



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Department of Management PhD Student Handbook 2009/10

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Welcome to PhD Students

Welcome to the Department of Management and to the LSE.

The Department of Management has recently been created to provide a multi-disciplinary environment for research and teaching in Management at the School. Its formation offers numerous exciting opportunities for new doctoral students, in terms of intellectual environment, academic life and research support. The Department is intended to supplement the longstanding research strengths of the existing groups, and this is reflected in our federal structure. LSE has long been a leader in the study of social sciences and this is an exciting and innovative time for management research at the LSE, with more opportunities than ever for PhD students to study cross-disciplinary themes as well as to specialise in their chosen disciplines and fields. I hope you are able to exploit them to the full, and the years of your PhD here prove to be a exciting and productive.

This handbook contains general sections as well as a dedicated section from each of the Groups. I hope you find the material helpful and interesting and wish you a memorable and productive PhD experience.

A handwritten signature in black ink, appearing to read 'Saul Estrin', with a large, sweeping underline.

Saul Estrin
Head of Department

About the Department of Management

The Department of Management (DoM) was formally established in 2006. The Department brings together four existing units of the School – Employment Relations and Organisational Behaviour (formerly Industrial Relations), Information Systems and Innovation (formerly Information Systems), Managerial Economics and Strategy (formerly the Interdisciplinary Institute of Management) and Operational Research.

The Department's mission is to produce both specialised and interdisciplinary research of world class quality and to deliver teaching programmes that reflect the breadth of our knowledge to an international student body.

Aims of the PhD Programme

It is an exciting time to engage in doctoral research into management. The world economy, organisations, and their members and stakeholders are changing rapidly. With established management theories, born of previous models of industrial organisation, we struggle to understand current changes so that we may better act upon them. A major challenge for new doctoral students is to contribute to new understanding and new practice by means of their research. By virtue of its strength across all the social sciences, and the presence of many who work on the changing environment in which organisations operate, LSE offers a superb milieu in which to undertake such research. The DoM doctoral programme seeks to encourage students to tackle the big questions facing management now and in the future, and to draw on the richness and variety of social scientific approaches within LSE.

We encourage students to establish a strong foundation in the theory and methods of their home discipline, while at the same time reaching out to work in other, related, areas. We recognise that many of the most important economic and social changes occur at the boundaries between established disciplines. We have therefore to add to these disciplines by tackling new problems, and looking across disciplinary boundaries.

The organisation of our programme reflects this philosophy. We have four discipline-based doctoral programmes located in each of the groups within the DoM, and these provide core supervision, and their own research seminar series. However, we want to encourage all of our students to become strongly aware of the wider context of their own research, within management and more widely. The problems organisations confront do not occur in neatly demarcated academic zones, and even when they do, their origin often lies in interaction between a range of different management issues. For this reason, we place a heavy emphasis on attendance at inter-group research seminars which will involve contributions from both doctoral students and faculty. We are also designing a PhD in Management, which will be open to applicants from in 2010.

We also wish to encourage students with appropriate backgrounds to tackle cross-cutting issues in their theses. LSE operates a system of first and second supervisors. In such cases, the two supervisors would normally be drawn from different disciplinary backgrounds, reflecting the needs of the thesis.

By setting up the new DoM, LSE intends to give fresh impetus to research and teaching in Management. We are keen to develop a distinctive 'LSE approach' to the subject. We do this by encouraging innovative research which builds on our strengths while extending into new areas. Our doctoral students and their supervisors are the embodiment of this venture.

PhD Programme Structure

The purpose of establishing this Programme Structure is to ensure appropriate and equitable treatment of students, so that they and their supervisors shall be aware at all stages of the procedure of their mutual rights and responsibilities.

Research Training

Historically, doctoral researchers were expected to develop their skills by trial and error; today we recognise the need for a far more structured approach.

You will be expected to acquire, if you do not already possess, a general understanding of the research process, including an appreciation of the ethics of social research, and specific skills in both quantitative and qualitative research. Even if you do not expect to use the full range of methods in your doctorate, a rounded familiarity is necessary so that you can justify your own choice of research design, so that you can critically understand academic literature which uses different techniques, and so that you can use the different competences in your subsequent career. To use the current jargon, the training provided will be a source of 'transferable skills'. You will also probably need, or find it useful, to extend your range of subject-specific disciplinary expertise.

The Economic and Social Research Council (ESRC) has published detailed Post-graduate Training Guidelines.

[\[http://www.esrcsocietytoday.ac.uk/ESRCInfoCentre/opportunities/postgraduate/pgtrainingpolicy/\]](http://www.esrcsocietytoday.ac.uk/ESRCInfoCentre/opportunities/postgraduate/pgtrainingpolicy/)

You will find it useful to read these; particularly the section for Management and Business Studies, and any specific disciplines relevant to your field of study. These Guidelines shape our own approach to research training.

The School also offers advanced skills training for doctoral students in their second and subsequent years. Your supervisor(s) will advise on these.

Course Guide details can be accessed from the School's on-line Calendar
<http://www.lse.ac.uk/resources/calendar/Default.htm>

Supervision:

The supervisor's role is to support students in developing their methodological and analytical skills and to guide them in achieving the tasks necessary to complete the thesis successfully. Supervisors will read and comment on drafts and chapters. The emphasis is on support and guidance. The momentum must come primarily from the student. It is important that the relationship that you develop with your supervisor is right for the way that you both work, and for the subject matter of your research.

Each student will normally have two supervisors, one principal and one associate supervisor. The second supervisor is usually a colleague whose expertise complements that of the main

supervisor. It is important that the division of labour between the supervisors should be clearly defined, though this may also alter over time.

The School has a more extensive Code of Practice regarding supervision, to which the Department adheres, and this is included on page 10 of this handbook.

In the first year or so of the research, it is not unusual for students to have a relatively unfocused picture of their research, and so for there to be relatively frequent meetings. These meetings may well seem inconclusive and very discursive, precisely because the research area is ill-defined. Later on, when the ideas have clarified and the focus is sharper, there may be fewer meetings which are more structured. In the period of writing up the thesis, the meetings may be more frequent but also more businesslike and less discursive, as befits writing a thesis to a deadline.

There is no single correct type of relationship: whether and how the supervisory relationship works effectively depends very much on the individuals involved. Within this fluidity, however, the key moral is that you should *learn to manage your supervisor!* To do this, there are certain issues that you might usefully bear in mind: all revolve, appropriately enough for research in social science, around the role of *communication*:

- be active in arranging meetings;
- frame ideas and issues for discussion so as to ensure that you derive maximum benefit from the meetings;
- you may wish to have a written record of the discussion at each meeting;
- always go into a meeting with your supervisor with a clear idea of what you want to gain from that meeting (a formal or informal agenda), and leave it with an equally clear idea of whether you have achieved what you wanted.

Please try to *keep appointments* punctually, and ensure that, if arrangements have been made for written work to be handed in before the meeting, you adhere to them. If you must break an appointment, please give your supervisor as much advance notice as you can.

The *style of working* that you adopt with your supervisor should be made as *explicit* as possible – try to be clear about what you can expect, and what he or she can expect from you. To give you the support you need, they need first of all to know what you need: e.g.,

- if you work best with strict deadlines and precise guidelines, or with more fluid timetables and structures;
- if you work best with regular, frequent meetings, or with more time to ruminate;
- if you want to keep your life outside the research separate from your supervisory relationship, or if you work best with more personal support.

The *type of feedback* that you receive will also depend on the nature of your relationship. It is important to realise that the best supervision in the longer term is not always the most effusive or positive in the short term:

- criticism is a vital part of developing research;
- the value of a discussion may not be evident until some time later.

The *communication* between you and your supervisor will depend on the specifics of your relationship. It is important to establish ground-rules for communication with your supervisor at the outset. e.g.,

- some may not mind being telephoned at home, others might;
- some may prefer to use email, others might not;
- some may welcome frequent informal contact, others might not.

The *flow of information* between you and your supervisor is critical to a fruitful working relationship: If you are experiencing difficulties in carrying out an aspect of research that you have agreed should be done, let your supervisor know – there is more than one angle from which to attack a problem! Also let your supervisor know if you are experiencing other problems that might have an impact on your research (e.g., financial, health or other difficulties), they may be able to help.

There are times in all MPhil/PhD research when the student spends some time on an avenue that turns out to be relatively fruitless, and despondency ensues; such a period is quite normal and does not in any way reflect negatively on the ultimate quality of the research – high-quality research is as much about discovering what is not relevant as it is about discovering what is relevant, and no-one's first intuitions are infallible. Once again, though, if you think you have gone along a blind alley, discuss it with your supervisor.

Supervisors have other responsibilities, and cannot drop everything to deal with your requirements. To ensure that supervisors get an opportunity to read work before it has been handed in, it is important to give as much notice as possible.

If you feel that the feedback or direction that you are receiving does not meet your expectations, then it is vital to raise this with your supervisor:

- they may decide to alter their approach;
- they may put you in touch with someone else whose approach more closely mirrors your expectations.

Specialist knowledge:

- If your research field touches on areas outside your supervisor's sphere of competence, your supervisor is responsible for putting you in touch with specialists who could help you;
- Reciprocally, if you do receive advice and feedback from someone other than your supervisor, you should let them know about this, and discuss lines of demarcation of responsibility for advice.

In the first year:

- Your supervisor should, after discussion with you, taking into account your past experience and qualifications and research area, determine precisely which training courses you should take;
- If you are from abroad or from another part of the country, the supervisor has a responsibility, initially, to ensure that you are not socially isolated;
- Your supervisor should help you to formulate an explicit plan of work for the first year;
- You should meet your supervisor for formal supervisions at least three times per term.

Frequency of meetings:

- Responsibility for arranging meetings falls *jointly* on you and your supervisor;
- The actual number of times that you meet your supervisor for formal supervisions over a term should not fall below the *minimum* set in the School's Code of Practice (twice a term)

outside the first year, on average), but should be flexible enough to cope with the ebb and flow of research work:

- If you have an urgent problem, your supervisor should arrange a meeting at short notice;
- if your supervisor is planning to be absent from the School for a period of time, they should make arrangements for maintaining contact for that period, or come to an agreement with you over work to be completed in that period, so that your research does not suffer as a consequence.

Annual reviews:

A formal review committee assesses the progress of all MPhil/PhD students on an annual basis. It is important, in order to maintain and monitor progress, and to respond to any problems that may arise, that progress towards completion be regularly reviewed. Your completed Progress Report Form will ensure that you are automatically registered for the next academic year.

Membership of the review committee:

The review committee will normally comprise the student's supervisor(s), the research degree programme director (RDPD), and one or two other academics.

Upgrading:

The upgrade process varies according to your host group. However, it is the normal expectation that the decision to upgrade a full-time student from MPhil to PhD will be made either at the first formal review or by the end of the second year of registration, and for part-time students, respectively at the end of the second and third reviews.

Upgrading may take place earlier for students who have successfully completed research MScs such as MSc ISOR or the MRes.

Materials to be submitted for the upgrade review

The materials submitted for the upgrade review may include examples of written work, such as a draft chapter or literature review, an abstract, and an outline. The review committee may also require a presentation by the student, and where the group requires it, the upgrade decision may also be conditional on exam performance. The groups will advise their students as to the content and nature of the material required for the upgrade review as this will depend on the subject of the thesis.

The review committee will assess whether the materials submitted form the basis for a thesis which will meet the School's requirements for a PhD and can be completed within the recommended period of 3 – 4 years.

Outcomes of the upgrade decision:

The upgrade committee will normally make one of the following four decisions:

- a) upgrade with permission to register for a PhD;
- b) postpone upgrading until a second review at the end of year 2, or at a time agreed by the review committee.
- c) no upgrade and register for MPhil;
- d) termination of registration.

Structure of the thesis

The thesis may be presented:

- a) as an integrated whole, as in a conventional thesis
- or
- b) as a series of publishable papers with an introduction, critical discussion and conclusion

Details on the requirements of either option are specified in point 29 of the School Regulations.

<http://www.lse.ac.uk/resources/calendar/academicRegulations/regulationsForResearchDegrees.htm>

The decision as to which is the appropriate model for the student's thesis will be taken in conjunction with the supervisor, and confirmed by the review committee at the time of upgrading.

In the case of the publishable papers model, the upgrade committee may also give further guidance to the student as to the desirable scale of the other components of the thesis. Such advice should be given to the student in a formal letter from the research degree programme director (RDPD), communicating the committee's decision. The letter should also communicate any additional advice from the review committee about the nature of the research and the proposed completion dates.

Appeals:

If a student wishes to appeal against failure to be upgraded (after the second attempt) he or she should refer to the appeal procedure contained in the Regulations for Research Degrees.

Further advice is available from the Research Degrees Manager, Matthew Brack. m.brack@lse.ac.uk

Code of Good Practice for Research Students and their Supervisors

Reference to 'departments' in this document includes institutes

Introduction

1. This code of practice is intended as guidance on the relationship between the student, the supervisor and the department. It sets out the minimum required of these three parties. Further advice can be obtained from the Research Degrees Manager. The *Code* may be supplemented by separate departmental codes and guidelines covering specific departmental practice, information on which can be obtained from your Departmental Manager.

2. The University of London's *Ordinances*¹ and the School's *Regulations for Research Degrees*² define the formal requirements and these are published in the online *Calendar*³. They should be read in conjunction with this *Code of Practice*. Matters dealt with in the *Regulations* are not normally repeated in this document.

3. In addition, all students are bound by the School's *General Academic Regulations*⁴ which contain, inter alia, the School's policies on equality and diversity, and disability; the *Disciplinary Regulations for Students*⁵; the *Rules Relating to Student Activity*⁶; the *Drugs and Alcohol Policy*⁷; the *Research Ethics Policy*⁸ and the *Code of Practice on Free Speech*⁹.

Students' attendance and residence

4. Regulations governing the registration, attendance and examination of students are published annually in the School Calendar. You and your supervisors should acquaint yourselves with these regulations. Different regulations are in force for students whose registration began before October 1993. Slightly different regulations are in force for students first registered before the academic session 2007/08 who have opted to take their degree from the University of London rather than LSE.

5. When a student reaches the end of their maximum period of registration (laid down in the Regulations for research degrees or the regulations for the specific programme) the expectation will be that their registration will be terminated. In exceptional circumstances (such as disability) the School may agree to the extension of the maximum period, but there

¹ [http://www.london.ac.uk/66.html?&no_cache=1&sword_list\[\]=ordinances](http://www.london.ac.uk/66.html?&no_cache=1&sword_list[]=ordinances)

² <http://www.lse.ac.uk/resources/calendar/academicRegulations/regulationsForResearchDegrees.htm>

³ <http://www.lse.ac.uk/resources/calendar/>

⁴ <http://www.lse.ac.uk/resources/calendar/academicRegulations/generalAcademicRegulation.htm>

⁵ <http://www.lse.ac.uk/resources/schoolRegulations/disciplinaryRegulationsForStudents.htm>

⁶ <http://www.lse.ac.uk/resources/schoolRegulations/rulesRelatingToStudentActivities.htm>

⁷ <http://www.lse.ac.uk/resources/schoolRegulations/studentDrugsAndAlcoholPolicy.htm>

⁸ <http://www.lse.ac.uk/collections/researchAndProjectDevelopmentDivision/researchPolicy.htm#generated-subheading3>

⁹ <http://www.lse.ac.uk/resources/schoolRegulations/codeOfPracticeOnFreeSpeech.htm>

can be no guarantee that this will be allowed. In general, students needing extra time because of, for example, personal problems, would be expected to interrupt their studies rather than apply for an extension.

6. You should normally live within easy reach of London. You may live outside London with the permission of your department and on condition that you keep in regular contact with your supervisor.

The student-supervisor relationship

Allocation and change of supervisor

7. Supervisors are normally assigned to students at the time an offer of admission is made. Every student is entitled to a lead supervisor who is a full-time member of the academic staff of the School. In order to provide additional academic input and to provide continuity in the event of the first supervisor ceasing to perform that role, every student will normally also have additional supervision which may take the form of:

(a) Co-supervision, i.e. joint supervisors with broadly similar responsibilities (for example where the student is working on an interdisciplinary topic).

(b) A lead supervisor and an adviser. In general, an adviser would:

1. be familiar with the student's progress, but not need to be an expert in the student's precise field, or expected to read all the work submitted;
2. provide generic guidance and support rather than detailed academic guidance;
3. where appropriate, be involved in review or upgrade processes;
4. countersign any annual progress report forms;
5. provide a continuing point of reference in the event of the lead supervisor becoming unavailable as a result of retirement, sickness or sabbatical;
6. meet with the student at least once a year.

(c) Team supervision, i.e. a small group of named individuals who are known to the student, familiar with their work, and available to the student for consultation about their research.

It would be for the Doctoral Programme Director to determine the precise role in individual cases. In exceptional cases, and particularly where one of the supervisors is not a full-time member of the academic staff of the School, alternative arrangements may be made by the Doctoral Programme Director.

8. The School cannot guarantee that students will be able to work with any particular teacher they want, nor that they will have the same supervisor throughout their period of study at the School. Nor can the School guarantee to provide supervision where the thesis topic has gone beyond the subject area on which the student was admitted to the School although it will make reasonable efforts to do so. If no such arrangements can be made the School reserves the right, as a last resort, to terminate the student's registration.

9. When a member of staff comes within four years of retirement, the Doctoral Programme Director will ensure that co-supervisors are appointed for the students he or she supervises if it seems likely that they will not have completed by the time the supervisor retires, on the

basis that the co-supervisor will then take over as lead supervisor.

10. If the initial allocation of supervisor turns out to be inappropriate, a change of supervisor may be effected through the Doctoral Programme Director or Head of Department on the initiative of the student or supervisor, preferably in the first year.

Obligations and responsibilities of students

11. You should submit written work regularly as requested by your supervisors.

12. You should take note of and act on the guidance and feedback from your supervisors.

13. You should word-process all material in a format agreed with your supervisor.

14. You should, as a matter of courtesy, inform your supervisor of other people with whom your work is being discussed.

15. It is your responsibility to seek out your supervisor, not vice versa; you should have your own programme of topics for discussion.

16. If you want to issue questionnaires you must first secure your supervisor's approval, and, if you wish to use the School's address for this purpose, the text of any communication must be approved by the supervisor before it is sent.

17. You should make yourself familiar with, and ensure that your research complies with, the School's *Regulations on Assessment Offences and Plagiarism*¹⁰ and the *Regulations on Assessment Offences: Offences Other Than Plagiarism*¹¹. The School considers plagiarism a serious offence and any accusation of plagiarism will be dealt with under these regulations.

18. You must inform the Research Degrees Office in advance if you want to interrupt your studies or intend to withdraw from your course.

Obligations and responsibilities of supervisors

19. The supervisor should have knowledge of a student's subject area and theoretical approach.

20. There should be regular meetings between student and supervisor. Full-time students have the right to see their supervisor at least three times a term in the first year and twice a term thereafter. Part-time students have the right to see their supervisor at least twice a term in the first year and once a term thereafter. It is usually advisable to arrange the time of the next meeting at the end of each supervision session.

21. Supervision sessions will naturally vary in length but on average they should last for at least one hour. They should be as far as possible uninterrupted by telephone calls, personal callers or departmental business.

22. A student should be given some response on written work, either orally or in writing, within one month of it being given to the supervisor. If, because the written work is very long

¹⁰ <http://www.lse.ac.uk/resources/calendar/academicRegulations/RegulationsOnAssessmentOffences-Plagiarism.htm>

¹¹ <http://www.lse.ac.uk/resources/calendar/academicRegulations/RegulationsOnAssessmentOffencesOtherThanPlagiarism.htm>

or because of other pressing demands on time, it is unlikely that the supervisor will be able to respond to the student's work within a month, the supervisor should indicate this to the student and give a time when a response will be made.

23. If the student has an urgent problem the supervisor should deal with the matter by telephone or e-mail or arrange a meeting at short notice.

24. The supervisor should assist new students to identify their research training needs at the outset, plan their time and draw up a framework within which the research is to progress. The plan should mark out the stages which a student will be expected to have completed at various points in the research period. The supervisor should be aware of the requirement of some funding bodies that continuation of funding past the first year can be contingent upon a successful upgrade from MPhil to PhD and should help students with such awards to plan their work accordingly.

25. For continuing students the supervisor should advise whether the research can feasibly be completed in the recommended period or whether a more realistic project should be attempted.

26. Research students are normally eligible to attend any course of lectures run by the School or the University (there are some exceptions in the case of self-financing institutes or other colleges of the University for which additional fees may be payable). Supervisors should advise which courses may complement the field of research.

27. The supervisor and the department should be responsible for introducing the student to the wider research community within LSE and outside the School. The supervisor should take an active part in introducing the student to meetings of learned societies, seminars and workshops and to other research workers in the field. The supervisor should give advice on publication and put the student in touch with publishers where appropriate.

28. The supervisor is responsible for nominating the external and internal examiner for a student's viva and for arranging a mutually convenient date between the two examiners and the student. There should be no unreasonable delay in examining a thesis once it has been submitted. Three months is a reasonable maximum in most circumstances.

29. The supervisor should assist the student with his or her applications for funding to research councils and other organizations.

30. The supervisor must be involved in any fieldwork risk assessment completed by the student.

Obligations and responsibilities of the Doctoral Programme Director

31. The Doctoral Programme Director has the following specific responsibilities:

(a) ensuring the induction of new research students;

(b) allocating and training supervisors;

(c) ensuring that progress monitoring procedures for all research students are properly carried out;

(d) monitoring submission rates in the department;

(e) developing appropriate research training;

(f) acting as an advocate for research students in the department.

32. Doctoral Programme Directors should ensure that:

(a) no student is allocated to a supervisor who has an insufficient knowledge of the student's area of research and theoretical approach.

(b) all research students have a lead supervisor who is a current full-time member of the academic staff of the School. Members of staff on sabbatical or other leave and retired members of staff may not act as the lead supervisor for a research student. If staff who are on leave or who retire wish to retain their supervisory responsibilities the Doctoral Programme Director must ensure that the student has, in addition, a supervisor from the full-time academic staff of the School.

(c) teachers do not have sole supervisory responsibility for research students until they have passed their major review.

(d) no supervisor is overloaded with supervisory responsibilities – the supervisor's total workload should be taken into account when establishing his or her appropriate maximum number of research students.

(e) supervisors have the training and support they require to undertake effective supervision. This support might include recommending a supervisor to attend various training courses, conferences and seminars; teaching relief; and adjustment of other departmental responsibilities to take account of the supervisory load. The appraisal system might be used to identify training needs but the Doctoral Programme Director should also consider reviewing supervisors' responsibilities on an annual basis.

Obligations and responsibilities of the Head of Department

33. The Head of Department is responsible for ensuring that a member of staff is appointed as Doctoral Programme Director for the department.

Research training and support

34. All students are recommended to acquire keyboard and, where necessary, computer skills. If a student does not have these skills before registration Information Technology Services should be asked to advise on suitable training.

35. All students should have training in appropriate research methods. They should attend appropriate courses provided by the Methodology Institute and the Teaching and Learning Centre.

36. Each department should establish, where appropriate, a collective research training programme for its students.

37. Each department should, where appropriate, arrange regular seminars for students which all students will normally be expected to attend and participate in on a regular basis. In the first year of a student's study these might concentrate on research methods. In subsequent years of study seminars should allow the opportunity for students to present and discuss their own work.

Progress and review

38. By the end of the first year (the first eighteen months in the case of part-time students), the student should have defined the area of research, become acquainted with the background knowledge required, including research skills, familiarized him- or herself with

the appropriate literature and have a framework for the future progress of the research with a timetable for the next two or three years (three or four years in the case of part-time students). The student should have produced a substantial amount of written work, even if only in draft form. 'Substantial' should be defined by the supervisor or department at the outset. There may be specific, published departmental practices which, because of the nature of the subject, vary from this model.

Progress reviews

39. Each department should communicate in writing to all its students what expectations it has for their progress, the specific departmental review procedure, and the timetable for upgrading to PhD where appropriate.

40. A student's progress should be the subject of a major review by the department within the time specified in the regulations.

41. This review must involve at least one member of the academic staff other than the supervisor. Progress will be reviewed on the basis of an appropriate substantial area of the research. The reviewers must have the opportunity of reading this work in good time before the review meeting.

42. Students must complete and forward to their supervisor their annual progress report form. Failure to do so will result in their not being registered for the next year of their course.

43. Each department should inform the Research Degrees Manager, no later than the end of each academic year, of the names of those students who may not re-register.

Procedure for upgrading to PhD

44. It is the normal expectation that the decision to upgrade a student to PhD will be made either at the first major review or by the end of the second year of registration.

45. If a student is not upgraded the case should be reviewed after a further six months for a final decision.

46. If a student wishes to appeal against failure to be upgraded (after the second attempt) he or she should refer to the appeal procedure contained in the *Regulations for Research Degrees*. Further advice is available from the Research Degrees Manager.

The research

47. The Data Protection Acts require public registration of all records of personal data on identifiable individuals. Where the material is held for research purposes, the individuals concerned are unlikely to have a right of access to such information; but control and use of the information is subject to legally enforceable restrictions. If you are likely to hold information on individuals you should seek information and advice from the School's Records Manager.¹²

48. Students should not base their research on confidential material which would thereby make the thesis inaccessible. Under University regulations, theses should be available for teaching and study purposes and be based on evidence that can be checked. Exceptionally an application may be made for restriction of access for up to two years.

¹² Rachael Maguire (r.e.maguire@lse.ac.uk, 020-7955 6481)

Submission and examination

Procedures for completion (submission of thesis)

49. After the formal review of a student's progress by the end of the second or third year (by the end of the sixth year for part-time students) the review panel should consider when the student might be ready to submit the thesis. It is advisable to begin planning for completion at least a year before the proposed date of submission. The supervisor should agree a timetable for completion which should include ensuring the examination entry is made. A series of meetings between supervisor and student to the point of submission should also be established at this stage.

50. The procedures for examination entry are contained in the *Regulations for Research Degrees*.

51. A student is eligible to submit a thesis for examination after the minimum registration period has been met. It is advisable to secure the supervisor's advice on the timing of submission but the supervisor's approval does not form part of the examination entry procedure. Nor does the supervisor's approval constitute any guarantee that the submission of a thesis will result in the award of a degree.

Referral

52. In cases where a thesis is referred for re-presentation in revised form the Doctoral Programme Director should be apprised of the situation and the student invited to discuss his or her position with him or her and the supervisor. Provided the student has registered, the supervisor should continue supervision until the thesis is re-presented.

Staff-student committees and feedback

53. Each department should make provision for a staff-research student committee (unless the department is small enough to enable informal and formal meetings between staff and students to take place with ease) and should facilitate the establishment of a forum in which research students might meet each other informally. The staff-student committee should meet at least once a term to discuss issues of relevance and interest to research students and their supervisors.

54. Each department is invited to nominate one student to serve on the Consultative Forum for Research Students.

Reports on progress to outside bodies

55. If your studies are being financed by an outside body we may be required by that body to give a report on your progress.

Disabled students

56. If you have a disability the School will do its best to make appropriate adjustments for your study (see the School's *Policy on Disability*¹³). If you want assistance of this kind you should approach your supervisor or the Adviser for Students with Disabilities/Dyslexia. In appropriate cases special arrangements can be made for the oral examination.

¹³ <http://www.lse.ac.uk/collections/disabilityOffice/schoolsPolicyOnDisability.htm>

Problems and complaints

57. Any serious problems a student has with their supervisor, including those of access, should, in the first instance, be taken up by the student with the supervisor at the time. If a student cannot resolve these problems with the supervisor an approach might then be made by the student to the department's Doctoral Programme Director or the Head of Department.

58. If the department is unable to resolve problems with supervision, advice should be sought informally from the Dean of Graduate Studies or the Research Degrees Manager who will attempt to resolve the problem.

59. In cases where a supervisor is criticized for poor supervision the Head of Department should discuss the complaint with the supervisor to determine whether the criticism is justified and, where appropriate, either recommend training or, if necessary, give other duties instead of supervision.

60. In cases where the supervisor being criticized is also the Head of Department, the Chair of the Research Degrees Subcommittee will have the responsibilities set out in paragraph 56.

61. Students are expected to seek informal means of resolving disputes before invoking the School's formal procedures, but once all informal means have been exhausted, students may pursue their complaint under the School's *Principles and Procedures for the Consideration of Student Complaints*¹⁴ or the *Procedure for the Consideration of Complaints from Students on Academic Matters*¹⁵. The Research Degrees Manager can advise on these procedures.

62. No student will be disadvantaged as a result of having lodged a complaint in good faith.

Revised July 2009

¹⁴ <http://www.lse.ac.uk/resources/schoolRegulations/principlesAndProceduresForTheConsiderationOfStudentComplaints.htm>

¹⁵ <http://www.lse.ac.uk/resources/schoolRegulations/procedureForTheConsiderationOfComplaintsFromStudentsOnAcademic>

Regulations for Research Degrees

It is a good idea to be familiar with the LSE regulations on Research Degrees

<http://www.lse.ac.uk/resources/calendar/academicRegulations/regulationsForResearchDegrees.htm>

Plagiarism

The Department and the School takes plagiarism seriously and all assessed work must be submitted with a signed submission sheet which confirms that the material is the work of the students. The penalties for plagiarised work are severe, and can include revocation of the degree. The School regulation on plagiarism states:

“Work submitted by you for assessment must be your own. If you try to pass off the work of others as your own you will be guilty of plagiarism. *Plagiarism refers to any work by others, whether published or not, and can include the work of other candidates.* Any quotation from the published or unpublished works of other persons, including other candidates, must be clearly identified as such by being placed inside quotation marks and a full reference to their source must be provided in proper form. A series of short quotations from several different sources, if not clearly identified as such, constitutes plagiarism just as much as does a single unacknowledged long quotation from a single source.”

Particular care must be taken when drawing on case studies produced by others, and also when developing your own work in later essays ("self-plagiarism"). Students should avoid significant overlap in the material submitted for assessment to different courses. No coursework, or substantial parts of coursework, can be submitted more than once for assessment, whether on the same or on different courses.

There will be specialist lectures explaining what is required for proper referencing and paraphrasing of material. If you are in any doubt about the form of the referencing that you are using, you must consult a member of the academic staff.

The Department of Management uses JISC software as one of their approaches to detecting plagiarism. This software identifies materials that are directly copied from other sources and that should therefore be properly referenced. All written work is submitted to the JISC service and students are given the opportunity to submit draft essays to the system as well, to confirm that they have referenced, quoted and paraphrased other materials appropriately.

Research Ethics

It is the responsibility of researchers and their supervisors to carefully consider the ethical dimensions of their research, weighing up any risks to their research participants versus benefits. It is important to think through carefully the likely impact on participants, particularly vulnerable groups in society, of any data collection methods. For example, some participants will have diminished capacity to give consent and are therefore less able to protect themselves and require specific consideration.

For full details of LSE's Research Ethics Policy, all students undertaking research should consult:

http://www.lse.ac.uk/collections/researchAndProjectDevelopmentDivision/research_ethics_policy.htm

The ethical propriety of research is something to which a variety of bodies concerned with the governance and funding of research are increasingly attentive – not only in the UK, but also in many other countries in which LSE-based researchers may seek to conduct their investigations.

Although it would not usually apply to student research projects, there are certain circumstances in which a piece of research may have to be subject to prior independent ethical scrutiny and approval. For example, any research that involves patients of the UK National Health Service must have approval by a Local Research Ethics Committee.

Certain overseas governments have procedures for the approval of all or any research that directly involves their citizens. Collaborating agencies may require that proposed research be independently vetted. In unusually sensitive cases it may be sensible for this to be done in any event. In such instances the LSE Research Committee has an Ethics Group that may be consulted

Viva Examination Procedure

Step 1

❖ What

All previous forms (*Description of Thesis Form*, *Reproduction of Thesis Form*, *Exam Entry Form* and *Appointment of Examiners Form*) have now been combined to **one** form which is the ***Exam Entry Form***. Students should contact the Research Degrees Unit or download the forms from their website. The Student completes the *Exam Entry Form* and the Supervisor completes the *Appointment of Examiners* part of the form and signs it.

❖ When

The *Exam Entry Form* should be completed and handed in **at least 3 months before** the thesis is submitted. The appointment of examiners can take from 3 weeks to 2 months to be processed and therefore allow examiners to be approved. Staff should nominate 2 examiners (and have an additional one on mind that could be acting as a reserve). Once the examiners have been approved the **Supervisor** can set a date for the Viva. At the moment examiners still have to be approved by the University of London.

❖ Where:

When completed the forms should be handed to the Research Degrees Unit which will then confirm the choice of examiners.

Step 2

❖ What

The Student should submit his/her *Thesis* (two copies). The student has a choice as to whether these are soft or hard bound. If they are soft bound they still need a blue cover and gold-lettering but can be glued rather than properly bound. Alternatively students can submit one hard bound and one soft bound copy (it is suggested that students should consider how confident they are that changes will not be necessary). In addition students must complete and submit the *Abstract and Declaration of Word Length Form* along with the thesis to the Research Degrees Unit, 6th floor, Tower 2. **The Student and Supervisor must not send the Thesis to the examiners directly.** N.B. LSE now have the agreement of Senate House/the University of London that they will accept FOR THE PURPOSES OF EXAMINATION ONLY, theses loose bound by the reprographic centre at LSE. Theses will still need to be submitted for lodging in university and school libraries, on successfully satisfying the examiners, in hard bound form. The typescript must include a full title page, which will be viewable through the acetate front cover. In all other respects, the existing regulations of the university as to presentation of theses for examination, apply.

❖ When

Ideally the above should be forwarded 3 months in advance of the Viva examination.

❖ Where

The 2 copies of the *Thesis* should go with the *Abstract and Declaration of Word Length Form* to the Research Degrees Unit.

Step 3

❖ What

The Supervisor receives notification from the Research Degrees Unit of the approval of the examiners and then arranges a date for the Viva. The Research Coordinator assists the supervisor in organising the Viva. The Research Degrees Unit write an official letter appointing the examiners and providing them with guidelines for the conduct of the Viva.

❖ When

The Supervisor should consult the Student to establish when the thesis will be ready, and must check that the examiners have sufficient time to read the thesis before the exam is due to take place.

❖ Where:

It is the Supervisor's responsibility to contact the Research Degrees Unit when a date has been agreed with all parties. A phone call, e-mail or letter should suffice in this instance.

Step 4

❖ What

At the Viva the Internal Examiner is responsible for the completion of the *Report Form* after any corrections have been made and approved by the examiners. A preliminary report should be written and signed by both examiners and attached to the *Report Form*. With regard to the External Examiner the School will cover expenses for any air fare and one to two nights in hotel accommodation. However the Research Degrees Manager will query any expenses that appear excessive. The Research Degrees Unit will reimburse the Examiner directly. Details about how to claim will be sent to the examiners when they are appointed.

❖ When

The *Report Form* and *Preliminary Report* should be forwarded only after any changes have been approved by both examiners.

❖ Where

The above should be sent to the Research Degrees Unit.

Step 5

❖ What

Students will need to submit to the Research Degrees Unit one final hard bound and one soft bound copy of their thesis after the successful completion of their Viva.

For a copy of all forms required to complete the process please see:

<http://www2.lse.ac.uk/researchStudents/Examinationentry.aspx>

The School has arranged a binding service with a local printing firm, please see:

<http://www2.lse.ac.uk/researchStudents/Thesis%20Price%20List%20%20Jan%20%202004.doc>

Key Dates 2008/2009

Start of Michaelmas Term	Thursday 1st October 2009
End of Michaelmas Term	Friday 11 th December 2009
Start of Lent Term	Monday 11 th January 2010
End of Lent Term	Friday 19 th March 2010
Start of Summer Term	Monday 26 th April 2010
End of Summer Term	Friday 2 nd July 2010

The DoM Reception Desk

The DoM Reception Desk on the third floor of the NAB acts as the main point for the submission of coursework, collection of materials and sample dissertation loaning. In addition, the desk staff can provide general advice in a friendly and supportive atmosphere. The opening hours of the DoM reception desk during term time are 09.30 – 17.30. If you would like to make any comments about the courses or services there is a suggestion box at the desk.

Useful Resources

The Economic and Social Research Council (ESRC) has published detailed Post-graduate Training Guidelines.

<http://www.esrcsocietytoday.ac.uk/ESRCInfoCentre/opportunities/postgraduate/pgtrainingpolicy/>

There are also various general guides to research available such as:

- Graham Allan and Chris Skinner, eds, *Handbook for Research Students in the Social Sciences* (Falmer, 1991).
- Loraine Blaxter, Christina Hughes & Malcolm Tight, *How to Research* (1996).
- Joan Bolker, *Writing Your Dissertation in Fifteen Minutes a Day* (Owl Books, 1998).
- Pat Cryer, *The Research Student's Guide to Success* (Open University Press, 1996).
- Patrick Dunleavy, *Authoring a PhD* (Palgrave Macmillan, 2003).
- Estelle M. Phillips and Derek S. Pugh, *How to Get a PhD* (Open University Press, 2000).

Accounting and Finance

The Department of Management has close links with the Departments of Accounting and of Finance. If you wish to undertake a PhD in the Department of Accounting you should contact Professor Wim Van Der Stede w.van-der-stede@lse.ac.uk and in the Department of Finance Professor Antoine Faure-Grimaud a.faure-grimaud@lse.ac.uk.

Employment Relations & Organisational Behaviour Group

Department of Management

Welcome

As Director of our Research Degrees Programme, I would like to welcome you to the LSE. I hope that your time here will be productive and enjoyable.

Our Research Degree Programme includes three separate degrees. The MSc in Employment Behaviour and Organisational Behaviour (Research) is a free-standing degree programme, but can also serve as the first year of a PhD, and is the normal entry route for those without an appropriate postgraduate qualification containing structured research training. It comprises a menu of courses from the MSc programme in International Employment Relations and Human Resource Management, together with courses in quantitative and qualitative methods provided by the LSE Methodology Institute, followed by a dissertation.

The alternative entry route to the PhD is to register initially for the degree of MPhil. It is possible to remain registered for this degree and to submit a thesis which is not required to be as substantial or to show the same originality as for a PhD. However, most of those who register for the MPhil expect subsequently to upgrade to PhD status.

Since most research students in Employment Relations & OB are indeed aiming for a doctorate, most of this handbook is concerned with PhD studies. But whichever route you plan to follow, I hope the information contained here will prove useful.

During PhD registration you will work in conjunction with a principal and an associate supervisor, who will provide advice and guidance in writing a thesis which constitutes an original contribution to knowledge. You will be expected to complete this work within four years of registration, and there will be regular progress reviews to ensure that you are on track. In addition, we do expect you to attend prescribed courses and participate in the Doctoral Forum.

Professor Paul Willman
PhD Programme Director

More information is on our website where the latest news and recent changes can be found.

<http://www.lse.ac.uk/collections/EROB/>

Employment Relations and Organisational Behaviour Administrative Staff

NAME	ROOM	PHONE	OFFICE HOURS
Caroline Thurtle Programme Administrator c.thurtle@lse.ac.uk	4 th Floor	7791 External No. 020 7955 7791	10.00am – 4.00pm
Rob Kirkland Programme Administrator r.p.kirkland@lse.ac.uk	4 th Floor	7024 External No. 020 7955 7024	10.00am – 4.00pm

Employment Relations and Organisational Behaviour Academic Staff

NAME	ROOM	PHONE	OFFICE HOUR
Prof. Sarah Ashwin s.ashwin@lse.ac.uk	NAB 4.19	7036 External No. 020 7955 7036	Wednesday 10:30 – 12:00
Dr. Yally Avrahampour y.avrahampour@lse.ac.uk	NAB 4.09	1208 External No. 020 7106 1208	Thursday 16:15 – 17:15

Prof. Harry Barkema h.g.barkema@lse.ac.uk	NAB 4.24	5278 External No. 020 7107 5278	Please email to book an appointment
Dr. Alexandra Beauregard* a.beauregard@lse.ac.uk	NAB 4.14	7935 External No. 020 7955 7935	Wednesday 11.00 – 12.00
Dr. Daniel Beunza d.beunza@lse.ac.uk	NAB 4.08	tbc	Please email to book an appointment
Dr. Jonathan E Booth j.booth@lse.ac.uk	NAB 4.01	7255 External No. 020 7955 7255	Tuesday 11.00 – 12.00
Dr. Susan Clark Muntaen c.oka@lse.ac.uk	NAB 4.09	tbc	Please email to book an appointment
Dr. Marta Coelho m.p.coelho@lse.ac.uk	NAB 4.13	7067 External No. 020 7955 7067	Tuesday 10.00 - 11.00 Please make an appointment in advance (form outside office door)

NAME	ROOM	PHONE	OFFICE HOUR
Prof. Jacqueline Coyle-Shapiro j.a.coyle-shapiro@lse.ac.uk	NAB 4.20	7035 External No. 020 7955 7035	Email for an Appointment (Michaelmas Term) Friday 17.00 - 18.30 (Lent & Summer Terms)
Dr. Virginia Doellgast* v.i.doellgast@lse.ac.uk	NAB 4.05	7029 External No. 020 7955 7029	Tuesday 14.00 – 15.00 On Sabbatical leave in Lent Term 2010
Dr. Eddy Donnelly Seear Fellow e.d.donnelly@lse.ac.uk	NAB 4.07	6619 External No. 020 7955 6619	Tuesday 15.15 – 16.15
Stephen Dunn s.r.dunn@lse.ac.uk	NAB 4.11	7045 External No. 020 7955 7045	Tuesday 15.15 – 16.15
Sue Fernie s.fernie@lse.ac.uk BSc 1st Year Tutor	NAB 4.15	7037 External No. 020 7955 7037	Tuesday 12.30 – 14.00

Prof. Carola Frege c.m.frege@lse.ac.uk	NAB 4.23	7032 External No. 020 7955 7032	Wednesday, time to be confirmed.
Dr David Henderson d.henderson@lse.ac.uk	NAB 4.31	1134 020 7106 1134	Please email to book an appointment
Dr. Susan Hill s.a.hill@lse.ac.uk	NAB 4.33	6275 External No. 020 7955 6275	Monday 12:00 – 13:30 Please email to book an appointment
Dr. Caneel Joyce c.k.joyce@lse.ac.uk	NAB 4.29	1215 External No, 020 7106 1215	Please email to book an appointment
Dr. Hyun-Jung Lee h.lee@lse.ac.uk	NAB 4.12	7918 External No. 020 7955 7918	Thursday 11.30 - 12.30 (Michaelmas Term Only) Lent & Summer Terms will be posted on office door

NAME	ROOM	PHONE	OFFICE HOUR
Dr. Connson Locke c.c.locke@lse.ac.uk	NAB 4.16	1210 External No. 020 7106 1210	Please email to book an appointment
Daniela Lup d.lup@lse.ac.uk	NAB 4.27	1212 External No. 020 7106 1212	Please email to book an appointment
Prof. David Marsden* d.marsden@lse.ac.uk	NAB 4.22	7031 External No. 020 7955 7031	Tuesday 14.00 – 15.00 (Michaelmas Term) Monday 12.00 - 13.00 (Lent Term) Summer Term: On Sabbatical Leave
Dr. Chikaka Oka c.oka@lse.ac.uk	NAB 4.09	tbc	Please email to book an appointment
Sandy Pepper a.a.pepper@lse.ac.uk	NAB 4.37	1208 External No. 020 7106 1208	Tuesday 15.00 – 17.00
PhD Room	NAB 4.17	7917 External No. 020 7955 7917	

Dr. Katrina Pritchard k.i.Pritchard@lse.ac.uk	NAB 4.04	1209 External No. 020 7106 1209	Please email to book an appointment
Dr. Fei Qin f.qin1@lse.ac.uk	NAB 4.30	3682 External No. 020 7852 3682	Please email to book an appointment
Dr Sylvia Roesch BJIR s.roesch@lse.ac.uk	NAB 4.10	7931 External No. 020 7955 7931	N/A
Dr. Emma Soane e.c.soane@lse.ac.uk	NAB 4.02	7030 External No. 020 7955 7030	Please email to book an appointment
Mr Horen Voskeritsian h.voskeritsian@lse.ac.uk	NAB 4.17	7917 External No. 020 7955 7917	Tuesday 15.00 – 16.00

NAME	ROOM	PHONE	OFFICE HOUR
Linda Walker Seear Fellow l.walker1@lse.ac.uk	NAB 4.07	6070 External No. 020 7955 6070	Thursday 16.00 – 17.00 (during Lent Term Only)
Professor Paul Willman Head of Group p.willman@lse.ac.uk	NAB 4.31	6739 External No. 020 7955 6739	Please email to book an appointment

* *Sabbatical or Maternity Leave*

* SABBATICAL AND SPECIAL LEAVE ARRANGEMENTS

The following teachers are on leave during the periods shown:

Dr Alexandra Beauregard Lent Term

Dr Virginia Doellgast Lent Term

Professor David Marsden Summer Term

NB: Office hours are held during term only. They give you the opportunity to see a teacher or your academic adviser without an appointment. This saves you wasting your time making speculative visits to teachers' offices. To make an appointment outside office hours, it is best to email the teacher concerned.

Academic Research Interests & Administrative Duties

PROFESSOR SARAH ASHWIN

Research Interests

Comparative Employment Relations Especially Russia And Eastern Europe; Gender And Employment In Russia.

Administration

MSc Management, Organisations And Governance Programme Director.

DR YALLY AVRAHAMPOUR

Research Interests

Organizational Theory; Financial Sociology; History Of Pension Fund Management; Actuarial Practice And Investment Consultancy; Qualitative Research Methods.

PROFESSOR HARRY BARKEMA

Research Interests

Innovation; Strategy; Teams.

Administration

EROB Seminars.

DR ALEXANDRA BEAUREGARD

Research Interests

Work-Life Conflict & Facilitation; Diversity; Family-Friendly Work Practices; Personality In The Workplace.

Administration

Library Representative, BSc Exam Board Chair And Fire Marshall.

DR JONTHAN E. BOOTH

Research Interests

Workplace violence, aggression and victimization (appraisal and coping processes; forgiveness; organizational, leadership, workgroup, and individual differences influences);

Conflict management and dispute resolution; Employer-supported volunteering, employee volunteer programs, and corporate social responsibility; Union membership and participation.

DR MARTA COELHO

Research Interests

Behavioural Economics And Decision Making; Experimental Economics, Strategy And Entrepreneurship; Applied Industrial Economics; Public Policy.

PROFESSOR JACQUELINE COYLE-SHAPIO

Research Interests

Employment Relationship: Social Exchange Theory, Psychological Contracts And Perceived Organizational Support; Organizational Justice, Organisational Change; Organisational Citizenship Behaviour; Retaliatory Behaviour In Organisations.

Administration

MSc SSLC Chair.

DR VIRGINIA DOELLGAST

Research Interests

Comparative Employment Relations; Comparative Human Resource Management; Work Organization And Teams; Special Interest In Service Work Restructuring In The US And Germany.

Administration

BSc 3rd Year Academic Adviser.

DR EDDY DONNELLY (Seear Fellow)

Research Interests

Comparative Employment Relations; Employment Relations; Employment Regulation; Collective Bargaining Systems; Trade Unions.

Administration

MSc HRM Links Co-ordinator.

STEPHEN DUNN

Research Interests

The Role Of The State; The Impact Of Employment Law; Metaphor And Employment Relations; Employment Relations Systems In Transforming Economies; Comparative Models Of Employment Relations; Industrial Relations In The 1950s; Worker Representation.

Administration

MSc HRM Programme Director and Selector, BSc and MSc SSLC member and BSc 2nd Year Academic Adviser.

SUE FERNIE

Research Interests

Call Centres; Human Resource Management In China; Performance-Related Pay; Private Security Industry.

Administration

BSc 1st Year Academic Adviser, Undergraduate Departmental Academic Adviser and EROB General Course Academic Adviser.

PROFESSOR CAROLA FREGE

Research Interests

Comparative Industrial Relations (In Europe, In Particular Germany); Industrial Democracy; Works Councils; History And Theory Of Industrial Relations.

Administration

MSc IER&HRM Programme Director and Selector,.

DR SUSAN HILL

Research Interests

Ambidexterity; Corporate Venturing; Idea Generation; Innovation; Entrepreneurship; Established Firms.

DR HYUN-JUNG LEE

Research Interests

Workplace Diversity; Cross-Cultural Management; Acculturation & Identification Process; Happiness & Well-Being.

Administration

MSc Dissertation Coordinator, MSc Exam Board Chair and GSSC Committee Member.

DR CONNOR LOCKE

Research Interests

Leadership; Followership; Communication; Power; Voice And Silence; Upward Influence; Gender Stereotypes; Participative Decision Making.

PROFESSOR DAVID MARSDEN

Research interests

Comparative Employment Systems; Pay Inequality And Economic Performance; Incentives, Performance Related Pay, Industrial Relations And Training In Western Europe; Integration Of European Labour Markets.

Administration

MSc EMLS Coordinator, Council Member, member of the Library Users Forum and the Library Data Advisory Group.

DR REBECCA NEWTON

Research Interests

Organisational Change; Corporate Culture Transformation; Leadership Development; People Management in Mergers & Acquisitions

CHIKAKO OKA

Research Interests

Labour conditions in global supply chains, Corporate social responsibility, HRM, Organisational theory, Mixed research methods

SANDY PEPPER

Research Interests

Impact Of Incentives And Reward On The Motivation Of Senior Executives; Strategic Planning, Structures, Governance And Operations Of Networked Organisations; The Relationship Between Management Theory And Practice.

DR KATRINA PRITCHARD

Research Interests

Knowledge; HRM; Professional Work; Discourse Theory; Ethnography; Qualitative Research; Organisational Psychology.

Administration

MSc SSLC Member.

DR FEI QIN

Research Interests

Transnational Labour Markets; International Migration And Entrepreneurship; Careers And Mobility; Social Networks And Job Search; Employment Relations In Global Supply Chains.

Administration

EROB Seminars.

DR SYLVIA ROESCH

Research Interests

Research Methods; Writing Teaching Cases; Human Resource Management; Management Of NGOs.

Administration

BJIR Business Manager.

DR EMMA SOANE

Research Interests

Personality; Decision Making; Risk; Employee Engagement.

MRS LINDA WALKER (Seear Fellow)

Research Interests

Flexible Working; Especially Part-Time Working; Volunteering For Charities; Employability Skills In Education.

Administration

Co-ordinator of MSc HRM Skills Workshops.

PROFESSOR PAUL WILLMAN

Research Interests

Employment Regimes; Regulation Of Employment; Collective Action; Risk Seeking Behaviour.

Administration

Head of Employment Relations & Organisational Behaviour Group, MSc Management (2 Year) Programme Director. PhD Programme Director.

Information Systems and Innovation Group

Department of Management

Welcome

Welcome to the Information Systems and Innovation Group, Department of Management and to the Information Systems PhD programme.

Within LSE's Department of Management, we form the leading European university-based Group focusing on Information Systems and Innovation, and are recognised widely as amongst the top ten such groups in the world. We have 16 full time academics and also benefit from the contributions of our Centennial and Visiting Professors, all of whom are scholars of international repute and leaders in the field, from Visiting Fellows who are experts in their respective fields, and from project researchers. There are also over 45 PhD students undertaking research in any one year.

The ISI Group covers most areas of information systems and represents a broad range of academic approaches and specialisms, from systems design and management to the philosophy underlying the field and is informed by the social sciences found at the LSE. The ISI Group takes advantage of its prominent position within the LSE—the only UK institution specialising solely in the social sciences; much research and teaching involves collaboration with many of the School's research centres and departments. It has an international perspective with staff and students coming from many countries and its areas of study encompass issues of globalisation and development as well local and national aspects of IS. It is the home of a number of leading journals, including the Journal of Information Technology and Information Technology and People. Our students also produce a journal – ISChannel (*available electronically from our website*).

Our students go on to wide range of careers from small businesses to the largest corporations in the world including business consultancies; banks and financial institutions; software and specialist computing companies; and public services. Graduates and former research students can be found in departments of information systems or related disciplines in the UK and across the world.

The ISI Group runs several high profile seminar programmes which all PhD candidates are expected to attend. These include the annual **Social Study of ICTs** conference run in April each year. This attracts over 200 international participants and has a related two day PhD workshop. We also host throughout the year a trans-disciplinary seminar series entitled **ICTs in The Contemporary World** and three one day **PhD conferences** per year where all PhD students will have the opportunity to present their recent work to their peers.

If you require further information about the Information Systems and Innovation Group and/or the PhD programme please refer to our website: <http://www.is.lse.ac.uk/>. We welcome you to our dynamic and active Group and look forward to a fruitful collaboration with you in the coming years.

Dr Shirin Madon
PhD Programme Director

Information Systems and Innovation Administrative Staff

NAME	ROOM	PHONE	OFFICE HOURS
Melissa Bridge Course Support Administrator m.waller@lse.ac.uk	NAB 3.09	020 7955 7655	09.30-17.30 (Term Time)
Frances White Research Coordinator f.white@lse.ac.uk	NAB 3.09	020 7955 6398	
Cheryl Edwardes Group Manager c.a.edwardes@lse.ac.uk	NAB 3.10	020 7955 7628	

Information Systems and Innovation Academic Staff

Up-to-date office hours can be found on the ISIG website:

<http://www.lse.ac.uk/collections/informationSystems/staff/officeHours.htm>

NAME	ROOM	PHONE
<u>Professor Ian Angell</u> i.angell@lse.ac.uk	NAB 3.38	<u>020 7955 7638</u>
<u>Professor Chrisanthi Avgerou</u> (sabbatical MT and ST) c.avgerou@lse.ac.uk	NAB 3.22	<u>020 7955 7634</u>
<u>Dr James Backhouse (Reader)</u> j.p.backhouse@lse.ac.uk	NAB 3.28	<u>020 7955 7641</u>
<u>Dr Antonio Cordella</u> (sabbatical LT) a.cordella@lse.ac.uk	NAB 3.30	<u>020 7955 6031</u>
<u>Dr Tony Cornford</u> t.cornford@lse.ac.uk	NAB 3.29	<u>020 7955 7337</u>
<u>Prof Jannis Kallinikos</u> <u>Research Committee Chair</u> MSc ISOR Course Tutor j.kallinikos@lse.ac.uk	NAB 3.24	<u>020 7852 3622</u>
Dr Ela Klecun Acting ADMIS Course Tutor e.klecun@lse.ac.uk	NAB 3.37	<u>020 7852 3693,</u>

Dr Jonathan Liebenau (Reader) j.l.liebenau@lse.ac.uk	NAB 3.26	<u>020 7955 7338</u>
Dr Shirin Madon PhD Programme Director s.madon@lse.ac.uk	NAB 3.36	<u>020 7955 7627</u>
Dr Nathalie Mitev n.n.mitev@lse.ac.uk	NAB 3.27	<u>020 7955 6029</u>
Dr Susan Scott s.v.scott@lse.ac.uk	NAB 3.12	<u>020 7955 6185</u>
Dr Steve Smithson MSc ADMIS Course Tutor (sabbatical MT & ST) s.smithson@lse.ac.uk	NAB 3.31	<u>020 7955 7647</u>
Dr Carsten Sørensen c.sorensen@lse.ac.uk	NAB 3.11	<u>020 7955 6102</u>
Dr Will Venters w.venters@lse.ac.uk	NAB 3.13	<u>020 7852 3619</u>
Dr Edgar Whitley (Reader) e.a.whitley@lse.ac.uk	NAB 3.32	<u>020 7955 7410</u>
Professor Leslie Willcocks Head of Information Systems and Innovation Group l.p.willcocks@lse.ac.uk	NAB 3.23	<u>020 7955 6045</u>

Research and Academic-Related Staff

Mike Cushman Information Manager m.cushman@lse.ac.uk	NAB 3.02	020 7955 7426
Simon Davies Visiting Senior Fellow s.g.davies@lse.ac.uk	NAB 3.01	020 7955 6579
Dr Silvia Elaluf-Calderwood Research Officer S.M.Elaluf-Calderwood@lse.ac.uk	c/o NAB 3.11	n/a
Dr Gus Hosein Visiting Senior Fellow i.hosein@lse.ac.uk	NAB 3.01	020 7955 6403
Dr Valentina Lichtner Research Officer v.lichtner@lse.ac.uk	3rd Floor	020 7955 3680
Dr Dimitra Petrakaki Post Doctoral Research Fellow d.petrakaki@lse.ac.uk	3rd Floor	n/a
Dr Maha Shaikh Research Officer m.i.shaikh@lse.ac.uk	3rd Floor	020 7955 5031
Dr Prodromos Tsiavos Research Officer p.tsiavos@lse.ac.uk	NAB 3.32	020 7955 1214
Dr Eleni Lamprou LSE Fellow e.lamprou@lse.ac.uk	NAB 3.03	020 7955 5225
Dr Katerina Voutsina LSE Fellow k.voutsina@lse.ac.uk	NAB 3.03	020 7955 5225

*The ISI Group's research staff and visiting academics also contribute to teaching but mainly work on their research projects. All teaching staff have one or more hours set aside as office hours when they see students, they will only see students outside these times by prior arrangement. Staff office hours are published on the individual academic's page or on the relevant section of the ISI Group's website: <http://is.lse.ac.uk/staff/OfficeHours.htm> .

Research interests

The strategic thrust of our research is outlined in Figure 1. The focus is on ICT-related activities and ICT-mediated change within and between organizations as well as at societal level. A major part of the collective research effort of the Group is concerned with the development of socio-theoretical foundations of information systems phenomena. Our theoretical work forms the foundations for research streams in the following main areas:

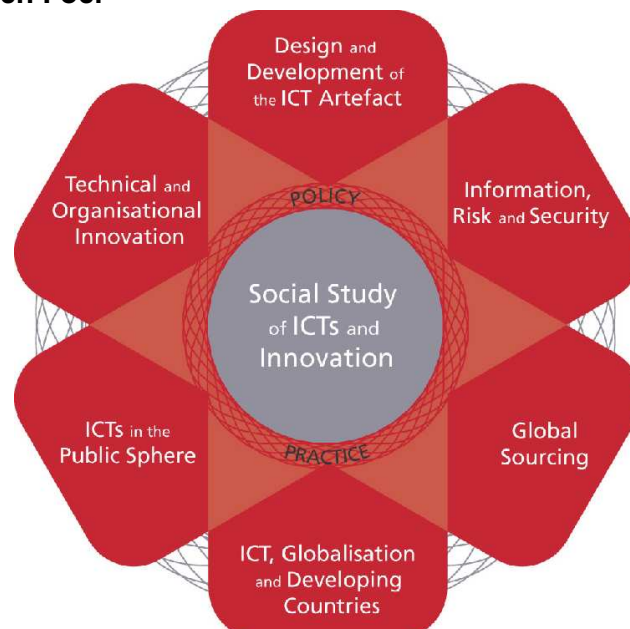
- Information Systems Security (Angell, Backhouse)
- Health Informatics (Cornford, Klecun)
- ICT in Financial Markets (Scott)
- Mobile Technologies (Sorensen)
- Implementation of big projects (Willcocks, Mitev, Whitley)
- ICT Policy and e-Government (Angell, Avgerou, Ciborra, Cordella, Cornford, Kallinikos, Liebenau, Whitley)
- ICT and Socio-Economic Development (Avgerou, Ciborra, Liebenau, Madon)
- Technical and Organizational Innovation (Mitev, Willcocks, Liebenau, Smithson)
- Knowledge and IS (Kallinikos, Venters, Willcocks)
- Global and Open Sourcing (Willcocks, Shaikh)

The Group has also maintained close links with industry. As examples only: Smithson collaborated with Oracle Corporation UK to study IT investment and productivity (2002-2003); Scott worked with The London Clearing House, Euroclear and Shell International to study strategic developments in the clearing and settlement industry (2002-2006), Willcocks maintained research links with six IT suppliers and 60 plus major corporations through sponsored research. We have also engaged in significant policy projects notably the national identity card project (Angell, Whitley, Hosein, Davies produced three national reports, 2005-2007); Willcocks devoted a special issue of the Journal of Information Technology to the NHS Programme for IT (September 2007); Liebenau produced three major research reports for the Department of Trade and Industry.

Further details of the ISI Group's research programme can be found at <http://is.lse.ac.uk/research/> and in the group's working paper series at <http://is2.lse.ac.uk/wp/locate.asp>.

More details of ISIG's research projects can be found at: <http://www.lse.ac.uk/collections/informationSystems/research/researchProjects/Default.htm>

Figure 1: ISIG's Research Foci



PROFESSOR IAN ANGELL

Research Interests

Global Consequences of Information Technology; Applications of New Technology – Risks and Opportunities; Organisational and National Information Technology Strategies; Novel Organizational Forms, Creative Commons, and other Techno-Legal issues; Complexity and Systems Theory.

PROFESSOR CHRISANTHI AVGEROU (sabbatical MT & ST)

Research Interests

Information Systems and Organisational Diversity in the Global Context; Information Systems Implementation; ICT Policy.

DR JAMES BACKHOUSE (Reader)

Research Interests

Managing Information Security; Valuing Information; Semantic Modelling and Analysis

DR ANTONIO CORDELLA (sabbatical LT)

Research Interests

Relationships between IT and Organizations, Forms and Behaviours; Information Systems Infrastructures; Actor Network Theory and Information Systems; Electronic Commerce; E-government.

DR TONY CORNFORD

Research Interests

Alternative Concepts of Information Systems Use and Implementation; Information Technology in the Health Domain; Sociotechnical and Socio-cognitive Approaches to Information Systems; Information Systems in the Construction Industry

PROFESSOR JANNIS KALLINIKOS

Research Committee Chair

ISOR Course Tutor

Research Interests

Technology and Work Organisation; Information and Communication Technologies and Emerging Organisation Forms; Cognition, Information and Organisation; Large-scale Information Systems and Behavioural Standardisation; Social Construction of Predictable Worlds

DR ELA KLECUN

Acting ADMIS Course Tutor

Research Interests

Health Information Systems and Telehealth; Evaluation of Information Systems; Sociotechnical Approaches to Information Systems; Application of Critical Theory in the Field of Information Systems.

DR JONATHAN LIEBENAU (Reader)

Research Interests

National Information Technology Policies; Telecommunications Policy and Regulation; Fundamental Concepts of Information.

DR SHIRIN MADON

PhD Programme Director

Research Interests

Information Systems in Developing Countries; E-Governance and Telecentre applications in Developing Countries; Health Informatics in Development Countries.

DR NATHALIE MITEV

Research Interests

Information Technology and Organisational Change; Information Systems Failures; Electronic Markets; Global Distribution Systems; Computerised Reservation Systems; Air, Rail Transport and Tourism

DR SUSAN V SCOTT

Research Interests

Strategic Use of Information Systems in Financial Services; Risk and Information Technology-enabled Risk Management; Reputation Mechanisms; Electronic Markets; Electronic Trading

DR STEVE SMITHSON

MSc ADMIS Course Tutor (sabbatical MT & ST)

Research Interests

Information Systems Evaluation; Interorganizational Information Systems; E-commerce; Information Systems Management and Use within Organisation

DR CARSTEN SØRENSEN

Research Interests

The Management of Interaction and Knowledge; Mobile Informatics; Internet Technologies; Software Engineering; CSCW

DR WILL VENTERS

Research Interests

Knowledge Management, Action Research, Information Systems Development, IS Development Methodologies, Socio-technical Approaches to Information Systems

DR EDGAR WHITLEY (Reader)

Research Interests

Identity policies, Philosophically and Sociologically Based Interpretations of Information Systems; Actor Network Theory; Stakeholder Analysis

PROFESSOR LESLIE WILLCOCKS

Head of Information Systems and Innovation Group

Research Interests

Technology, work and globalisation; outsourcing; IT strategies; evaluation and management; organisational change.

Managerial Economics and Strategy Group

Department of Management

Welcome

It's a pleasure to welcome you to the Managerial Economics and Strategy Group, Department of Management.

Managerial Economics and Strategy Administrative Staff

Ms Sharon Halkyard

Manager
Office: NAB 5.38
Telephone number: 020 7955 7920
Email address: s.l.halkyard@lse.ac.uk

Ms Julie Fordham

IMEX Programme Co-ordinator
Office: NAB 5.38
Telephone number: 020 7955 6057
Email address: j.fordham@lse.ac.uk

Ms Sarah Rayner

Undergraduate Programmes Administrator
Office: NAB 5th floor
Telephone number: 020 7955 6559
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Ms Terri Natale

Postgraduate Programmes Administrator
Office: NAB 5th floor
Telephone number: 020 7955 7004
Email address: t.m.natale@lse.ac.uk

Managerial Economics and Strategy Academic Staff

Name	Ext	Room	Email
Dr Jordi BLANES-I-VIDAL	6041	NAB 5.28	j.blanes-i-vidal@lse.ac.uk
Prof David DE MEZA	6576	NAB 5.23	d.de-meza@lse.ac.uk
Prof Saul ESTRIN	6629	NAB 4.32	s.estrin@lse.ac.uk
Prof Luis GARICANO	7659	R442A	l.garicano@lse.ac.uk
Dr Bernd IRLENBUSCH	7840	NAB 5.37	b.irlenbusch@lse.ac.uk
Dr Satoshi KANAZAWA	7297	NAB 5.33	s.kanazawa@lse.ac.uk
Dr Thomas KITTSTEINER (on leave 2009-2010)	6567	NAB 5.29	t.m.kittsteiner@lse.ac.uk
Dr David LANE	7336	NAB 3.33	d.c.lane@lse.ac.uk
Dr Kristof MADARASZ	TBC	NAB 5.36	k.p.madarasz@lse.ac.uk
Dr Emanuel ORNELAS	5175	NAB 5.30	e.a.ornelas@lse.ac.uk
Prof Ignacio PALACIOS-HUERTA	6531	NAB 5.24	i.palacios-huerta@lse.ac.uk
Dr Joaquin POBLETE	4632	NAB 5.27	j.j.poblete-lavanchy@lse.ac.uk
Prof Diane REYNIERS	7921	NAB 5.22	d.j.reyniers@lse.ac.uk

Research Interests

DR JORDI BLANES I VIDAL

Economics of Organizations, Information Economics, Law and Economics

PROFESSOR DAVID DE MEZA

The property rights theory of the firm; optimism and entrepreneurship; finance and insurance gaps in theory and practice; incentive schemes

PROFESSOR SAUL ESTRIN

Transition Economics & Emerging Markets; Privatisation; Foreign Direct Investment

PROFESSOR LUIS GARICANO

Economics of acquisition and transmission of knowledge; organizing professional service firms; specialization; culture, language and codes in organizations; incentives; organization and strategy.

DR BERND IRLENBUSCH

Behavioural and Experimental Economics, Organisational Economics, Personnel and Labour Economics, Social Dilemmas

DR SATOSHI KANAZAWA

Evolutionary psychology. Sex differences in behaviour. Marriage institutions (monogamy vs. polygyny).

DR THOMAS KITTSTEINER

Applied Game Theory, Economic Theory, Auction- and Market-design, Law and Economics, Operations Research, Political Economy, E-Commerce

DR DAVID LANE

System Dynamics Simulation Modelling; Systems Thinking; Strategic Decision-making; Simulation Modelling of Patient Flows; Health Management; Social Theory of Systems Approaches; Problem Structuring Methods; Group Decision Support.

DR KRISTOF MADARASZ

Psychology and Economics, Public Finance, Microeconomic Theory, Economics of Organizations

DR EMANUEL ORNELAS

International Trade, Political Economy, Industrial Organization

PROFESSOR IGNACIO PALACIOS-HUERTA

Applied microeconomics, financial markets, investments in education and labour economics, individual decision-making, and experimental and empirical game theory.

PROFESSOR DIANE REYNIERS

Industrial Organization, Mathematical Sociology, Search and Matching, Behavioural Economics

Operational Research Group

Department of Management

Welcome

As Research Degree Programme Director (RDPD) for the Operational Research Group, I would like to welcome you as a new research student at LSE. I hope that your time here will be both enjoyable and productive.

Working for a PhD is probably your first opportunity to immerse yourself in a programme of work which is largely your own to define and execute. Although an exciting challenge, it can also be a daunting prospect. Our aim is to provide support, guidance and assistance without diminishing your own authorship of the 'substantial original contribution to knowledge' - your doctoral thesis.

Our research degree programme starts with registration for an MPhil. Provided your progress was satisfactory, you would then be upgraded to PhD status.

During your MPhil/PhD registration you will work with a principal supervisor who will provide advice and guidance. There are no prescribed courses for all research students. Your supervisor will discuss with you your experience and background and will advise you or require you to take courses as appropriate. These would normally be taken in your first year of registration as a research student.

You will be expected to write a thesis which constitutes an original contribution to knowledge and to complete this work within four years. It is possible to study for a PhD as a part-time student, over a longer time-scale, but in such cases you would be expected to spend a reasonable amount of time at LSE and participate in the Group's research activities.

I suggest you take time to familiarise yourself with the School's Research Degrees website.. The information for current research students should be able to answer any procedural questions you may have. If not, please feel free to ask your supervisor, myself as RDPD, the Group Manager and/or your fellow research students.

You will have the double advantage of being part of a small research team within the OR Group while under the umbrella of a much larger Department of Management. We hope this is the beginning of mutually fruitful research opportunities.

Katerina Papadaki
Research Degree Programme Director

Operational Research Administrative Staff

The Group has two administrative staff members:

Brenda Mowlam
Group Manager
Room: NAB 3.06 Extension: 7653 Email: b.mowlam@lse.ac.uk

Lucy Underhill
Undergraduate Programme Administrator
Room: NAB 3.06 Extension: 7693 Email: l.underhill@lse.ac.uk

Administration Office Hours

The administration staff are happy to deal with queries at any time, but there will be occasions when you will be asked to come back at a less busy time. With only two staff, there will be times when there is no-one there, but this is likely to be only for short periods.

How we contact you

❖ *Email*

Email is the most important and most frequently used method of contacting students in the Department. In order to make sure you don't miss important information, please check your email at least once a week, and preferably daily. It is all too easy for mail-boxes to get full and vital messages might not reach you, so please make sure to archive and/or delete any unwanted material regularly.

❖ *By Post/Phone*

Sometimes we may need to contact you by post or telephone when you are not in the offices. Please let Brenda or Lucy know if you change address (or telephone number), and also keep the Registry informed of any changes. You can make any changes via LSE for You. It is your responsibility to keep contact information up-to-date.

❖ *Via the Noticeboards*

Announcements will be posted regularly on the noticeboards in the Department of Management. You will also find there information on meetings, courses, seminars, job opportunities and ad hoc items of interest. Please check these regularly.

Operational Research Academic Staff

Name	Email	Room	Ext.
APPA, Dr G	g.appa@lse.ac.uk	NAB 3.20	7632
BECKER, Mr K	k.h.becker@lse.ac.uk	NAB 3.03	Tba
BEVAN, Prof G	r.g.bevan@lse.ac.uk	NAB 3.18	6269
FASOLO, Dr B	b.fasolo@lse.ac.uk	NAB 3.15	7617
GIBB, Mr J	j.gibb@lse.ac.uk	NAB 3.04	6892
LANE, Dr D	d.c.lane@lse.ac.uk	NAB 3.33	7336
MITCHELL, Mr G	g.h.mitchell@lse.ac.uk	NAB 3.05	Tba
MONTIBELLER, Dr G	g.montibeller@lse.ac.uk	NAB 3.16	6151
MORTON, Dr A	a.morton@lse.ac.uk	NAB 3.07	6537
PAPADAKI, Dr K	k.p.papadaki@lse.ac.uk	NAB 3.14	6538
PHILLIPS, Prof L	larry_phillips@msn.com	NAB 3.04	7101
RAPLEY, Mr K	k.rapley@lse.ac.uk	NAB 3.05	7138
STEINBERG, Prof R	r.j.steinberg@lse.ac.uk	NAB 3.19	Tba
Von WINTERFELDT, Prof D	d.von-winterfeldt@lse.ac.uk	NAB 3.04	Tba

Research Interests

PROFESSOR GAUTAM APPA

Professor in Operational Research

Business Modelling; Linear and Mixed Integer Programming; Data Envelopment Analysis; India; Impact Assessment of Large Dams; Communalism in India; Gender Selection among Asians

Mr KAI BECKER

LSE Fellow

Mixed Integer Programming, Optimisation, Business Modelling.

PROFESSOR GWYN BEVAN

Professor of Management Sciences

Health Economics; Health Policy; National Health Service Reforms; National Health Service Resource Allocation; Primary Care Groups; Reform of Legal Aid; Mediation.

DR BARBARA FASOLO

Lecturer in Decision Sciences

Behavioural decision making; interactive decision aids; trade-offs; multi-attribute decision analysis.

DR DAVID LANE

Reader in Operational Research and Managerial Economics & Strategy

System Dynamics Simulation Modelling; Systems Thinking; Strategic Decision-making; Simulation Modelling of Patient Flows; Health Management; Social Theory of Systems Approaches; Problem Structuring Methods; Group Decision Support.

DR GILBERTO MONTIBELLER

Lecturer in Operational Research

Decision support under uncertainty and conflicting objectives; links between Problem Structuring Methods and Decision Analysis; research frameworks for facilitated Decision Analysis interventions; real-world applications of Decision Analysis in strategic decision-making.

DR ALEC MORTON

Lecturer in Operational Research

Multicriteria Decision Analysis; Prioritisation and Resource Allocation; Management and Modelling of Acute Hospitals; Mental Health Modelling and Policy.

DR KATERINA PAPADAKI

Lecturer in Operational Research

Discrete Stochastic Dynamic Programming; Functional Dynamic Programming Approximation Algorithms on Transportation/ Resource Allocation problems that suffer from the Curse of Dimensionality; On-line Estimation of Discrete Monotone Functions; Price-Directed Methods.

PROFESSOR LARRY PHILLIPS

Visiting Professor of Decision Sciences

Strategic Management at Board and Senior Executive Levels in Organisations; Management of Change in Organisations; Teamworking; Evaluation of Options; Prioritisation and Resource Allocation; Decision and Risk Analysis.

PROFESSOR RICHARD STEINBERG

Combinatorial auctions, cost allocation, Game Theory.

PROFESSOR DETLOF VON WINTERFELDT

The foundation and practice of decision and risk analysis as applied to the areas of technology development, environmental risks, natural hazards and terrorism.

Facilities – Academic

Teaching and Learning Centre: <http://www2.lse.ac.uk/TLC/Home.aspx>

Academic and Professional Development for PhD students

Research students are encouraged to participate in the Academic and Professional Development Programme for PhD students. This is offered by the Teaching and Learning Centre, together with colleagues from the Careers Service and Language Centre. The programme is based around the core course 'Authoring a PhD and Developing as a Researcher,' which covers topics from creativity in research design to preparing for the PhD viva examination. The course is organised into three strands – getting started, the middle years and the endgame – for students at different stages of their research.

For more information about the programme, please visit the LSE PhD students' portal website at: <http://www2.lse.ac.uk/usefulContacts/TLCPhD/Home.aspx>

Teaching and Learning Centre contact:

Dr Gita Subrahmanyam,

Development Advisor for PhD students

Email: g.subrahmanyam@lse.ac.uk

The Teaching and Learning Centre also provides support and training for PhD students who teach, including a compulsory programme for new graduate teaching assistants who are also registered as PhD students at the school. Those students who wish to take their teaching training further should consider taking the 'LSE Postgraduate Certificate in Higher Education' (PGCertHE), a formal qualification in teaching in HE, which is externally accredited by a national body, the Higher Education Academy. For further information about the LSE PGCertHE and other TLC teaching training, please contact the TLC Departmental Manager:

Email: tlc@lse.ac.uk

There are a number of other training events and support networks for research students. Please see the training portal website for further details of courses and events: <http://training.lse.ac.uk/>

The Library: www.lse.ac.uk/library

The British Library of Political and Economic Science (BLPES) is the national library for the social sciences and has around 3 million items on the subject. The reference stock comprises almost four million items, and there are seats for over 1,000 readers. The new library building has also expanded the number of computer terminals available for students. Because of its size, it is complex to use and newly-arrived students are advised immediately to familiarise themselves with its facilities, to take full advantage of the introductory tours available, and to collect maps and information pamphlets at the entrance.

Library policy is that the Main Collection should hold all English-language (and some other language) works which constitute a contribution to knowledge in the social sciences, which means that ephemeral material is often not purchased.

The Course Collection is intended to contain works other than textbooks (which students should purchase) which are in current use for taught courses. Student demand is the principal criterion used in purchasing policy, especially when acquiring multiple copies of important titles. Books that are unused are withdrawn. Loan periods for the course collection vary from one week to less than 24 hours. The loan periods are the same regardless of who is borrowing and some of the fines for special course collection books (set texts) can be high, and so be sure to pay attention to the loan labels when you begin to use this collection. **It is desirable that students should reserve titles that are not immediately available, so that extra copies will be acquired.**

The Library also houses an Offprint collection of photocopied material that has been set aside for courses. Off-prints are available for several hours either for reading or photocopying. Special short courses are available in the library on reference skills (e.g. Endnote, using the computer research materials, etc.).

Other Libraries

The University of London Library at the Senate House has valuable collections, especially of periodicals, and many students are also attracted by its peaceful, cultured atmosphere. Students wishing to gain access to the Library should contact the BLPES Information Desk for further information. All students can use the facilities provided by their local public library and are especially advised to take advantage of the Inter-Library Loans Service. Students also have access to the libraries of all the colleges of the University of London but without borrowing rights.

IT Services: www.lse.ac.uk/itservices

Having completed the registration procedure you will have access to LSE's network, disk space on the network, electronic mail and also be allocated a personal email address at LSE. For further information about the self-registration procedure, see the IT Services website

The LSE has over 1000 computers in computer classrooms, open access computer areas around the School and the student residential halls' computer rooms. All public computer rooms and areas have printing facilities. The opening hours of these rooms and areas vary, see website for details.

IT Helpdesk: ITHelpDesk@lse.ac.uk

Telephone: 020 7955 6728

The IT Help Desk is located in the Library on the Lower Ground Floor and the opening hours are:

Term time: Mon-Fri, 9.30am - 8pm

Sat & Sun, 11am - 6pm

Vacations: Mon-Fri, 9.30am - 5pm (8pm during Easter vacation)

IT Training: it_training@lse.ac.uk

IT offer a large variety of training courses, IT independent resources, computer-based training tutorials for just-in-time learning or a planned programme of study, specialist software training for Maple and SPSS and over a 100 IT guides on subjects ranging from how to archive email to using specialist software. Introductory courses on the use of the IT facilities at the School are run throughout the Michaelmas and Lent Terms. All new students are strongly advised to attend the induction course *Introduction to Using IT at the LSE* and as many other IT training courses as possible. There is a variety of other IT courses available and the details will be available on the website

Full details of the IT facilities at the School are included in the IT brochure, which is also available from the IT Help Desks or website.

The Methodology Institute: www.lse.ac.uk/Depts/Methodology/

The Methodology Institute is a special centre that works with the various Departments across the school. Students are encouraged to take advantage of courses offered at the Methodology Institute if they wish to further their social research skills.

The Language Centre: www.lse.ac.uk/Depts/language/

Although students are expected to have sufficient English and study skills before they arrive for the PhD, some students feel that they require extra support in these areas. If your first language is not English and you are experiencing difficulties in listening, speaking or writing, the School's Language Centre provides English for Academic Purposes (EAP) language support free-of-charge. A proof reading service is also offered at very competitive rates for those students who do not need formal language support, but nevertheless need the grammar in their key written work corrected.

Facilities – Practical

Financial Support: financial-support@lse.ac.uk

If you are facing financial difficulties because of changed circumstances contact the [Financial Support Office](#) in Room A42 (Student Services Centre) or by email. Anyone wishing to apply to the School for financial assistance should go to the Financial Support website first. Students are also welcome to attend the daily Drop In sessions between 1 and 2pm. These are held in the Student Services Centre and there is no appointment necessary.

The School expects all its students to make adequate arrangements for their maintenance and the payment of their fees before they register. However, the School is prepared to consider applications for help from those who fall into unexpected and unforeseen financial difficulties during the course. Additionally the school runs an LSE Research Studentship scheme with an annual deadline in June.

Dean of Graduate Studies: j.fulbrook@lse.ac.uk or a.donkor@lse.ac.uk

Dr Julian Fulbrook
Room A202, 020 7955 7574,

The Dean has a wide range of duties concerned with relations between the School and its students. He is available to any graduate student who wishes to raise any problem, academic or otherwise. In particular he is available for the counselling of individual students who experience difficulties, and he can help in the reallocation of students to supervisors. He is a supplementary source of help to the supervisor, the Departmental Research Student Tutor and the departmental Convener. *The Dean will see students by appointment or during his open office hours as published outside his office (A202)*

Accommodation Office: www.lse.ac.uk/accommodation

The Accommodation Office has a range of LSE and intercollegiate accommodation available to students. As you will be aware the LSE is unable to guarantee all students accommodation and in fact the majority of students, particularly postgraduates, choose to live in privately rented housing. For further details, please see their website.

LSE Catering: www.lse.ac.uk/cateringServices.htm

- Brunch Bowl - 4th floor, Main Building (open 9am-7.30pm, Mondays to Fridays, during term-time). Serves hot meals, salads and snacks throughout the day
- LSE Garrick - Houghton Street/Aldwych (open 8.30am-8pm Mondays to Fridays) Café service all day, hot main meals at lunchtime
- Cafe Pepe - 3rd floor, Clement House (open 9.30am-5pm Mondays to Fridays). Serves hot and cold drinks, soups, sandwiches and snacks
- Plaza Cafe - John Watkins Plaza area, outside Library (open 9am-9pm Mondays to Fridays and 12 noon-6pm Saturdays and Sundays during term-time) Serves hot and cold drinks, soup, sandwiches and snacks

- Café 54 - Ground floor of the New Academic Building (open 8.30am – 5.30pm Mondays to Fridays) Serves sandwiches, hot and cold wraps, soup, pasta, fresh baked pastries and cookies, coffees, and cold drinks
- Beavers Retreat Bar - 4th floor, Main Building (open 5pm-9pm, Mondays to Fridays, during term-time). A good place to socialise.

For vacation opening hours, see the LSE computer login box and notices around the School. LSE Catering Services became the first London university to achieved Fairtrade status in 2004. Fairtrade refreshments are available in all the School's catering outlets

Facilities – Pastoral

Careers Adviser for PhD students

The LSE Careers Service has a Careers Adviser with special responsibility for PhD students, Kate Daubney (k.daubney@lse.ac.uk) Frances is available to see PhD students at any stage of their research for confidential one-to-one careers discussions. Call 020 7955 7135 during Careers Service opening hours to make an appointment. More information and resources are available on the PhD pages of the Careers Service website: www.lse.ac.uk/careers.

Students' Union: www.lsesu.com

All LSE students are members of the LSE Students' Union automatically and the Union is run by students for students. Officers of the Union, who make decisions on how it is run are elected annually by all students. The Union's main General Meeting, the UGM, which is the only one of its kind that remains in the whole of the UK, attended by an average of 200 students, is held every Thursday at 1pm in Old Theatre. The Union finances over 150 societies, covering everything from national groups to special interest groups to career interests and also has 30 sports clubs, many with more than one team. LSE students automatically become members of the University of London Union (ULU) and National Union of Students (NUS) through the LSE SU. The LSE Union offers the following services to all students

- Advice Centre offers independent counselling and advice on information on finances, visas, housing and a range of subjects
- A number of support funds, including a childcare fund for students with children
- The Union Shop sells stationery, toiletries, LSE memorabilia, greeting cards and food.
- The Café and The Three Tuns kitchen provide hot and cold food with a variety of vegetarian, halal and kosher options.
- The Three Tuns, Underground and Quad bars are open throughout the week culminating in Friday night's 'Crush' club night.
- A large Copy Shop offers cheap photocopying and coursepacks.
- STA, a branch of this national travel agency, serves student travel during business hours throughout the year.

The Athletic Union is part of the Students' Union and caters for many different sports. There is a Gym, a badminton court, three squash courts and a gymnasium. In addition to these facilities, the School owns a sports ground of 25 acres at New Malden in South London.

Students are also eligible to take part in the activities of the University of London Sports Club.

Health Services : www.lse.ac.uk/collections/medicalCentre

There is a NHS General Practice within the LSE campus at the St Philips Medical Centre, Sheffield Street WC2. Full details of its services can found at the above website (alternatively access the site via www.spmc.info). Please note, some services are only available to registered patients - further information about registration issues and other ways to access NHS care are given on the web site. The dental practice located in the same building but is operated separately from the medical practice. Its rules for accepting NHS patients are quite complex. It is suggested that if you need their services, you should stop in and talk to them.

LSE Student Counseling Service

This is a free and confidential service for all LSE students, which aims to help you cope more effectively with any personal or study related difficulties. Appointments must be booked in advance, and last for 50 minutes. The Service is open Monday-Friday 10am-5pm throughout the year, apart from 'School closure' days. The Student Counselling Webpage has further information and links to self help websites for students. Enquiries should be directed through the TLC Office or via studentsupport@lse.ac.uk. Support and practical advice is also available through the LSE Student Mental Health and Wellbeing Adviser j.sedgwick@lse.ac.

Disability Equality: www.lse.ac.uk/disability

The School Disability Office co-ordinates support for students with disabilities and/or dyslexia, in accordance with LSE Policy on Disability Equality and the Disability Discrimination Act ("DDA"), Part IV (SENDA):

The Disability Discrimination Act, Part IV, places a duty on higher education institutions; not to treat students with disabilities less favourably than other students to make reasonable adjustments where disabled students might otherwise be placed at a substantial disadvantage.

Gender Specific Advisors

Advisor to Women Students

Dr Shani Orgad, Room S110, 020 7955 6493, s.s.orgad@lse.ac.uk

Advisor to Male Students

Dr Jonathan Hopkin, Room H519, 020 7955 6535, j.r.hopkin@lse.ac.uk