools for the analysis of financial statement information, in particular for the purpose of valuing businesses.

International Money and Finance

Explains the nature and relevance of derivative instruments for hedging purposes in the currencies market, and focuses on the international analysis of risk through the extension of basic interest relationships, including futures rates, swaps and investment returns. The focus is on approaches to measuring contractual and operational exposure and on understanding the relevance of financial information for the development of exchange rate risk hedging.

Islamic Banking

Provides a brief introduction to the area of Islamic banking. It develops an understanding of how Islamic banks operate and define underlying products. The module also develops the necessary tools for carrying out applied analysis in the area.

Summer Term (May – September)

Dissertation

The dissertation is a substantial piece of independent work where you can apply research techniques and relevant economic theory to a research topic. This can be an area which has attracted your attention in the course of your studies, or may be linked to an aspect of your professional working experience.

You choose your topic, during the second term, in consultation with the MSc Director. You are then assigned to an appropriate member of staff who acts as a supervisor and gives you guidance on the structure and content of the research. In preparation for this piece of work, the first part of the summer term provides additional training in research techniques and analytical tools that you will need for your dissertation.



MSc Project Management

The core of the MSc in Project Management at LUMS provides a thorough grounding in strategic thinking, project definition, planning and control, applied project management, behavioural aspects of project management and managing change across a wide range of organisational contexts.

Who is this designed for?

The MSc in Project Management has been designed specifically as a conversion programme for graduates seeking to focus their career in the increasingly important field of project management.

Our programme includes students from a very broad cross-section of academic and working backgrounds. This enables you to explore the theory and practice of project management in a generic and dynamic manner, thereby ensuring that the key principles of project management are as applicable in a marketing or service-led organisation as they are in an engineering or manufacturing organisation. As a graduate from this programme you will be able to move into project management roles in a wide range of organisations.

Learning experience

Understanding the key issues involved in managing projects is of crucial importance in all types of organisational context. You will explore a range of projects across different disciplines, giving you a degree programme that is varied, rewarding and of direct relevance to an enormous number of potential careers.

In line with the demands of project management roles, the programme will help you enhance and acquire key skills:

- You will be able to identify appropriate projects and define their content and success criteria, thereby producing robust project plans, and monitoring and controlling project delivery.
- You will develop your IT competence, including the use of project management software, and enhance your ability to define and solve complex problems.
- You will also acquire important skills in interpreting financial statements and producing financial reports.

The programme is strategically based within LUMS, taking advantage of input from many leading academics as well as those very experienced in the practice of project management. This balance between the theoretical and the practical infuses all aspects of this degree programme.

We emphasise integrating theory and practice. Alongside a mix of formal lectures, workshops, seminars, case studies and project work, we use site visits and input from practitioners to give you real, practical insights into the complexities of project management. You will be involved in a significant amount of group-work, and you will gain valuable experience of working in multi-cultural teams.

Assessment methods vary according to the nature of particular modules, but will typically include a mix of methods: formal examinations, individual coursework essays, group reports, case study analysis, group presentations and individual critique.

Key Facts

MSc Project Management

Duration: 12 months, full-time.

Starts: October.

Intake: 30-45 students.

Based in: Department of Management Science.

Entry requirements: LUMS postgraduate entry requirements. English language requirement applies.

Work experience: Welcomed but not essential.

Scholarship: Are available and are allocated on a competitive basis.

Further Information: Please refer to: www.lums.lancs.ac.uk/pm or contact: Admissions Office
T: +44 (0)1524 510733
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E: gms@lancaster.ac.uk



MSc Project Management Programme Content & Structure

The structure of the programme over the year represents a growing and evolving awareness of project management. The first term concentrates on the fundamental principles and foundations whilst the second term explores the contexts and realities. This journey concludes in the third term, which explores the transition of theory back into the 'real world'.

Michaelmas Term (October – December)

Fundamentals and Foundations:

Principles of Project Management (Part 1)

This spans both the Michaelmas and Lent Terms and aims to allow you to engage with key areas of project management. The workshop themes include: project selection, project definition, project planning, project organisation, project monitoring and control and project close-out.

Behavioural Aspects of Project Management

This module explores the project management environment and considers human and behavioural aspects of undertaking change initiatives. It looks at issues of job satisfaction and work performance, team processes and creativity, management control, power and the nature of conflict within project work.

Problem Solving and Consultancy Skills

This module provides early support for your postgraduate study and develops the core abilities you will need as a professional project manager. Particularly, it will help you develop study and organising skills which will be vital throughout the programme as well as in your career, through on-campus small team projects. In addition, the module demonstrates personal presentation and development to professional standards.

Quantitative Techniques for Project Management

You will learn how to practically apply aspects of quantitative modeling, statistical concepts and scheduling techniques to ensure you can manage the vital detail of projects in an effective manner. As a project manager, these skills will be important to ensure that your projects are completed on time, to the right quality and within budget.

Thinking for Practice

This module spans the first two terms and develops habits of reflective practice applied to your work in other modules via workshops and online discussions. You will improve your understanding of your own learning strengths and weaknesses to enable your future learning to be more confident and effective.

Lent Term (January – March)

Contexts and Realities:

Business, Commercial and Financial Management of Projects

Starting at macro-level, you will learn about the role of finance within business, cost behaviour and the relationship between projects and the wider financial environment. You will then look in detail at the financial lifecycle of project management: from the creation and evaluation of project business cases through the detailed estimating and budgetary processes to financial close-out.

Principles of Project Management (Part 2)

The second half of this module aims to give an entry-level practitioner awareness of the features, functionality and challenges of project management software such as Microsoft Project. As well as providing you with extensive hands-on time to develop your practical skills, it will also include significant discussion of the impact of IT on the project management process.

Project Management Electives

You must pick four or five electives from a choice which varies from year to year, but may include important areas such as strategy, change management, e-business, critical chain, leadership, programme management, negotiation and soft systems methodology (SSM). New electives will be added from time to time to reflect up-to-date issues relevant to project management.

Summer Term (April – September)

Theory into Practice

Integrative Case Study

This module integrates the various aspects of project management covered in the first two terms. It involves a specific complex problem situation which you must tackle in a way that brings together techniques and concepts learnt in previous modules.

Applied Project Management

This module provides a context for student teams to apply what they have learnt through the programme, by undertaking a real world project undertake for an external client. It also acts as a bridge between your study at Lancaster and professional practice, making the transition from classroom based 'learning for action' into 'learning from action' and 'learning through action'.

Developments in Project Management

This module investigates latest developments in the field of project management – topics may vary year-on-year.



MSc in Quantitative Finance

Students on the MSc in Quantitative Finance acquire knowledge of the problems and issues in the banking and finance sectors, and develop a number of advanced analytical, problem-solving and technical skills. Students will also learn about computer based sources of financial information, which can be used in various contexts such as: data analysis and forecasting; computer programming; using statistical and econometrics software; and financial analysis.

Who is this designed for?

This programme is ideal for students interested in pursuing a career in banking and finance, and should come from a numerate background.

“ I had a great year in Lancaster and I am very happy with my decision. I spent the year in a very friendly but also quite challenging environment. There was a truly international atmosphere among students in my class as we came from different countries around the world. ”

Agnieszka Tokarska | Ernst & Young | Ireland

Learning experience

The programme draws on the expertise of 4 departments across 2 faculties: the Economics, Accounting and Finance and Management Science Departments within the Management School and the Maths and Statistics Department within the Faculty of Science and Technology.

There is considerable variety in the teaching methods used on the programme. These include lectures and discussion sessions, group-work, case studies, presentations and workshops on the use of statistical packages.

The style of teaching is often highly interactive, so students will be expected to contribute actively to class discussion and to engage in group-work with those from different backgrounds.

As some of the modules are shared with other faculties and LUMS programmes such as Money, Banking and Finance, Management Science and Finance, students also have an opportunity to work with Masters students from a range of programmes.

Key Facts

MSc in Quantitative Finance

Duration: 12 months, full-time.

Starts: October.

Intake: 25 students.

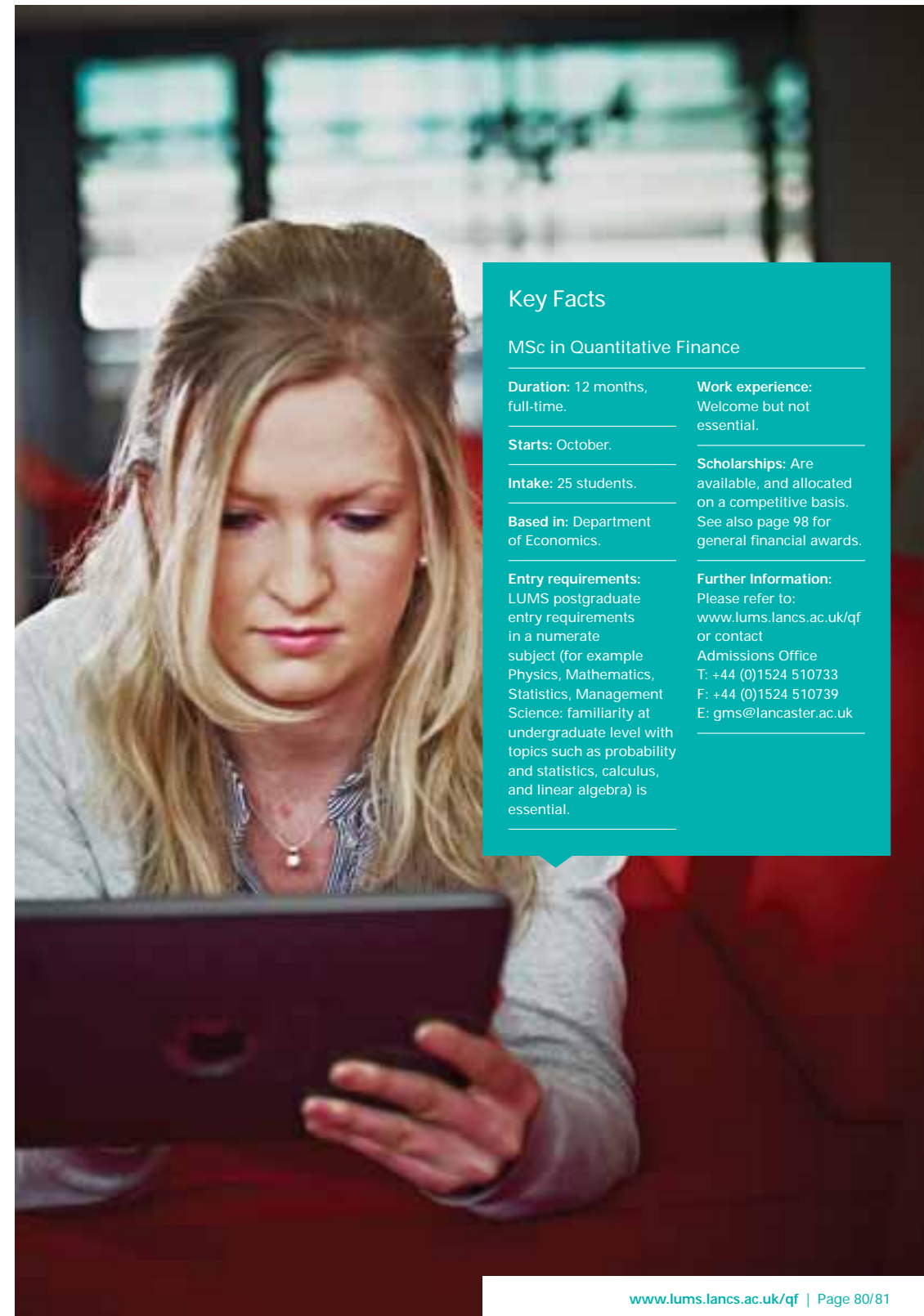
Based in: Department of Economics.

Entry requirements: LUMS postgraduate entry requirements in a numerate subject (for example Physics, Mathematics, Statistics, Management Science: familiarity at undergraduate level with topics such as probability and statistics, calculus, and linear algebra) is essential.

Work experience: Welcome but not essential.

Scholarships: Are available, and allocated on a competitive basis. See also page 98 for general financial awards.

Further Information: Please refer to: www.lums.lancs.ac.uk/qf or contact Admissions Office
T: +44 (0)1524 510733
F: +44 (0)1524 510739
E: gms@lancaster.ac.uk



MSc in Quantitative Finance Programme Content & Structure

The programme is composed of a total of 180 credits. The taught modules contribute a total of 120 credits and include 8 core modules and 3 optional modules. The largest single element is the dissertation which is weighted at 60 credits.

Michaelmas Term (October – December)

Core Modules:

Financial Stochastic Processes

Due to their inherent randomness, it is natural to model financial and economic systems using probability models and stochastic processes. Analysis of appropriate stochastic models has become extremely important in recent years, such as for accurately pricing options. This module gives a thorough introduction to stochastic processes in general and their use in modelling in business, finance and economic applications. Students will gain understanding about how both simulation and mathematical techniques can be used to learn about stochastic processes.

Statistical Methods for Financial and Economic Applications

There are substantial amounts of data collected relating to business, financial or economic applications. Examples include data on stock returns and survey data used for credit-scoring. This module will cover how such data can be modelled, how inferences about the models can be made and how statistical models can be used for predicting future outcomes and behaviour.

C++ Programming for Quantitative Finance

C++ has become very popular in quantitative finance. Many employers expect employees to have a good knowledge of object-oriented programming using C++. This module provides students with a strong foundation in object oriented programming using C++ and will enable them to improve their programming skills independently. At the end of this module, students should be able to develop quantitative finance applications such as pricing and hedging models.

Spreadsheet Modelling for Quantitative Finance

This module provides students with basic spreadsheet modelling skills. At the end of this module students will be able to do simple Monte-Carlo simulation, simple optimisation using solver, and to understand the structure of VBA programmes, Pivot Table and user interface development.

Financial Markets

This module provides students with the necessary theoretical and technical skills to value and use various financial instruments, such as forwards, futures, options and swaps.

Lent Term (January – March)

Core Modules:

Optimisation with Financial Applications

Optimisation methods provide a powerful modelling toolkit with efficient algorithmic solution procedures for financial applications such as the mean-variance optimisation problems of Markowitz for efficient portfolio selection. This module aims to provide a foundation in key optimisation methods directly applied to financial problems and to introduce widely available software used to tackle realistic problems.

Derivatives Pricing

This module covers the methods used in the valuation of a range of complex derivative securities.

Economics for Money, Banking and Finance

The first part of this module looks at the advanced microeconomic theory of banking, including topics such as competition in banking, risk analysis and credit market imperfections. The second part focuses on the macroeconomics of money and banking, including policy debates about monetary and fiscal stabilisation, the critique of policy formulation, time inconsistency and the rationale for an independent central bank.

Optional Modules (Select 3):

Assessing Financial Risk: Extreme Value Methods

Assessment of financial risk requires accurate estimates of the probability of rare events. Estimating the probability of such "extreme" events is challenging, as by nature they are sufficiently rare that there is little direct empirical evidence on which to base inference. Instead we have to extrapolate based on the past frequency of the occurrence of less extreme events. This module covers ideas from Extreme Value Theory, which give a sound mathematical basis to such extrapolation, and shows practically how it can be used to give accurate assessments of financial risk in a wide range of scenarios. Reducing the risk of a share portfolio may be possible through choosing shares from companies in a wide range of sectors. This module will also cover the theory for multivariate extremes.

Behavioural Finance

This module extends the analytical tools used for evaluating strategic and investment decisions learnt in other modules by deviating from the paradigm of rational decision making. The module focuses on the implications of investor behaviour and capital market imperfections (such as limits to arbitrage) for investment management. The concepts of this module are a foundation for value investing, arbitrage, asset management and opportunistic corporate finance. The module uses insights from psychology and behavioural finance to complement traditional market frictions and explain the behaviour of capital markets.

Business Forecasting

This module introduces time series and causal forecasting methods so that students can prepare methodologically competent, understandable and concisely presented reports for clients.

Financial Econometrics

This module explains how econometric methods can be used to learn about the future behaviour of the prices of financial assets by using the information in the history of asset prices and in the prices of derivative securities.

International Banking and Risk Management

This module examines the economics of financial intermediation and disintermediation, with some emphasis on the UK as a major international financial centre. Covering commercial and investment banking, the module examines practical issues of risk management by intermediaries as well as the potential risks involved in the more recent trend towards financial disintermediation. Regulatory issues are addressed, with attention paid to both 'on' and 'off' balance sheet positions.

International Money and Finance (page 35 ex CFA)

This module explains the nature and relevance of derivative instruments for hedging purposes in the currencies market, and focuses on the international analysis of risk through the extension of basic interest relationships, including futures rates, swaps and investment returns. The focus is on approaches to measuring contractual and operational exposure and on understanding the relevance of financial information for the development of exchange rate risk hedging.

Data Mining for Marketing, Sales and Finance

You will learn practical approaches to the analysis of very large sets of data to detect patterns and relationships of interest to clients. Many novel techniques are considered from statistics, machine learning and computational intelligence.

Summer Term (April – September)

Dissertation

The final element of the MSc is the dissertation, a substantial piece of independent work conducted over the summer months through to September. The dissertation gives students the opportunity to apply research techniques and relevant theory to a topic of particular interest. Students can choose a dissertation topic from any one of the four participating departments: Accounting and Finance; Economics; Management Science or Maths and Statistics.





Doctoral Programmes: MRes and PhD

LUMS has one of the largest and top ranked doctoral programmes in the world. Our commitment to high-quality research is reflected in the fact that we have over 140 full-time PhD students – and many part-timers too – drawn from many countries.

In January 2011, the Financial Times ranked LUMS 5th in Europe and 3rd 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. Opportunities are often created for students to collaborate on faculty members' research projects in order to gain first-hand experience of the research process. We are committed to providing PhD students with a sound foundation in research methodology, as reflected in our rigorous research training programmes.

Routes to PhD

We offer applicants four separate routes to the PhD qualification:

1. Departmental PhD

If you already have a clear idea of the field you wish to research, and have an appropriate Masters level background, then registering directly with one of the School's Departments may be the best approach for you.

LUMS' main academic Departments accept PhD candidates. The Departmental PhD web pages summarise the research expertise available. On the website you will also find profiles of all academic staff, with details of their active research and selected publications.

2. 'Integrated' PhD

This is suitable for new graduates or those who are not yet sure exactly which topic they wish to research. It typically lasts four years and has a strong emphasis on structured research and subject training. The first year is spent registered on an MRes programme. This provides a thorough grounding in research methods. The research training continues into years two and three. The design of this programme reflects the fact that many sponsors prefer students to have a thorough grounding in research methods and to improve their subject knowledge before concentrating on their research thesis.

3. Part-time PhD

We recognise that for many people studying full-time is not feasible, in which case part-time research leading to a PhD degree may be a better alternative. The normal mode of study would usually be full-time for at least the first year of the PhD. However, we can consider registering you part-time from the outset but this would require an in-depth discussion with the admitting Department as you would need to commit to visiting Lancaster on a regular basis to receive face-to-face supervision, attend a progress review and visit the library and other facilities.

4. PhD in Management

The distinctive feature of the PhD in Management is its cross disciplinary approach. Candidates registered on this programme may be undertaking research that straddles two or more academic departments at LUMS or working with the Institute for Entrepreneurship and Enterprise Development (IEED) or the Centre for Strategic Management.

Research Training

All MRes and PhD students take assessed modules which teach them about research methodology, research design and subject-specific literature and skills. The following modules are taught as part of several LUMS programmes:

- Management Research – An Overview of Issues and Methods
- The Production of Managerial Knowledge
- Searching for Information in Management Research
- Research Design in Management
- Quantitative and Survey Research Methods

In addition to the compulsory research training, students may take modules from any of the specialist Masters programmes in LUMS as agreed with their supervisor.

Entry requirements

PhD applicants are normally required to have a Masters degree in a relevant discipline area, which has included coverage of appropriate research methodologies. If instead you hold a good honours degree (typically an upper second class) you may be required to complete an MRes as a preparation for the PhD.

Postgraduate English language requirement applies (see page 13)

Funding and fees

Various forms of financial help are available for UK/EU and international students. This includes awards from LUMS, and studentships from the Economic and Social Research Council (ESRC), Engineering and Physical Sciences Research Council (for Management Science/Operational Research applicants), and for international students, Commonwealth studentships.

Lancaster University forms part of the ESRC's North West Doctoral Training Centre (NWDTC). A large number of studentships, covering tuition and maintenance are available for those wishing to study in areas covered by the ESRC at Lancaster, Liverpool or Manchester. LUMS has pathways recognised by the ESRC in Accounting & Finance, Economics and Business & Management.

For latest details see: www.lums.lancs.ac.uk/phd/phdfunding

MRes programmes

The MRes is a 'Masters in Research' degree, a one-year full-time taught Masters programme. The MRes programmes are based on selected MSc degrees, and combine concentrated study of the subject (in which you will be studying alongside MSc and MA students) with the development of specialist research methods skills.

Who is this designed for?

They are designed for students who are planning to become academic researchers or consultants, and who would benefit from further structured preparation for their PhD studies or who are required to complete a research training programme as part of their doctoral studies.

Learning experience

In addition to the subject material covered in the MSc degree, there are modules in quantitative and qualitative research methods and in documentary and electronic search procedures. You also prepare a research plan requirement in place of the summer project/dissertation.

Currently the MRes is offered in:

- Accounting and Financial Management
- Advanced Marketing Management
- Finance
- International Business
- Information Technology, Management and Organisational Change
- Management
- Management Science
- Money, Banking and Finance

Two other MA programmes also incorporate research training by means of subject specialist and research methods modules:

- MA in Human Resource and Knowledge Management
- MA in Human Resource and Consulting

For more information on the coursework please see the relevant programme pages.

Departmental PhD

Accounting and Finance

Each year the PhD programme offered by the Department admits a small number of excellent students and prepares them for research careers in leading universities and the financial sector. The PhD programme is an integral part of the research environment that has led to the Department being ranked at the highest level in all UK Research Assessment Exercises since 1986. PhD students participate in all Departmental research activities and work closely with research-active faculty members, many of whom publish in the world's leading research journals.

The Department welcomes applications from students interested in areas compatible with faculty members' research interests. These include (but are not limited to):

- Financial reporting: recognition and disclosure. The Department co-ordinates a major pan-European research training network: a large component of which focuses on the development of PhD students
- Management accounting, control and performance management
- Corporate finance
- Interactions between economic and legal institutions and governance in shaping financial reporting and corporate finance decisions
- Asset pricing
- Market microstructure
- Derivatives and risk management
- International finance
- Financial econometrics

The website provides details of faculty publications. Research resources include a wide range of financial databases such as: CRSP, Compustat, Investext, Perfect Fillings and Datastream.

The Department awards several scholarships each year as well as a generous fee scholarship award for students joining the MRes programmes as part of an 'Integrated PhD' or 1+3 application. This is intended to attract the highest quality students to join the Department, in return for which PhD scholars are required to undertake teaching and/or research assistance for academic faculty. More information is available directly from the Department. Typically, the deadline for applications to be considered for scholarships is the end of March.

Economics

The Department offers a research environment where PhD students play an important part. The Department currently supervises around 20 students on the MRes and PhD programmes.

Students are encouraged to participate fully in departmental activities. This includes attending and contributing to regular departmental seminars. There is an extensive programme of seminars, often attracting external speakers. There are also research workshops where staff and postgraduate students present their work in a more informal atmosphere.

Research by staff members covers a wide variety of topics. The Department has an international research reputation in three areas. Examples of the current departmental research is shown below:

Industrial Organisation and Economic Theory

The principal strength in the area of industrial organisation and economic theory is in the theory of games and decisions as applied to cartels and mergers:

- Applications of the state-contingent approach to production theory
- Applications of time series analysis, particularly nonlinear and fractional
- Austrian economics
- Decision theory
- Game theory and oligopoly
- Spatial competition and merger
- The economics of advertising and competition policy

Human Resource Economics (Education, Labour Markets and Sports Economics)

In human resource economics, the Department is particularly well known for its work in the economics of education, including the transition to work, labour market analysis and sports economics:

- Experimental tests of theories of gambling
- Applications of non-expected utility theory to issues in gambling and other asset markets, such as impacts of higher moments of distribution on expected returns or the design of lottery tickets
- Efficiency of sport betting markets
- Comparative analysis of the determinants of educational attainment

- Cost structures in higher education
- Funding models for higher education
- Educational attainment and labour market outcomes
- Efficiency measurement in a non-profit sector
- Evaluation of school efficiency and effectiveness
- Teacher supply and teacher retention
- Labour/personnel economics
- Labour market discrimination
- Empirical analyses of worker absence, effort and the impact of human resource management
- Promotions and training in the UK labour market
- Market size, attendance, team performance and European football
- Pay and performance of head coaches in the Bundesliga
- Racial discrimination in the US National Football League

Macroeconomics, International Business Economics and Financial Markets

The macroeconomics, international economics and financial markets group is internationally known for its applications of sophisticated time series methods (including nonlinear and fractional techniques) to the modelling of relationships in international macroeconomics and finance, the determinants and impacts of foreign direct investment (FDI), economic growth and international trade law:

- FDI, determinants, flows and policies
- Local linkage effects of foreign investment in developing countries
- Determinants of the growth of small states
- The implications of alternative objectives of independent central banks
- Theoretical explanations for the pattern of trade between China, India and the US
- Explaining growth in East Asia and Latin America
- The WTO and the political economy of regulating international trade
- Current economic policy issues within the EU (micro and macro)
- Political economy, economic geography and international trade
- Taylor rules and forecasting evaluation of the efficiency of asset markets
- Evaluation of the properties of forecasts, particularly macroeconomic and earnings forecasts of analysts
- Purchasing power parity deviations
- Deviations from financial arbitrage conditions
- Inflation dynamics



Recent PhD topics include: The Effects of Changes in Minimum Wage on Wages; Employment and Hours Worked in Indonesia; The Impact of Workplace Human Resource Management Practices on Company and Employee Performance in Britain; Aid, Reform and Exchange Rate Management in Ghana: 1983-2005; The Impact of Economic Liberalisation on Regional Disparities in India; The Execution and Effects of Monetary Policy in Russia; The Growth of SMEs in Jamaica – Firm and National Performance in Small Economies.

Management Learning and Leadership

Our Doctoral Programme is open to individuals interested in the Department's research tradition of bridging theory and practice, critical thought, and self-direction within a supportive 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 and industry (both private and public sector).

Because of the individualised nature of research at this level, the higher degree process typically comprises joint supervision by two tutors. We also expect you to attend two annual workshops. These structured events within an informal setting allow researchers to share their ideas and experiences of research, and they include inputs from members of the Department or the University as well as from participants. In addition, you are encouraged to attend Departmental and School seminars, and relevant modules from the PhD in Management programme.

“Lancaster is at the very cutting edge of management research and definitely, as the Financial Times reports, among the best management schools in the world to undertake your PhD.”

Santiago Leyva-Botero |
Doctoral Programmes: PhD and MRes

Areas for PhD research

The focus of research in the Department is on management learning, leadership and organisation. This includes leadership for sustainability and diversity, the learning and development process associated within each of these areas and initiatives to make these happen including evaluation.

Research is often interdisciplinary and draws upon a variety of qualitative and quantitative methods and disciplines, including sociology, cultural studies and education, as well as other interdisciplinary or post-disciplinary fields such as organisational studies, feminist, critical and post-structural theory.

Action Learning and Action Research

- Role of action learning/action research in development, inquiry based approaches to organisational and leadership capacity, facilitation of action learning/action research, systemic change, networked and virtual action learning

Critical and Strategic HR and Human Resource Development

- Politics of leading, leading performance, studying organisational performance, work life balance

Gender, Learning and Leadership

- Embodiment, masculinity, identity, diversity, women in management, parenting and work, sociological and cultural theories of gender

Impact and Evaluation Studies

- Evaluation, developmental evaluation, evidence based impact

Leaders, Leadership and Practice

- Followership, organisational culture, critical perspectives, organisational effectiveness

Learning and Leadership for Sustainability

- Ecological sustainability, social justice, corporate responsibility, social and human development; issues concerning globalisation, nationality, internationality, post-colonialism, post-development

Learning, Practices and Pedagogies

- Critical management learning, networked learning, leadership development, social learning theory, theories of knowledge and learning, socio-material networks and communities of practice

Organisational Learning and Knowledge Management

- Dynamic capability, knowledge management systems, knowledge sharing, corporate management leadership, organisational development

Management Science

The Department has one of the largest number of Operational Research, Operations Management and Systems teaching staff in the UK, and in Europe. Many staff in the Department have industrial or public sector experience. The result is a strong commitment to produce research of practical importance, capitalising on a tradition of collaborative research with industrial partners.

The Department is part of two major EPSRC funded Centres for Doctoral Training:

1. STOR-i is a collaboration between the Department of Mathematics & Statistics and Management Science. The funding supports 40 doctoral students, recruited in four annual cohorts from 2010 on the four year programme. STOR-i provides a new approach to doctoral training which seeks to develop outstanding scientists who have the skills required to see their research have real impact. Industrial partners have played a major role in the design of the curriculum and are extensively involved at all stages of the programme delivery.
2. HighWire is a cross-disciplinary centre which places innovation at the heart of the curriculum and ethos. HighWire seeks to create a creative fusion between computer science, management and design.

Beyond these Centres, research in the Department is based on a number of research groups and students are usually associated with one of these groups. The groups and examples of research topics are shown below:

Optimisation

- Vehicle routing problems
- Green logistics
- Metaheuristic search technologies – design analysis and implementation
- Analysis of tactical decisions within sports
- New cutting planes for integer linear programming
- Integer non-linear programming
- Collaboration and negotiation to improve supply chain performance
- Impact of the price structure on revenue management problems
- Stochastic models for dynamic resource allocation
- Novel approaches to the optimal control of complex random systems
- Management of multi-location inventory systems
- Dynamic routing of customers in queuing systems
- Management of the outsourcing of warranty repair work

Forecasting

- Planning under uncertainty – stochastic optimisation
- Facility layout
- Revenue management
- Statistical methods for forecasting to support supply chain management
- Forecasting with computational intelligence
- Forecasting with artificial neural networks
- Forecasting with support vector regression
- The evaluation of econometric principles for improved forecasting
- Forecasting in telecoms and the adoption of new services
- Evaluating and interpreting macroeconomic forecasts
- Evaluating the relative forecasting properties of non-linear time series models
- Forecasting evaluation from the perspective of asymmetric loss functions



At LUMS, 95% of our research is of international standing

“As a PhD student at Lancaster you're more independent, you're exploring ideas in a lot more depth. There's a great sense of freedom.”

Hong Juan Liu

Data Mining, Market Modelling and Predictive Analysis

- The evaluation of market share models
- Brand value and brand choice
- Data mining application in supply chain management
- Data mining applications in business
- Computational intelligence for data mining in particular classification with neural networks and support vector machines
- Cost sensitive learning
- Time series clustering and time series classification

Risk Management

- Organisational failure, reliability and learning
- Safety culture, climate and leadership
- Social context and human error in risk assessment

Health

- Planning primary care
- Performance management
- Integrating hard and soft approaches
- Waiting list management
- Health systems queues
- Multivariate statistical methods
- Impacts of spatial factors on health service delivery
- Health systems improvement
- Systems that transform patients' provider communication
- Systems to support health promotion planning

Simulation

- Component-based simulation
- Parallel and distributed simulation
- Object-orientated approaches
- Web-based simulation
- Combining discrete and continuous simulation
- Business process modelling
- Conceptual modelling
- Model simplification
- Complex adaptive systems
- Boolean networks
- Agent-based simulation
- Random number generators
- Output analysis
- Applications in population genetics and agriculture

Systems/Soft Operational Research

- Organisation-based action research in which the different approaches can be further developed (Mode 2 Research)
- Examining the ways in which hard and soft OR/management science methods may be used in a complementary manner
- Soft systems methodology used in managing complexity
- Empirical work that examines how the methods are being used in practice

Strategy/Systems and Information Systems

- Action research
- E-Business
- Social theory in IS
- Strategy and IST
- International studies

Supply Chain Management and Modelling

- Developing company improvement models for particular countries/company types
- Product customisation and workload control
- Quality practices in particular countries/organisations
- Six sigma process improvement
- Understanding inter-organisational relationships in the context of purchasing and supply
- The effect of e-business on operations in SMEs
- Uncertainty in the supply chain
- Lateral transshipments in supply chains (inventory control)

Marketing

The Department research falls into several areas:

Consumer Behaviour Research

The Department has a broad interest in consumer behaviour and is interested in applying questions such as the following to particular consumption contexts:

- How are young people and children socialised as consumers?
- How do consumer transitions influence consumption?
- What is the role of culture in consumption?
- How do disadvantaged and vulnerable groups approach consumption?
- How does gender intersect with consumption?
- How are objects consumed symbolically – and how does consumption relate to consumers' identities?



The Department also welcomes applications that address ethical areas of consumption including issues relating to the sustainability of consumption and food marketing systems.

Public Policy and Marketing

The Department recognises an important link between marketing and public policy and is interested in exploring questions with public policy implications, as it relates to consumers or organisations.

The Department is interested in how public policy can enable or protect vulnerable consumers, and how it can address areas of harmful consumption. They also support studies that consider the anti-competitive effects of marketing activity or look at anti-competitive agreements including competitor cartels and vertical restraints.

The Management of Marketing

Surprisingly little has been published about the management of marketing – a deficit that the Department actively seeks to address. The questions the Department is interested in include the following:

- What are the day-to-day practices of marketing managers?
- How are new ideas assimilated and disseminated by marketing managers? How do managers make sense of the complex environments they face?
- How is language used by marketing managers to sell ideas and negotiate status?
- How do marketers apply business models to enable organisational action?
- What role do marketers play in creating markets or defining new market areas?

Business-to-Business Marketing

The Department has a long standing interest in the inter-organisational aspects of marketing which enables them to support a wide range of work in this area. The Department is currently engaged in studies relating to:

- the use and forms of contracts in B2B exchange
- product-service combinations in B2B exchanges
- changes in manufacturer-retailer relationships in Europe and elsewhere
- the configuration of inter-organisational networks and how these networks acquire and use knowledge

The Department welcomes applications that relate to these areas of interest.

Recent PhD topics include: The Implementation of Key Account Management Process as an Organisational Change Initiative; An Empirical Study: Collectors in their Familial, Social and Cultural Worlds; Organising “Knowledge Transfers” between Dispersed Corporate Spaces Video Games, Processing Fluency and Children’s Choice; Exploring Product Placement in New Media Reputational Objects – A Critical Re-evaluation of Corporate Brand Management

Organisation, Work and Technology

Research in the Department is conducted along three interrelated strands reflected in its title. These strands of interdisciplinary research and the crossovers of staff between them provide the Department with a coherent focus on ongoing managerial, organisational and technological change – all of which are central phenomena in contemporary organisations.

The Department has a strong interest in the theoretical frameworks through which work organisations are analysed and the implication of such theories for understanding organisation, work and technology in contemporary organisational settings. Broader social, ethical and environmental concerns raised by the intersection of contemporary economic, cultural, organisational and managerial practices are also important to the Department.

The main research interests of the Department are:

Organisation Studies

The Department has a long established international standing for its scholarly and critically informed analysis of diverse managerial practices in a variety of empirical settings.

HRM, Work and Globalisation

Research focuses on the relationships between work, organisational structures and cultures, and the social reproduction of identity through new people management practices that operate with an increasingly global reach.

Technology and Organisation

This strand of research is concerned with the critical study of the organisation-technology nexus in the context of developments associated with the emergence of the so-called ‘information society’. The Department is home to the School’s Centre for the Study of Technology and Organisation (CSTO).

Management and Society

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

Recent PhD topics include: Organisational Theory and its Metaphysical Foundations; HRM and Self-Development: Elements of Cultural History; Inter-organisational Knowledge sharing in Mexican SMEs; Organising for Innovation; Management and the Natural Environment; Innovation and the Management of Change in Government and Public Services; Practice Theory and its Implications for Telemedicine; Mobile Technology as an Actor Network; Revealing Virtual Political Networks: The case of Taiwan; Electronic Government and Virtual Modes of Organising; The Modern Novel and the Cultural History of Business Ethics; Diversity Management and the Construction of Identities at Work.

PhD in Management

In addition to the specialist research opportunities within departments, LUMS offers a cross-disciplinary PhD in Management. This allows you to take advantage of the School’s research strengths and also develop general research skills. The PhD in Management offers the unique opportunity to take a multi-disciplinary approach to research which is in keeping with the University’s strategy to encourage cross faculty working and networking. Candidates registered on this programme may be undertaking research that straddles two or more academic departments or work with the Institute for Entrepreneurship and Enterprise Development (IEED) and the Centre for Strategic Management. The programme also provides extensive research training in the first year with follow-on training in subsequent years.

IEED has an active cohort of PhD candidates registered on the PhD in Management. Research in IEED is focused on the following themes:

- Entrepreneurial learning
- Social Enterprise
- Family Business
- Regional development, enterprise policy and knowledge exchange
- Small and medium sized business
- Innovation
- Networks

The Centre for Strategic Management is developing an active cohort of PhD candidates registered on the PhD in Management. Research in the Centre is focused around the following themes:

- Strategy as practice
- Processes of strategy development and strategic change
- The capability based view
- International strategy and MNCs
- Mergers and strategic alliances



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|-----------------------------------|-----|
| Applying to a Programme | 96 |
| Financial Information | 98 |
| Accommodation | 100 |
| LUMS Alumni | 102 |
| IT & Study Resources | 104 |
| Health & Welfare | 106 |
| Sports & Leisure | 108 |
| Official Overseas Representatives | 110 |
| Travel Info | 112 |
| Campus Map | 113 |

Applying to a Programme

When should you apply?

You can apply anytime throughout the year. However, competition for places is intense, so we advise you to apply early (before the end of March in the year you intend to start), especially if you are from overseas. Some programmes may require you to hold a place before they can offer you a scholarship.

How do you apply?

It's really simple. Our online admissions system lets you do everything, from completing the application, uploading your supporting documents and tracking the progress of your application. The process is the same whether you are a UK/EU student or an international student.

To apply online see: www.postgraduate.lancs.ac.uk

What do you need to provide with your application?

- Any transcripts of previous higher education degrees or other courses you have completed. If you haven't completed your undergraduate degree yet, then include a transcript of your study to date.
- Contact details for your 2 referees. We can contact your referees, or they can send references directly to us. At least one of your references must be able to comment on your academic suitability.
- The programme you are applying for may have additional requirements, such as a GMAT – you need to provide these results as well.
- If you are applying for a research programme, then you will need to include your research proposal.
- As an international student, you will also need to submit your English language test results and an English language translation of your transcript. Our admissions team have considerable experience in dealing with different international qualifications and can provide you with advice throughout the process.

What happens after I apply?

Once you have applied, then we will work quickly to make a decision on your application and let you know as soon as possible.

1. Our admissions team will review your application to determine your suitability and organise an interview if required.
2. Once we have made our decision, we will notify you of the outcome. Sometimes your offer may be on a conditional basis (for example to achieve certain grades in upcoming exams, or a particular score in IELTS, TOEFL, Pearson, CPE or GMAT tests).
3. If you are offered a place, you can log on to the online system to view your offer and reply. At this point you will also be given your registration date. Registration is when you formally become a member of Lancaster University. It is important that you attend the registration and induction week activities.
4. When you accept the offer, you will need to pay a deposit to confirm your commitment and to guarantee your place. The deposit will be deducted from your tuition fees on registration.
5. You will receive various packs of information before you start your study. This will include information about accommodation, (sent in June), and an orientation pack (sent in August), giving you details about orientation programmes, travel and other pre-arrival information.

Other helpful information

If you need to enhance your degree qualifications to meet our admissions requirements, you can consider taking a recognised pre-Masters or pre-MBA course, as we take into account performance on these when we review applications.

If you are a strong applicant but your English Language test results are marginally below our English language requirements we may consider you for one of the University's pre-sessional English courses. In this case, the offer of a place could be conditional on successfully completing the course, and an additional fee is charged. The courses are designed to help you improve your English to the level required for your academic programme. If you are required to attend one of the courses further information will be provided at the offer stage.

Overseas applicants who require a Tier 4 (General) Student Visa will be required to meet B2 equivalent in English language. Please note that these are the UK Border Agency (UKBA) minimum requirements and NOT the programme entry requirements. The information below may be subject to change by the UKBA and we advise that you check their website for visa information and updates.

www.ukba.homeoffice.gov.uk/studyingintheuk/adult-students/

Do you need advice before you apply?

In many countries you can meet a LUMS staff member at an Education Fair before you apply. We also have representatives and agents who can give personal advice on your application to LUMS in countries such as China, Cyprus, Greece, India, Japan, Nigeria, Taiwan and Thailand. See pages 110 and 111 for a full list of agents.

You can also contact former LUMS students for first-hand information about our programmes and life on the Lancaster campus. For a full list of alumni advisers, see:

www.lums.lancs.ac.uk/agents

Another useful source of advice is your local British Council office where there are specialist advisers who can answer general questions about studying in the UK – for a list of the countries in which there are British Council offices, see: www.britishcouncil.org

Further Information

LUMS Postgraduate Admissions

T: +44 (0)1524 510733

F: 44 (0)1524 5910739

E: gms@lancaster.ac.uk

www.lums.lancs.ac.uk/masters

Financial information

Studying at Masters or PhD level is a big financial investment. You need to consider your cost of living in addition to the tuition fee, so that you can plan your finances and manage your money. You will also need to provide evidence to the University and where applicable to the UK Home Office (for visa purposes), that you have the necessary funds to cover your tuition, accommodation and living expenses.

Tuition fees

Tuition fees refers to the fee which covers registration, tuition and examination. It does not include residential accommodation, living expenses, or charges for re-examination. The 2012/13 tuition fees will be confirmed in late 2012. Please check our website.

Living expenses

Living expenses will depend on the choices you make in where and how you want to live. Use the information below as a rough guide only.

Living in Lancaster is likely to be less expensive than in some large urban centres, as rents and some of the other living expenses tend to be lower. We recommend that you should allow at least £8,500 – £9,000 (at current prices) to support yourself for twelve months. If you will be bringing a partner and/or children, costs will be higher – you may need another £5,500 for your partner and £3,500 per child.

For further information on the accommodation available see page 100.

When do I pay my fees?

Tuition fees: If you are a self funding student, you can choose to pay your fees in two installments, in October and January. If you are sponsored, an invoice will be sent to your sponsor.

Accommodation fees: if you take up on-campus accommodation, rooms are let on a 50-week basis (October to late September) or a 40-week basis (October to mid July). You will need to pay each term, once you receive the invoice. Payment is normally made by a direct debit from a UK bank account.

Fees for on-campus accommodation can be found on page 100.

Help with expenses

If you have children, you may be eligible to claim Child Tax Credit or Working Tax Credit, depending on income. For further information contact the Tax Credits helpline on 0845 300 3900 or see: www.inlandrevenue.gov.uk/taxcredits

The University may also be able to help with the cost of pre-school childcare. This help is provided from the Access to Learning Fund for home students and from the Childcare Bursary for international students.

Practical advice on money management is available to students who are facing financial difficulties, or require general budgeting advice.

The University's Student Services administer the Government's Access to Learning Fund (ALF), which is available to help full-time and part-time UK 'home' students (doing at least 50% of a full-time programme, or 25% if disabled) with their living costs. For further information see: www.lancs.ac.uk/studentsservices/funding/alf

Financial Awards

There are also a variety of other general awards – studentships and scholarships – available from the University, through its Colleges and trust funds. Typically these are awarded competitively on the basis of academic ability, industrial experience, and financial need. Some of the other sources of internal and external funding are outlined in this section.

“The support network at Lancaster is excellent. As the course and class sizes are relatively small, we all knew each other and were able to help one another and study together when necessary.”

Erin Lee | KPMG

LUMS scholarships

In 2012, we are offering £1m in postgraduate scholarships. These include tuition fee scholarships, alumni awards (for recent Lancaster University graduates) as well as postgraduate scholarships and research studentships.

Programme scholarships

Are available for most programmes on a competitive basis. They typically range from £1,000-£3,000. All applicants (unless specifically outlined) are automatically considered. There is no need to complete additional forms.

You will be considered for a scholarship at the point of application. We will inform you by email, if you have been shortlisted for a scholarship. As funds are limited and allocated on a rolling basis we encourage you to apply early. There is fierce competition for places on our programmes.

Variations on application process and requirements are outlined in the entries for individual programmes. The value of individual scholarships will vary depending on the programme of study and academic performance.

UK/EU students

Economic and Social Research Council (ESRC) studentships

Lancaster University forms part of the ESRC's North West Doctoral Training Centre (NWDTC). A large number of studentships, covering tuition and maintenance are available for those wishing to study in areas covered by the ESRC at Lancaster, Liverpool or Manchester. Details of the provision and funding offered by the NWDTC are available at: www.nwdtc.ac.uk

International students

The British Government – through the Foreign and Commonwealth Office and British Council – offer a number of awards. These include:

- British Chevening Scholarships
- British Council Fellowships

In both cases, applications are made through the British Council in the student's home country.

Competitive scholarships

LUMS has 10 Competitive Fee Scholarships available for home and EU students to award for 2012 entry for those students applying for postgraduate taught programmes within LUMS.

Alumni Award: For recent Lancaster University graduates LUMS offers a £1,000 Alumni Award. The award is available to those applying for our Masters programmes, who have or are expected to achieve an upper second class honours degree within the last two years.

Commonwealth Scholarships (for students from Commonwealth or British dependent territories only), are administered by the Commonwealth Scholarship Commission in the student's home country.

There is a generous range of scholarships for international students funded by the University or by specific programmes, usually allocated on a competitive basis. For full information, application deadlines and eligibility criteria see: www.lancs.ac.uk/pgfunding

UK students only

Career Development Loans (CDL)

The Learning and Skills Council, together with three banks (Barclays, Co-operative and Royal Bank of Scotland) operate Career Development Loans, to support students through full-time, part-time or distance-learning programmes up to two years in duration.

You may normally borrow between £300 and £8,000 to help fund up to two years of learning. Loan repayments begin one month after graduation. See: www.lifelonglearning.co.uk/cdl/

Professional/business study loans

Most clearing banks offer professional study loans. Students pay a low interest rate during their study period, with the rate rising after graduation. For MBA students, the Association of MBAs runs a special loan scheme which can cover tuition fees and living expenses. See: www.mbaworld.com

Useful websites

British Council:

www.britishcouncil.org/learning-funding-your-studies.htm

British Federation of Women Graduates (PhD only):

www.bfwg.org.uk

Chevening Scholarships: www.chevening.com

Commonwealth Scholarships: <http://cscuk.dfid.gov.uk>

Commonwealth Scholarship and Fellowship Plan (CSFP): www.csfp-online.org

Lancaster University Awards:

www.lancs.ac.uk/pgfunding

UKCISA: www.ukcisa.org.uk

UNESCO: www.unesco.org/education/

World Bank: www.worldbank.org/wbi/scholarships

Further Information

Staff in the LUMS Admissions Office will be pleased to provide further advice. Please contact: gms@lancaster.ac.uk or visit our website
Taught students: www.lums.lancs.ac.uk/masters/funding/
Research students: www.lums.lancs.ac.uk/phd/funding

Accommodation

As a postgraduate student at LUMS, you have three main choices of accommodation:

1. A room or self-contained studio in the University's Graduate College,
2. A campus flat (for families) or flatlet (for couples), or
3. Rented accommodation off-campus.

The University's social and recreational life is organised around a strong college system, and as a postgraduate student you will automatically become a member of the Graduate College, whether or not you choose to live on campus. This is a purpose-built college, at the south end of the campus and is where most postgraduate students choose to live.

Graduate College accommodation

The graduate college is at the heart of a vibrant community of 2,000 postgraduate students from more than 100 different countries, providing many opportunities for you to socialise and share experiences. It is also a central part of your support network at Lancaster.

The facilities:

Most of the rooms in the College are en-suite, with private shower and toilet facilities. There are also a smaller number of standard rooms with shared bathrooms, and some slightly larger, higher specification self-contained studio rooms.

- All rooms have data points for access to the internet, email, the library catalogues and the campus network.
- There is also a telephone in each room. All cross-campus calls are free, and external call facilities are available on a pay per call basis.
- Kitchens are typically shared by six to eight students and are equipped with a cooker, microwave, fridge and freezer. Students need to provide their own cooking utensils, crockery and cutlery.
- Some rooms are specifically adapted for students with disabilities, including ground-floor rooms for wheelchair users or students with restricted mobility.
- There are social and study facilities, including a common room, games room, PC Lab, Bar and TV room.
- Students need to provide their own bedding and towelings.

Families and couples

There are a limited number of self-contained furnished flats on campus, suitable for families. Most have one bedroom, although there are some larger flats. The University is not able to guarantee accommodation for couples or children. If you are considering bringing your family to Lancaster, it is important for you to make arrangements in advance.

How much does the rent cost?

In 2011/12 rent, including heating, lighting and water, network connection and a basic cleaning service for communal areas (townhouses and studios do not have a cleaning service) were:

- En-suite rooms £102.60-£105.70 per week
- Standard rooms £85.40 per week
- Self-contained studios £126.00-£150.50 per week.

Rent for a typical postgraduate 'family house' on campus range from £135 – £163 per week (excluding bills), depending on location, facilities and number of bedrooms.

How do you apply?

We'll send you details about the application process once you confirm that you are accepting a place at Lancaster. Payment is normally made by a termly direct debit from a UK bank account.

If you are a full-time postgraduate student you are guaranteed single on-campus accommodation for your first year of study if you return your residence form by August (having already sent firm acceptance of place on a full-time programme of 9 months or more, beginning in September/October).

EU students receive the same guarantee if a residence application is returned by July.

Off-campus accommodation

LUSU Living is a dedicated housing service for postgraduates wanting to live off-campus. They offer a range of good quality houses and flats throughout South Lancaster for students and students with families. They manage 250 properties throughout Lancaster, and you can apply by visiting their office, emailing or completing their online registration. LUSU.housing@lancaster.ac.uk

Useful contacts

Campus accommodation Graduate College Residence Office:
E: gcro@lancaster.ac.uk

Campus flats enquiries:
E: flats@lancaster.ac.uk
www.lancs.ac.uk/accommodation

Off-campus accommodation LUSU Housing
T: +44 (0)1524 592170
E: housing.office@lancaster.ac.uk



“The campus is a great place to live... the student accommodation is ideal – Lancaster is such a wonderful place, and offers so many options for leisure activities, you will not feel deprived of anything.”

Dimitra Papachristou | MSc ITMOC

Join a worldwide community
of over 25,000
LUMS graduates



LUMS alumni

The personal and professional connections you make during your studies at LUMS endure long beyond your time at Lancaster. Our alumni service helps you keep these connections alive, and assists with your continuing professional and personal development.

Your future success enhances LUMS reputation, and LUMS' value success adds value to your degree. It is in our mutual best interest to support one another for the long term.

When you graduate, you will join a worldwide community of more than 100,000 Lancaster University graduates, around 25,000 of whom have completed programmes in business and management.

As a LUMS graduate, you will have access to a range of services and networking opportunities, and we encourage you to keep in touch with the School and each other.

Many alumni make valued contributions to the University and LUMS in a variety of ways:

- offering advice to applicants
- sharing experience and expertise with students as guest speakers, career mentors or providing projects and job opportunities
- donating funds to key projects aimed at improving the services LUMS offers
- enhancing the reputation of LUMS across the world through close involvement with local alumni groups

Events and networking

After you graduate, you gain access to our alumni networking site, 'Lancaster Online', providing an excellent means of social and professional networking. It contains information about events and activities at Lancaster as well as news, photo galleries and our online publications.

We offer career networking opportunities for graduates via 'Lancaster Online' and at these events. For more information see: www.alumni.lancs.ac.uk

LUMS has its own Alumni Office to complement the University's alumni activities and to provide a specialised service for LUMS graduates. We arrange reunions and also more formal business and academic events around the world.

News and information

You can read the latest news from the School and our alumni through the Ambassador magazine – available in print and online – and via our regular e-newsletter.

The dedicated alumni pages on the LUMS website provide details of alumni news, events and services as well as being a portal to other information for graduates.

Alumni groups

There are Lancaster alumni groups in international locations, including China, Greece, India and Hong Kong. Several other countries have informal alumni groups and these continue to grow. Graduates are encouraged to join their local group to benefit from additional networking opportunities.

See: www.lums.lancs.ac.uk/alumni/network

We encourage our alumni to join the UK Alumni Association in their home country where the British Council offers continuing support.

Alumni profiles and contacts

Graduates share their experiences of LUMS and Lancaster through alumni profiles which give useful insights into life at Lancaster. See: www.lums.lancs.ac.uk/alumni-profiles

If you would like to contact a Lancaster graduate from your country, details of alumni contacts can be found at www.lums.lancs.ac.uk/agents

Further information

For more information about alumni relations at LUMS, please contact LUMSalumni@lancaster.ac.uk



IT and study resources

When you arrive at Lancaster, you will be given a computer account which provides you with a Lancaster University email address, file storage space, high quality printing and personal web space. If you live on campus and bring your own computer, you can connect to the campus network from your room.

IT systems

LUMS is wireless-enabled, and some computer labs around campus offer 24-hour access, including several within the School. The PC labs provide a wide range of software, high quality printers, both colour and monochrome, and scanning facilities. All lab PCs are connected to the campus network and the internet. LUMS also has a large group work space located within the Lancaster Leadership Centre.

Virtual learning environment

The Lancaster University Virtual Learning Environment (LUVLE) is a web-based environment designed to support and enhance your learning experience. It is used by the Departments to disseminate lecture notes and handouts, example exercises and for online discussions.

Several LUMS programmes also use web-boards as a way of stimulating discussion inside and outside the classroom.

ISS

The University's Information Systems Services (ISS) provide a Help Desk to answer queries. ISS also provide online support pages for common problems. Specialised support staff are available to deal with technical enquiries and also help to integrate the use of IT into the learning process.

Some LUMS programmes include support courses in IT skills as an integral part of the programme, to help you manage the demands of your coursework.

ISS also run workshops for students, covering a range of IT topics. These include all aspects of Microsoft Office up to advanced level, production of websites and development of IT skills for academic purposes.

University library

The Library is a key resource for all postgraduate students and lies at the centre of the campus, in Alexandra Square, just a short walk from the Management School and Graduate College. The Library offers long opening hours with a self-issue facility.

The Library contains nearly a million items, subscribes to over 26,000 print and electronic journals and offers access to a wide range of online databases. The Library's online catalogue lists all the printed books, e-books and non-book materials in the collections. It also provides easily accessible links to the electronic journals. You can access the Library catalogue over the internet from anywhere in the world; you can also renew loans online.

The Metalib search portal acts as a gateway to the Library's extensive range of electronic databases. In the business and management area, the Library subscribes to Business Source Premier, ABI/Inform, Global market information database, FAME and many others. Databases are available to all registered students whether they are based on or off-campus.

Support is provided to LUMS students by specialist subject librarians who provide training sessions to student groups and help individuals with specific information enquiries.

Within the Library there are over 1,000 reading places and 230 computer work stations. It also has a wireless network, allowing you to work on your own laptop. Other facilities include self-service photocopiers (including colour), replay facilities for video, DVD and audio materials, a PC with a large monitor and voice recognition, a Tieman Colour Reader, and a Kurzweil Text-reading Machine.

Campus bookshop

There is a well stocked branch of Waterstones on campus, specialising in academic texts. In Lancaster there are two further bookstores, catering for more general fiction and non-fiction titles.



“Studying at Lancaster gave me the privilege of living in a multicultural environment. I got to know people from all around the globe, which I really value, and I also improved my inter-cultural communication skills.”

Hanna Lindblad | MSc Management



Health and welfare

There is a health centre on campus, run by a group medical practice. The practice provides a full range of NHS services and includes both male and female doctors.

Other medical facilities on campus include a private dental clinic, a pharmacy and a natural health care centre which offers alternative treatments such as acupuncture, holistic massage, reflexology, shiatsu, medical herbalism, aromatherapy and homeopathy.

“The helpful staff and friendly atmosphere of the Graduate College always made me feel safe and secure, even though I was far away from my homeland.”

Nuttasiri Pakarnseree |
MSc Advanced Marketing Management

Counselling and support services

If you should need support or advice while you are at Lancaster, there are several different places where you can turn for help.

The University's Student Based Services provides easy access to support and enhance your postgraduate experience. All services are available via The Base, our one stop enquiry desk at the front of University House.

The Lancaster University Students' Union (LUSU) provides free, independent and confidential advice on areas as diverse as coping with academic study, finance and health, and has advisers experienced in dealing with matters of particular interest to postgraduate students. Other LUSU services include a jobshop which helps students find locally-based part-time work while they study.

The University Counselling Service has an experienced team of counsellors who offer a confidential professional service to members of the University dealing with anxieties and stresses of various kinds.

Services for disabled students

We welcome applications from prospective disabled students and may be able to arrange site visits to discuss support arrangements. Student Services offer advice and guidance to students on disability issues relating to all aspects of study at Lancaster, including assessment and support for dyslexia, assessment for study aids and strategies and funding applications.

The Lancaster campus is compact, with pedestrians and traffic mainly kept separate. Nearly all parts of the teaching and public buildings are accessible and some adapted residential accommodation is available.

Facilities in the library include a Kurzweil Text-reading Machine, colour CCTV and Braille Embosser.

Chaplaincy centre

The Chaplaincy Centre is a multi-denominational place where you can pray and worship, reflect and contemplate, explore faith issues and ask questions, find support and encouragement and meet others. It has its own lounge and restaurant facilities and houses a natural healthcare centre. All members of the University are welcome at the Centre regardless of their religious affiliation.

International student advisory service

There is a strong support system for international students across the University. The International Student Advisory Service, based within the University's Student Services Office, is a central point of reference for all international students at Lancaster. The service provides assistance with visa extensions and other immigration issues, ensures on-going support and advice for any students in personal or financial difficulty, arranges a range of on and off-campus events for international students and can help with students' cultural adjustments to life in the UK.

The International Student Advisory Service also provide detailed information about arrival in the UK and onward travel to the University. There is a helpful Pre-arrival Handbook which gives details of how to prepare for studies in the UK – including visas, travel, money and banking, medical care, and living costs. There is a separate handbook for those who will be accompanied by their spouse and/or children. See www.lancs.ac.uk/student-services/international

Pre-arrival briefing sessions are available in many countries. These are organised in co-operation with our alumni, agents and the British Council, and are a great way to find out about all aspects of living in Lancaster before leaving home.

Pre-School centre

The Pre-School Centre is housed in a modern, purpose-built, well-equipped building on campus. It caters for children aged from three months up to five years. Its main aim is to provide a warm, caring and safe environment for children and to develop their abilities by using play and planned activities for all age groups.

The Centre has recently received an 'outstanding' Ofsted report and all staff have NNEB or equivalent qualifications.

The Centre is open for 50 weeks of the year, five days a week, with all-day, morning and afternoon sessions; it closes for University holidays at Christmas and Easter.

Useful contacts

Advice for students with disabilities
Christine Quinn, Student Adviser (Disabilities)
T: +44 (0)1524 592109
Minicom: +44 (0)1524 592111 (please use announcer)
E: c.quinn@lancaster.ac.uk
www.lancs.ac.uk/student-services/disabilities

Pre-School Centre
T: +44 (0)1524 594464
E: pscentre@lancaster.ac.uk
www.lancs.ac.uk/depts/pre-school



Sport and leisure

When you need a break from studying, Lancaster offers an enormous range of activities, both on and off campus.

Student societies

A popular way to learn new skills and meet like-minded people is to join one of the many student clubs and societies. There are over 100 clubs, covering activities as diverse as ballroom dancing and backpacking to sky-diving and investment – and if you don't fancy any of the existing societies, you could always start your own!

For postgraduate students, the Graduate Students Association (GSA) plays an important role. This is a student-run representative body to which all postgraduates automatically belong. The GSA not only looks after the interests of postgraduate students on and off campus, but also organises a wide variety of social activities, including trips to various cities and the annual graduate extravaganza, Gradstock.

Sports

Sport plays a prominent role in life at Lancaster and the opportunities to take up a sport are plentiful. Student societies cater for almost any sport imaginable, from horse-riding, cricket and football to less familiar sports such as unicycling, korfbal and taekwondo.

The University has recently opened its new £20m sports centre. The state of the art facility offers a 25 metre swimming pool with 8 lanes, climbing wall and bouldering cave, health & fitness suites, sauna and steam room, multi-functional space, sports hall with eight badminton courts, four squash courts and outdoor changing facilities. Outdoor facilities include floodlit synthetic pitches, rugby and football pitches, tennis and netball courts, and a bowling green.

University teams cater for those who excel at a particular activity, but if your focus is more on fun than competition there is a thriving inter-college sports programme throughout the year. You don't have to join a society to keep fit, though – many students simply jog around the campus or the quiet lanes which lead down to the nearby village of Galgate, or cycle into town along the cycle path.

Other facilities in the local area include golf courses, sailing on the River Lune, and sport and fitness clubs in the city.

Arts and culture

For lovers of classical music, the campus is home to the Lancaster International Concert Series which attracts national and internationally renowned artists as well as capitalising on the wealth of talent within the region. Each year there is a varied programme which includes orchestral concerts, chamber music, events for young people, jazz, world music, early music and contemporary music. One of the largest campus societies is the music society which runs a symphony orchestra, a choir, wind band and big band.

The campus also has its own professional studio theatre, the Nuffield Theatre, which commissions new work and presents up to 30 professional shows a year – featuring innovative theatre, contemporary dance, live art and multimedia from some of the best known companies in the UK and abroad.

The University's Peter Scott Gallery presents a varied programme of temporary exhibitions, and houses the University's art collection. There are also exhibitions in the public galleries of the Ruskin Library, which house the books, manuscripts and drawings of John Ruskin, the eminent Victorian critic of art, architecture and society.

There is a campus-wide radio station, Bailrigg FM, and one of the largest student film societies in England, showing a number of films each week, ranging from the latest blockbusters to arthouse and foreign films.

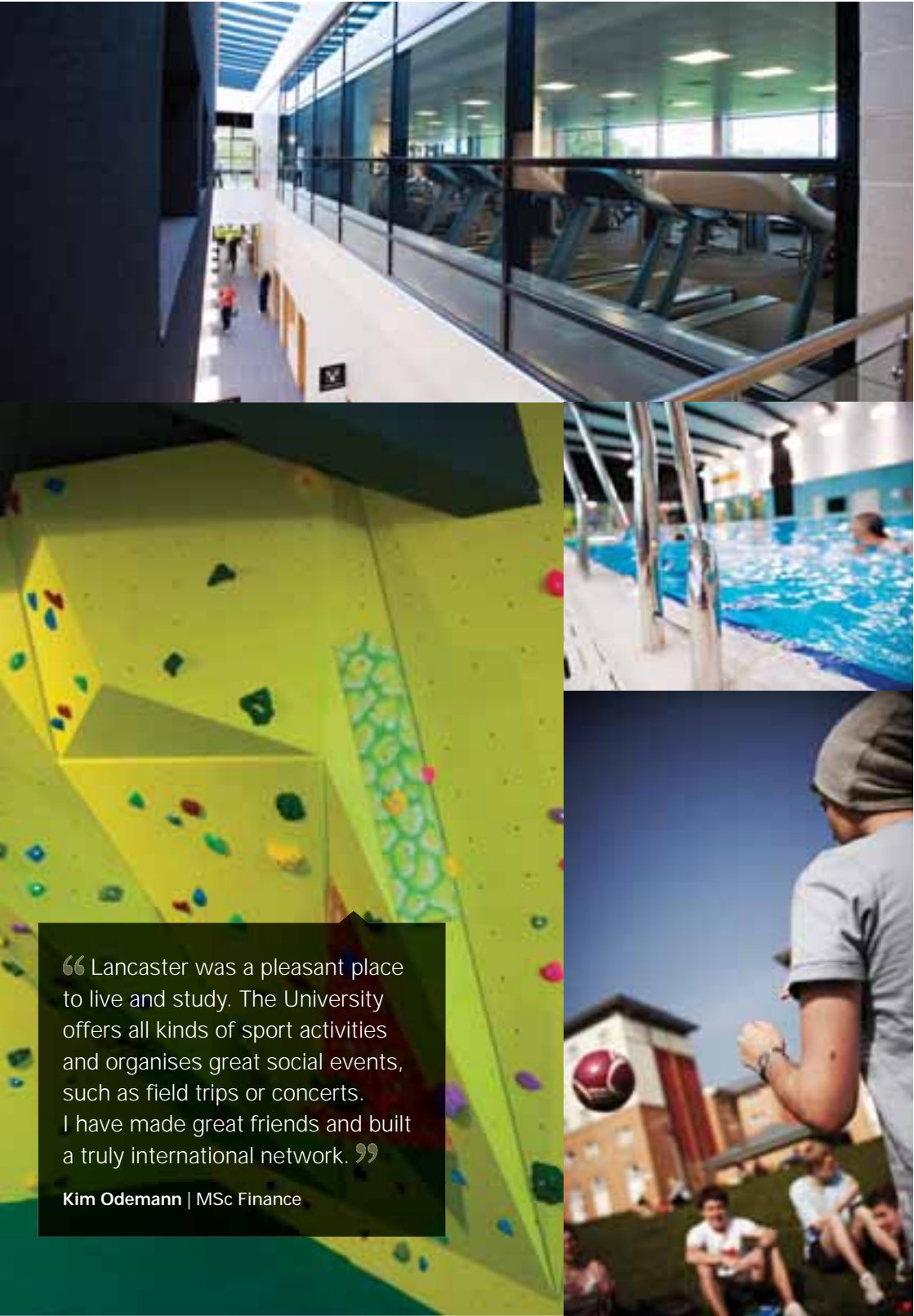
Volunteering

One way to get involved in the life of the local community is to take up the volunteering opportunities offered by the Lancaster University Volunteering Unit. Projects range from helping community organisations to improve their use of IT, working to reduce crime, and taking arts and music into local primary and secondary schools.

It can be an ideal way to use your skills, energy and experience to make a difference to others – and at the same time, it gives you the chance to test out your aptitude for particular types of work, gain new skills and valuable experience.

Useful contacts

- Graduate Student Association: www.lancs.ac.uk/users/gradschool/gsa.htm
- Student societies: www.lancs.ac.uk/socs
- University Sports Centre: www.sportscentrelancaster.co.uk
- University of Lancaster Music Society: www.ulms.org.uk
- Peter Scott Gallery: www.peterscottgallery.com
- Ruskin Library: www.lancs.ac.uk/depts/ruskinlib



“Lancaster was a pleasant place to live and study. The University offers all kinds of sport activities and organises great social events, such as field trips or concerts. I have made great friends and built a truly international network.”

Kim Odemann | MSc Finance

Official overseas representatives

We have official representatives in the following countries who you can contact directly for further information.

BOTSWANA

Mr John Luke
tel: +44 (0) 29 2075 8032
email: john@luke-uni.co.uk

CHINA

UKEAS Shanghai (Head Office)
tel: +86 21 6468 3535
email: shanghai@ukeas.com.cn
www.ukeas.com.cn

Beijing JJJ
tel: +86 10 6568 5656
email: serviceuk4@jjj.cn
www.jjj.cn

D & LT Harbin
tel: +86 451 8230 7080
email: info@edubridge.com.cn
www.edubridge.com.cn

EIC Group
tel: +86 20 2833 9966
email: eic@eic.org.cn
www.eic.org.cn

CYPRUS

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tel: +357 2235 3321
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GREECE

Dimitris Valsamis
tel: +30 210 524 8300
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www.fcollege.gr

HONG KONG

Education UK
tel: +00852 252 59849
email: eduk@educationuk.com.hk

INDIA

Chopra Consultants
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www.chopraconsultants.com

Edwise International
(Head Office – Mumbai)
tel: +91 22 2200 3338
email: mumbai@edwiseinternational.com
www.edwiseinternational.com

JAPAN

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(Head Office – Tokyo)
tel: +81(0)3-5367-3315
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www.beo.jp

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Mentor International – Bangkok
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www.mentor.ac

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IQ Education Consultants
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www.studyacrossthepond.com

VIETNAM

ISC – UKEAS (Head Office – Hanoi)
tel: +84 4 220 0304
email: isc@iscvn.com
www.isc.vn

Further Information

LUMS Postgraduate Admissions
T: +44 (0)1524 510736
F: 44 (0)1524 5910739
E: gms@lancaster.ac.uk



Travel Information

Getting to Lancaster

Lancaster University is located near to major air, road and rail links. It is easily accessible from major cities throughout the UK, and from most countries around the world.

Getting around the UK from Lancaster

Lancaster is ideally situated in the centre of Britain, providing easy access to all parts of the UK by road or rail. Lancaster station is on the main London to Scotland West Coast rail line, with direct services to London, Birmingham, Manchester, Leeds, Glasgow and Edinburgh.

The M6 motorway, one of the UK's major highways, can be reached in five minutes from the Lancaster campus, and provides fast motorway links to most of the UK's major cities.



The campus is set on 360 acres of beautiful parkland



Department Location

- Geography - Lancaster Environment Centre
- Graduate Centre - Bowland Tower East Wing
- Health Research - Furness College
- History - Furness College
- Imagination at Lancaster (LUCA) - County South
- Information Systems Services Helpdesk - Learning Zone
- Institute for Advanced Studies - County South
- Institute for Cultural Research - County South
- Institute for Entrepreneurship - Management School and Enterprise Development
- Law School - Bowland North
- Learning Development Centre - Ash House
- Linguistics and English Language - County South
- Management Development - Management School
- Management Learning and Leadership - Management School
- Marketing - Management School
- Mathematics and Statistics - Fyde College
- Medicine - Faraday Building
- Music (LUCA) - Music Building
- Natural Sciences - Faraday Building
- North West Regional Studies - Fyde College
- Organisation, Work and - Management School
- Pharmacy - Ballrigg House
- Philosophy - Furness College
- Photography (Folio) - County College
- Physics - Physics Building
- Politics and International Relations - County College
- Psychology - Fyde College
- Religious Studies - Bowland North
- Research and Enterprise Services - Bowland Tower South
- School of Health and Medicine - Physics Building
- Sociology - Bowland North
- Studies (LUCA) - Great Hall Complex
- Theatre Studies (LUCA) - Great Hall Complex
- Uni Print (Folio) - County College

Department Location

- Accounting and Finance - Management School
- Administration - Central - University House
- Applied Social Studies - Bowland North
- Biological Sciences - Lancaster Environment Centre
- Biomedicine and Life Sciences - Lancaster Environment Centre
- Careers (CEEC) - University House
- Centre for Gender and Women's - Bowland North
- Centre for Research in Human - Wheelwell Building
- Development - Wheelwell Building
- CEFAD - Bowland Hall
- Computing and Communications - InfoLab21
- Counselling Service - Furness College
- Dentist - Ballrigg House
- Disabilities Service - Management School
- Educational Research - County South
- English and Creative Writing - County College
- Environmental Science - Lancaster Environment Centre
- European Language and Cultures - Bowland North

Lecture Theatres

- Biology Lt 43a
- Bowland Lt 28
- Bowland North Small Lt 23
- Elizabeth Livingston Lt 23
- Frankland Lt 27
- Faraday Lt 42a
- Fyde (Lt 1-3) 47a
- George Fox Lt (1-6) 55
- Management School Lt (1-3) 53
- Management School Lt (1) 52a
- Management School Lt (2-4) 52b
- Management School Lt (3-4) 52c

Key

- One way system (Pay & Display)
- Due for completion in 2010/2011
- Parking for visitors (Pay & Display)
- Bus stop



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