SCHOOL OF BUSINESS AND MANAGEMENT

APPENDIX TO THE MPHIL/PHD DEGREE STUDENT HANDBOOK 2023/24

This appendix should be read in conjunction with the [core MPhil/PhD student handbook 2023/24](#)

Welcome to your School

Royal Holloway's School of Management was founded in 1990 and became the School of Business and Management in 2019. The MPhil/PhD Management programme has grown to become one of the largest research programmes at Royal Holloway. The programme involves a period of sustained in-depth study of a specific topic which aims to:

- provide the opportunity to enhance the student's knowledge of the broad area and to study the theoretical foundations and specific techniques of the subject
- ensure the student uncovers and critically examines background literature on the topic
- give the student the stimulus required to develop originality and creativity in the research
- give the student the opportunity to develop skills in making and testing hypotheses or research questions, in developing new theory, and in planning and conducting investigations to discover new insights
- enable, through critical scrutiny of written work and oral presentations, opportunities for the student to develop skills in writing and presenting the results of the research in learned journals and monographs and at academic and professional conferences.

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Key contacts

Role	Name	Email	Phone	Room
Executive Dean	Professor Christos Tsinopoulos	Christos.Tsinopoulos@rhul.ac.uk	TBC	TBC
School Director of PGR Education	Professor Fiona Moore	Fiona.Moore@rhul.ac.uk	01784 276116	McCrea 2-37
School Director of PGR Education (Deputy)	TBC	TBC	TBC	TBC
School helpdesk*		MN-PG-Office@rhul.ac.uk	01784 276213	Moore 0-11

* For the majority of your non-academic related issues, please contact the [Doctoral School](). However, for queries about teaching contracts, expenses and study space within the school, please contact the School of Business and Management helpdesk.

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Staff

[Read the list of staff within the School of Business and Management]()

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Research areas

At the School of Business and Management we undertake research at the cutting edge of management thinking through our own specialist Research Centres/Theme Groups and departments. We frequently collaborate with industrial and commercial research partners, as well as with academic colleagues at other institutions (both in the UK and further afield) and in other departments within Royal Holloway. Group members are also active within the academic research community, making regular contributions at conferences and in the pages of the leading academic journals in their fields. Specialist Research Centres/Theme Groups include:

- Centre for Research into Sustainability (CRIS)
- Centre for Critical and Historical Research on Organisation and Society (CHRONOS)
- Digital Organisation and Society Research Centre (DOS)
- Intercultural and International Perspectives on Management
- Knowledge Management and Organisational Learning

[Find out more about the research in the School of Business and Management]()

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Staff-Student Action Meetings and feedback

In the School of Business and Management, we are keen to address any concerns you have about the progress of your work or of any feedback on the research environment. You have several ways of making your views known, as below. However, in the first instance it is recommended that you talk to your supervisor, the Director of PGR Education or the Head of School, either to arrange a meeting or by putting your comments in an email.

The School of Business and Management's PGR Staff-Student Action Meeting
The aim of this meeting is to provide a venue for dialogue between the School of Business and Management and the PGR student community on any issues of concern to students. In the School of Business and Management, we ask for two students per year group to represent the views of their cohort for this meeting. Other members of the meeting from the School are the Director and Deputy Director of PGR Education, Head of Operations and the Director of Research. The committee meets three times per year, usually once per term.

The School of Business and Management Research Student Oversight Committee
One PhD student who is nominated by the SU is a member of this committee to represent the views of the School of Business and Management PGR community. Other members of the Research Student Oversight committee are the Director and Deputy Director of PGR Education, and a PGR supervisor from each of the five departments. The committee meets three times per year, usually once per term.

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Research skills training, teaching experience and annual conference

Although discussions on your training may take place during the year in your supervisory meetings, you are required to submit your completed Training Log at each Semi-Annual Review (SAR) and this is often a good time to review your development progress and future training requirements. You should be fully engaged with the design of your training programme, as this is an important part of your personal development planning, and should be considering what will be of benefit to you in both the short and long term.

School of Business and Management Research Methods Training
All full-time first-year School of Business and Management doctoral students are required to attend three methods training courses, one during the Autumn term and two during the Spring term. Part-time students can either take these courses together, or can split them across their first and second year of registration.

MN6015 Qualitative Methods for Doctoral Students
This course examines key methodological debates in management research and the methods and techniques of qualitative data gathering and analysis. Initially we review competing epistemological perspectives on research methodology. We then move on to consider various specific qualitative data gathering and analysis techniques, including: interviews, document analysis, case studies, on-line methods and qualitative data analysis. As part of our discussion of specific methods, we will also consider more generic issues such as reflexivity and methods of legitimating the qualitative research process (credibility and trustworthiness). This course will enable new research students to design and successfully implement appropriate methods for their research projects and gain a deeper understanding of what constitutes a contribution to knowledge.

MN6025 Quantitative Methods for Doctoral Students
This course provides an introduction to questionnaire design and some of the most commonly used quantitative techniques, including analyses of variance (ANOVA and MANOVA), multiple regression analyses, moderators and mediators using regression analyses and exploratory factor analyses. Its explicit goal is to help students understand the relationship between theory, data and statistical techniques. Time will be spent thinking about how theoretical insights can be translated into testable propositions, and how those propositions are best tested.

Discussions of published research from leading journals in management research, and simple class demonstration of the techniques, will increase overall confidence and willingness to use statistical methods in the thesis. It will also develop critical skills in evaluating others' research.

MN6035 Philosophy of Methods for Management Research
This course provides an introduction to elementary aspects of the philosophy and methodology of social science and management research within this domain. The provisional programme consists of an introduction and overview to methodological and epistemological debates in management research. It will then move into more depth, with discussion of constructionist and post-structuralist approaches to management research; critical realism; feminist approaches to management research and post-colonial approaches.

All courses are assessed by a written assignment. Details of the written assignment, including the deadline for submission, will be provided by the course coordinators of each course during term time. Students are required to pass all three courses independently (with a mark of at least 50% in each) in order to proceed to upgrade in their second year. Please note that these assignments are checked for plagiarism through the software package TurnItIn. Any evidence of plagiarism is treated very seriously and can result in a mark of 0%.

Internal/external seminars and research events
All PGR students are encouraged to attend the School's programme of internal and external seminars, given by expert academics which outline contemporary research and thinking in many fields of Management Studies.

- Details of these seminars and events are circulated by email regularly.
- In particular, students should discuss with their supervisors which of the School Research Centres are most relevant to their interests and arrange with the Research Centre co-ordinators to attend their regular sessions, which include workshops, seminars and group discussions.
- Students may be asked to present their own work at these sessions and this is regarded as excellent presentational practice, as well as providing useful feedback on research ideas and projects from the academic staff attending.

Other training
The School is a member of the South East Network for Social Sciences Doctoral Training Partnership ([SeNSS](#)). Each year SeNSS runs a series of workshops, conferences, and other research training events that are open to all PGR students.

Students may find they need specific training for their research needs which are not available in any of the above forums. Relevant seminar and training programmes are also provided by other institutions, for example:

- [British Academy of Management](#)
- [National Centre for Research Methods](#)
- [The Social Research Association](#)

Students should discuss with their supervisors the relevance of any external training schemes and, provided the training is not provided internally or through the SeNSS DTP, funding can come from the Student Allowance.

Teaching experience
The School of Business and Management may sometime be in a position to offer you opportunities to undertake teaching and/or demonstrating opportunities. In line with the Equal Opportunities Policy, any teaching opportunities which become available within the School will be advertised via email.

Annual School of Business and Management PhD Student Conference
Each year all PhD students are required to present their work to other students and academic staff of the School at the annual PhD conference. This usually takes place during the first week of the summer term.

- First year students design a poster based on their litera ture review, research questions and research design work which is exhibited in the main School of Business and Management

foyer. They will be asked to comment on this work by various staff and other students as they go around the poster exhibition.

- Second year and above students put together a Powerpoint presentation which is then given to an audience of staff and students. Each presentation allows time for questions and discussion. This is a chance to receive helpful advice and feedback beyond the student's supervisory team, as well as being a good opportunity to practice the essential academic research skills of presenting your own research work.

It is important that submissions to the conference are discussed ahead of time with the student's supervisor.

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Financial support

The School offers a sum of money, in years 1-3 only (1-6 for part-time students), to support students in their studies.

- This allowance may vary from year to year according to the overall PhD budget and is not available to writing-up students.
- This money can be spent on, for example:
  - Conference attendance (providing the student is presenting a paper)
  - Specialist training (providing this is not provided in the University or the SeNSS DTP)
  - Fieldwork
- Money not spent in one year's allowance can be carried over to the next up to a total amount.
- Applications for access to spend this allowance should be submitted in advance on the appropriate form which can be downloaded from the School of Business and Management PhD Programme Moodle page.
- Every application is subject to the Director of PGR Education's prior approval.
- Once approved, you will be asked to fill out an expenses claim form which must be supported by relevant receipts.
- Your claim for reimbursement should be submitted no longer than 8 weeks after the claim date.

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Facilities and resources

School of Business and Management PhD Student Moodle Page
Moodle is an e-Learning platform available to students at Royal Holloway. There is a Moodle page entitled "School of Management PhD Programme", which brings together the information most frequently used by PhD students and supervisors in the School and should be the first place to look for information if you have a question or query. It is a combination of weblinks to the University website, commonly used forms and other useful documents including a section for academic resources. This page should be checked regularly as it is continually being updated.

This page is restricted to School of Business and Management PhD students and staff. Enter your username and password to log on at https://moodle.royalholloway.ac.uk/

School of Business and Management study rooms

The School of Business and Management provides two dedicated PhD student study rooms that are located in the Moore Annexe (Rooms MX126, and MX127).

- The rooms have recently been refurnished and operate on a hot-desk basis. They are equipped with PCs and printing facilities.
- Access is via your student swipe card and is exclusively for School of Business and Management PGR students for quiet individual study.
- Software available includes MS Office, NVivo, SPSS, MATLAB and Datastream (on 2 machines with dual monitors only).
- A copy of the policy for the use of the room is on display on the noticeboard inside each room.
- As well as the networked laser printers in MX126, larger multifunction printer/copier/scanners are available in on the 1st floor of the Moore Annexe, room MX114 (number keypad access required), and in the Moore building kitchen MB13 (student swipe card access). A colour printer is available in MB13, which can be used for small quantities only. Print queues are:
  - MX127 "Management PhD Lab on WPS100"
  - MX114 "Management Multifunction 4"
  - MB13 multifunction copier/printer "Management Multifunction 3"
  - MB13 colour printer "Management MB6 Colour"
- PhD students can use the Moore Annexe staff room which is located in room 122 (MX122). Facilities include a small kitchen, tables and chairs etc.
- A number of coin-operated lockers are located on the ground floor corridor of the Moore Annexe. You will need a £1 coin which is returnable after use. Valuables are left at your own risk.

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Attendance

The School of Business and Management is committed to ensure that Research students are compliant with the [University Code of Practice for Postgraduate Research students](#) with regard to attendance and engagement in study.

In the School all students (Home/EU and Overseas) are required to give the Doctoral School prior notification of all visits and absences in the UK and abroad, whether as part of their research or for holiday and other reasons.

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Semi-Annual reviews and upgrades

Although you will meet with your supervisor regularly during the academic year, your academic progress is formally reviewed at least once every six months (every 12 months for part-time students).

- [Core annual review details](#)
- [Semi-annual reviews in the School of Business and Management](#)

All MPhil / PhD students start their programme on the MPhil and have to pass the upgrade review meeting in order to be eligible to submit for the PhD.

- [Core upgrade details](#)
- [Upgrades in the School of Business and Management](#)

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Guidance on your thesis

- Please note that the discovery of plagiarised material in any submitted thesis is regarded as a very serious offence by the University and can ultimately lead to your registration being withdrawn. In collaboration with your supervisory team, you can check your thesis through Turnitin during preparation and before submission via the "PhD Theses: Management" [Moodle](#) page.
- In general you should submit drafts of your thesis chapters to your supervisory team for comment long before your submission deadline, and expect to edit these chapters over some iterations. Please build into your timetable sufficient time for your supervisory team to read and comment on your chapters, remembering that they will have various other work commitments.
- It is your responsibility to complete a first draft of the Entry Form for MPhil/PhD Exam and to ensure this is sent to the Doctoral School at least two months before you submit your thesis. Please note that the form has to be approved and signed by your principal supervisor and by the Director of PGR Education before it is submitted to the Doctoral School.
- It is the School of Business and Management's policy that vivas are both recorded and chaired by an Independent Chair from among the academic staff of the School.