Please be aware that as College policies may be subject to change during the academic year, we reserve the right to change the information contained within this handbook. Any changes will be made to the online version on the handbook available on Moodle and on the Management website.
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1. Introduction

Birkbeck’s Department of Management was established in 1996 and since 2009 has formed part of the School of Business, Economics and Informatics. The Department occupies the purpose-built Clore Management Centre which opened in 1997.

This Handbook is designed to guide new and existing research students as well as research supervisors through the administrative processes involved in the admission of new students, research training, supervision, monitoring of progress, and the submission of the research thesis. The Handbook has been prepared in accordance with the College Code of Practice for Postgraduate Training and Research for the MPhil and PhD Degrees and the College Regulations for the Degrees of MPhil and PhD. The College Code of Practice is reproduced as Appendix III of this handbook.

In formal terms, students first enrol on the MPhil and are later upgraded to PhD status. In practice, the MPhil/PhD is a single integrated programme; except where the upgrade itself is discussed, this handbook uses the terms ‘PhD student’ and ‘PhD programme’, without reference to the MPhil.

The Programme Director is Dr Frederick Guy (f.guy@bbk.ac.uk; 020 7631 6773; Room 209) and the Programme Administrator is Rachel Dowle, (r.dowle@bbk.ac.uk; 020 7631 6740; room G01).

The departmental administration office (Room G01) is open from 10am - 6pm, and remains open during vacation times, unless the whole College is closed for Christmas, Easter or a public holiday. The Clore Management building is open until 9pm during term time.
2. Steps toward the PhD

2.1 Registration

Students who wish to study for a PhD will initially be registered for an MPhil irrespective of their previous qualifications. Subject to suitable progress (see below) students later upgrade their registration from MPhil to PhD.

2.2 First steps and planning the first year

All new students will have had their initial research proposal accepted by the Department prior to acceptance. They will also have been assigned a principal supervisor and a second supervisor. In addition they will have been enrolled onto the modules that comprise their research training (see below).

New students must arrange a formal meeting with their principal supervisor within the first two weeks of their first term. Student and supervisor must formally plan research activities for the academic year including the completion of a formal, in-depth research proposal. This plan should be written up by the student and agreed with the principal supervisor. Students should also make arrangements to meet their second supervisor.

New students will meet each other at the induction evening for first year post-graduate research students at the start of Autumn and Spring terms.

2.3 Term Dates 2016/17

The Department of Management has a Three Term Learning model to allow students to spread their workloads. This means all assessment takes place during the term, with exams at the end of the term in which the module is taught. Please see the Assessment section, section 5, for information on assessment and examination dates.

Postgraduate Induction Evening: Friday 30 September, 6pm

Autumn Term: Monday 3 October 2016 – Friday 16 December 2016

Christmas Closure: The College will close at 6pm on Thursday 22 December 2015 and normal services will resume from 9am on Monday 3 January 2017.

Spring Term: Monday 9 January 2017 – Friday 24 March 2017

Easter Closure: College will close at 6pm on Wednesday 12 April 2017 and normal services will resume from 9am on Wednesday 19 April 2017.

Summer Term: Monday 24 April 2017 – Friday 7 July 2017

The College will be closed all day on the following bank holidays:
May Day Bank Holiday: closed all day on Monday 1 May 2017.
Spring Bank Holiday: closed all day on Monday 29 May 2017.
August Bank Holiday: closed all day on Monday 28 August 2017.

Students are required to confirm the modules that they are studying in advance of the production of the College’s examination timetable.
Module confirmation opens in the middle of term 1. Students will receive an email from the Exams Office inviting them to confirm their modules. The PG administrative team will also send out an email to students. Students must confirm their modules on their My Birkbeck profile as soon as they are in receipt of these emails.

2.4. Events for all PhD students

**PhD Seminar** (all on Mondays, 6-8pm):
- Autumn 2016: 31st October, 7th November, 21st November
- Spring 2017: 16th January, 30th January, 20th February
- Summer 2017: 08th May, 22nd May

**Annual PhD Conference**
- Friday, 21st October

2.5. Modules, reports, and deadlines

### 2.5.1. For first year students (and second year, part time)

<table>
<thead>
<tr>
<th>Modules for first year students</th>
<th>tutorials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1, Autumn term</strong></td>
<td>Research Philosophy Thursdays, 6-9pm&lt;br&gt;Perspectives on Organization Wednesdays, 6-9pm (or substitute module subject to approval)</td>
</tr>
<tr>
<td><strong>Year 1, Spring term</strong></td>
<td>Qualitative Research Methods Wednesdays, 6-9pm&lt;br&gt;Statistical Methods for Business Research Thursdays, 6-9pm (or substitute quantitative methods module, subject to approval)</td>
</tr>
</tbody>
</table>

**Research Plan – all first year students**
Submit to PhD Administrator after approval by supervisor

**Full-time students:** by 9th December 2016

**Part-time students:** by 17th March 2017

**Research Prospectus – first year FT, second year PT**

<table>
<thead>
<tr>
<th>Year 1, Summer term (full-time students)</th>
<th>due: 15th June, submitted with annual report examined by panel: late June/early July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2, Summer term (part-time students)</td>
<td></td>
</tr>
</tbody>
</table>

### 2.5.2 For all students (except as noted)

**Mid-year report**
- starting second year, until submission of thesis
- student report submitted to supervisors by 27th January 2017; meeting with supervisors and joint report by 17th February

**Annual Report / examination by panel / re-enrolment**
- every year until thesis is submitted
- examined by three member panel
- submission deadline for 2017: 1st June (unless submitted with Research Prospectus, in which case 15th June)
- examined by panel not later than 7th July 2017
2.5.3. The run-up to completion involves the following steps for all students

<table>
<thead>
<tr>
<th><strong>Upgrade from MPhil to PhD</strong></th>
<th>Apply for upgrade after you have finished your literature review, collected most of your data, and completed a significant portion of your data analysis. The upgrade application should be included with either your annual report or your mid-year report. It should typically be done at the end of two years (FT), or three or four years (PT).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>[Switch to writing-up fees]</strong></td>
<td>Reduced fees, available when you have completed all data collection and analysis needed for your thesis, and have completed a full draft of the thesis – and so, in principle, require no further supervision. Some students are ready to submit their dissertation soon after that, but many need longer to produce a draft ready for submission, and apply to move to writing up. Full time students may be on writing up for not more than one year, part-time students for not more than two years.</td>
</tr>
<tr>
<td><strong>Selection of examiners</strong></td>
<td>Two examiners, nominated by your supervisor, subject to approval by the College.</td>
</tr>
<tr>
<td><strong>Mock viva</strong></td>
<td>When you think your thesis is ready for submission, we schedule a mock viva. This is usually conducted by the second supervisor. It is (1) practice for the viva, and (2) a final check to see that your thesis is really ready for submission.</td>
</tr>
<tr>
<td><strong>Submission of thesis</strong></td>
<td>Aim for end of year 3 (full-time) or year 5 (part-time). (The minimum time allowed is two years (FT) or three (PT). We aim to have all students submit within four years (FT) / seven years (PT).)</td>
</tr>
<tr>
<td><strong>Viva</strong></td>
<td>The examiners need time to read the thesis, after which a mutually agreeable date needs to be found – this can easily take a couple of months. The viva itself usually takes about two hours. It is a meeting between you and the two examiners. Your supervisor may also attend, if you wish, but if attending does not speak during the exam.</td>
</tr>
<tr>
<td><strong>Examiners report [Corrections / re-submission]</strong></td>
<td>There are several possible outcomes to the viva: some theses pass without requiring corrections; a few fail outright, or are awarded an MPhil instead of a PhD. Most end with a request by the examiners for some corrections before the degree can be awarded. The corrections may be minor (and due within three months), or major (and due within eighteen months). If corrections are required, the examiners will need to review your corrected thesis before making a final decision; in the case of major corrections, the examiners have the option of conducting a second viva.</td>
</tr>
<tr>
<td><strong>Award of PhD</strong></td>
<td>Congratulations!</td>
</tr>
</tbody>
</table>
2.5.4. Into, and out of, the PhD programme: alternate paths in the first year (or first two years, if studying part-time).

Entry directly to the MPhil/PhD programme is suitable for students who have a good relevant master’s degree and a sound research proposal. Others may need some additional taught modules and a master’s dissertation closer to their research topic before proceeding to the MPhil, and are advised to begin with the MRes (which includes, among its requirements, all first year taught modules for the MPhil).

Students who begin the MPhil have three different exit options toward the end of the first year (FT; second, PT), if they either choose not to continue, or do not receive high enough marks on the assessed elements in the first year. Progression requirements and exit options are summarized below. For details of the Research Prospectus assignment, see the page following.

<table>
<thead>
<tr>
<th>MRes</th>
<th>MPhil/PhD</th>
<th>Exit awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taught Modules, year 1 (90 credits)</td>
<td>Taught Modules, year 1 (60 credits)</td>
<td>Postgraduate Certificate in Management (60 credits)</td>
</tr>
<tr>
<td>- Research Philosophy</td>
<td>- Research Philosophy</td>
<td></td>
</tr>
<tr>
<td>- Perspectives on Organization</td>
<td>- Perspectives on Organization</td>
<td></td>
</tr>
<tr>
<td>- Qualitative Research Methods</td>
<td>- Qualitative Research Methods</td>
<td></td>
</tr>
<tr>
<td>- Statistical Methods for Business Research (or an alternate quantitative methods module)</td>
<td>- Statistical Methods for Business Research</td>
<td></td>
</tr>
<tr>
<td>- two optional modules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MRes dissertation (90 credits)</td>
<td>Research Prospectus (60 credits)</td>
<td>Postgraduate Diploma in Business Research (120 credits)</td>
</tr>
<tr>
<td>September, year 1 (FT)</td>
<td>June, year 1 (FT)</td>
<td>[Top up first year MPhil/PhD work with MRes dissertation (short) (60 credits), and then]</td>
</tr>
<tr>
<td>September, year 2 (PT)</td>
<td>June, year 2 (PT)</td>
<td>MRes Management (after starting on MPhil/PhD) (180 credits)</td>
</tr>
<tr>
<td>Award of MRes Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Students who complete the MRes with an average mark of at least 60% on modules and 65% on the dissertation are invited to apply for admission to the MPhil/PhD programme. Acceptance is conditional on availability of a supervisor.

Students who pass all modules, with an average of at least 60%, and pass Research Prospectus with at least 60%, may continue with the MPhil/PhD.
3. Arrangements for the supervision of students

3.1. Appointment of supervisors

Appointment of Principal and Second Supervisors will be made by the MPhil/PhD programme Director and confirmed by the Department MPhil/PhD Committee.

Appropriate principal supervisors are those who:

- are active in the student's research field or in a field closely related to it
- have a record and experience of PhD supervision
- are currently principal supervisor to fewer than 6 students (or FTEs)
- are not concurrently (i.e., within one academic year) taking on supervision of more than 4 students (2 in the case of potential supervisors who have not successfully completed PhD supervision)
- are willing to undertake supervision

In cases where the potential supervisor has not successfully completed PhD supervision the potential supervisor:

- would not normally be appointed as sole Principal supervisor
- would be appointed as joint Principal supervisor with an experienced supervisor
- the Second Supervisor does not necessarily have to be experienced in PhD supervision as one of the purposes of undertaking such a role it to acquire relevant experience. The Second Supervisor also does not necessarily have to have to be active in the student's research field or in a field closely related to it but must be sufficiently aware of both the area and relevant research methods that they are able to offer advice and support.

The roles of Principal and Second Supervisors are set out below.

3.2. Responsibilities of principal supervisors

1. The supervisor should provide the student with advice on: the nature of research and the standards expected; the planning and scope of the student’s research programme; the primary sources and secondary literature required to support the project; the availability of and requirements for attendance at relevant seminars and taught classes; research techniques (including arrangements for instruction where necessary); and questions of originality, plagiarism, attendance at conferences and publication of research results.

2. The supervisor should meet with the student for formal consultation at least three times a term in the case of full-time students, and at least twice a term in the case of part-time students. The number of formal consultations may be varied by mutual agreement as circumstances may require. Supervisors may also maintain contact through regular seminar meetings, in accordance with College and Department policy and in the light of discussion of arrangements with the student, as well as through email. Supervisors are responsible for structuring at least the minimum number of supervisory meetings, and for maintaining simple but adequate written records which record the student’s progress and plans and the need for future supervisory meetings.

3. Supervisors should be accessible to students at other appropriate times when advice may be needed.

4. A clear understanding between the supervisor and student should be established at an early stage about the supervisor’s responsibilities in relation to the student’s written submissions. The understanding must accord with University, College or Department regulations, of which
the student should be made aware, and must cover the nature and frequency of guidance or comment that the supervisor will offer.

5. Supervisors should give detailed advice on the importance of planning and the necessary completion dates of successive stages of the work so that the thesis may be submitted within the required time.

6. Supervisors should advise on matters relating to the presentation of work in the form of conference and journal papers, including the avoidance of plagiarism and the process of due acknowledgement.

7. Supervisors should facilitate contact with specialists in other institutions and, where possible, access to necessary materials and facilities in other institutions and data sources.

8. Written work should be requested as appropriate, and returned with constructive criticism and in reasonable time.

9. Arrangements should be made as appropriate for the student to talk about his or her work to staff and students at research seminars, and to receive guidance on preparing for the oral examination.

10. Guidance should be given to award-holders regarding the submission of periodic reports on their progress, and other regulations and procedures stipulated by their funding bodies.

11. Supervisors should ensure that students are made aware of any inadequacy in their progress or of standards of work which fall below those required for the award of a PhD.

12. Where appropriate, supervisors should be prepared to refer students for professional guidance in respect of personal or other problems not necessarily directly related to the research.

13. The student’s principal supervisor(s) will report any problems to the MPhil/PhD Programme Director who will draw these to the attention of the Department MPhil/PhD Committee. The Programme Director will also comment as appropriate on the student’s annual report.

14. In the case of publicly-funded students, supervisors are responsible for submitting formal reports on progress as required by the funding bodies.

15. Supervisors must inform students at the appropriate stage about procedures for the submission of the thesis, about arrangements for the oral examination, and what will be expected of them in defending their thesis, and about the range of possible outcomes of the examination. It may be appropriate to prepare students for the oral examination with a mock examination in the Department.

16. Particular care should be taken with overseas students who may need in the early stages of their study very frequent contact, and often advice. The assistance needed may include help with language problems and advice about language training. The supervisor should be aware that the period of time available for the completion of the thesis will normally be determined by the funding available and the type of registration, whether full time or part time.

17. During periods of sabbatical leave supervisors are expected to continue to undertake their supervisory responsibilities and arrangements should be made with the student to ensure a continuity of supervision. If applying to take their leave away from Birkbeck, however, they must formally notify the MPhil/PhD Committee and show, as part of the College’s study leave application process, that they have secured appropriate supervision cover from colleagues during their period of leave. Such cover, and cover during illness, is normally provided by either the second supervisor or one of the senior staff of the Department and is closely monitored by the MPhil/PhD Committee.

18. Supervisors should ensure that students are aware of their responsibilities, as set out below.
3.3. **Responsibilities of second supervisors**

1. To develop an awareness and understanding of the research being undertaken by the student.
2. To be available to the student for informal meetings and discussions (particularly during times when the principal supervisor is unavailable).
3. To read the annual report prepared by the student and the principal supervisor's comments and, where it is felt necessary or requested, provide comments to the principal supervisor and/or the student.
4. To ensure that, so far as possible, advice and suggestions given do not conflict with the advice and suggestions already provided by the principal supervisor.
5. To act as a mentor for the principal supervisor where the principal supervisor is relatively inexperienced.
6. To read and comment on the student's application for transfer of registration from MPhil to PhD.
7. To conduct a mock viva of the thesis, both as practice for the viva itself, and as a final check on the thesis' readiness for submission.
8. The Second Supervisor role is secondary and the main responsibility for supervision rests with the Principal Supervisor. If, at any time, the Second Supervisor feels they are being asked to take on inappropriate levels of supervision they should discuss this with the Principal Supervisor and the Programme Director.

3.4. **Co-supervisors**

At the discretion of the Department, co-supervisors (two members of staff jointly sharing the responsibilities of First and Second supervisors) may be appointed.

3.5. **Responsibilities of the research student in relation to supervision**

1. The student should select his or her research topic, in consultation and agreement with the supervisor. In some cases, the choice may be determined by research projects in progress in the Department or by an external funding body. Industrial needs may in appropriate circumstances influence the choice of research fields. With the consent of the student, employers may in appropriate cases be involved in planning the research and providing facilities to advance it.
2. A detailed research plan must be formulated in consultation between the student and the supervisor as soon as possible and no later than the end of the first term of study for full-time students or the first two terms of study for part-time students, in the context of what is appropriate for the discipline. The student and supervisor will complete an agreed outline of the research plan, to include the scope and timescale of the programme of study.
3. Students should establish, in consultation with their supervisor, a plan for the conduct of their research and for reporting to their supervisor on the progress of the work. Publicly-funded students must accept a commitment to make and maintain a research plan which ensures the completion of their thesis within the timescales specified by funding bodies. Funded students must familiarise themselves with the guidelines of their awarding body.
4. Students should monitor their progress against their research plan, and keep their progress under regular review by maintaining a written "research log" or other appropriate form of periodic written self-evaluation which is made available to the supervisor. A formal progress report must be submitted annually to the Department MPhil/PhD Sub-committee for consideration in accordance with Department procedures. These reports should be made on a standard Department form and should include a self-assessment of academic progress, participation in the activities described in paragraph 2 above, supervision, provision of resources, administrative and any other relevant matters.
5. Students should take the initiative in notifying their supervisors of any additional training needs they have identified or any difficulties that have arisen with the progress of their work, however elementary these problems may seem.

6. Students should discuss with their supervisors the type of guidance and comment they find to be most helpful, and agree the schedule of meetings.

7. Students should take full account of the scholarly guidance offered by their supervisors and attend the required and recommended training programmes and research seminars. Students should accept a commitment to developing their presentational skills by making oral presentations of their research in the Department or College, and attending relevant conferences and workshops.

8. The supervisor and the student should jointly decide when to submit the thesis but the supervisor's recommendation will be of crucial importance.

9. If the supervisor or the student believes that the work they have completed is not sufficient for a PhD or they do not feel able to complete the work necessary for a PhD they may submit the thesis for the degree of MPhil.

3.6. **What to do if it is felt that the student or supervisor is not meeting their responsibilities**

- Establish clearly which particular responsibilities as set out above are not being met by the other party.
- Put your concerns in writing and discuss these issues with the other party.
- Inform the MPhil/PhD Programme Director of your concerns as they arise.
- Establish some agreed means of ensuring that responsibilities are met within agreed timescales and monitor progress.
- Where a satisfactory resolution is not possible inform the MPhil/PhD Programme Director who, where appropriate and desired, will meet with both parties.
- If resolution following this is not possible, a change of supervisors should be considered.

3.7. **Changing supervisors**

Clearly every effort should be made to try to resolve concerns in other ways before considering a change of supervisor. It is possible to change both Principal and Second Supervisors. In practice, however, requests to change supervisor are usually about changing the Principal Supervisor.

There are two main situations in which such a request is likely to take place: first, where a student feels that they are unable to establish an effective working relationship with their Supervisor; second, where a student feels the Supervisor is failing to meet their responsibilities.

**If you want to change supervisors:**

- Contact the MPhil/PhD Programme Director and provide, in writing in the first instance, a description the nature of the difficulties and details of how you and your supervisor have tried to resolve them.

- Arrange to discuss the issues with the MPhil/PhD Programme Director.

Following this discussion the MPhil/PhD Programme Director will then discuss these issues with the supervisor either alone or with the student also present. If no resolution seems possible, the MPhil/PhD Programme Director will discuss with the student and other potential new supervisors the possibilities of appointing a new Principal Supervisor.
In some cases it may not be possible to appoint a new supervisor depending on the supervisory expertise available in the Department at the time. In such instances the student may be advised to seek supervision elsewhere. Please note this point also applies in situations where the Principal Supervisor leaves the College.

There may also be circumstances in which a Supervisor feels they are no longer able to supervise a Student. In these instances, the Supervisor should contact the MPhil/PhD Programme Director.
4. Research training

4.1 Aims of the research training

The Department organises formal research training for research students, in line with ESRC requirements. All research students are expected to be familiar with a broad range of research methodologies as well as those they will use in their own thesis.

The expected outcomes of research training are that students will:

- Have a sound understanding of a broad range of research methodologies, specifically:
  - their philosophical foundations
  - their strengths and weaknesses
  - the different types of research questions they can be used to address
  - the most appropriate contexts for their use

- Recognise the fundamental importance of theory and methodology in:
  - research design and method
  - the generation of new research questions and hypotheses
  - the collection, analysis and interpretation of data
  - the advancement of knowledge

- Be skilled in applying and using research methodologies across a range of research settings and topics by:
  - knowing how to identify, access and use existing research results and literature
  - formulating appropriate and feasible research questions
  - developing awareness of ethical implications and situational constraints
  - using appropriate qualitative and/or quantitative techniques
  - recognising the multi-disciplinary approach appropriate for many research issues
  - being capable of adopting a critical approach to assessing their own and other researchers' work.
  - having developed an awareness of their own needs for further training and an understanding of how that training can best be pursued.

- Have developed appropriate data collection, quantitative and computing skills to undertake critical appraisal of existing empirical studies and conduct new empirical research. Such skills have a high degree of transferability and are of direct relevance to a number of professional careers.

- Have a high level of written and oral communication skills that can be used in a range of situations and media.

- Understand how to manage the research process and have project management skills.

- Be able to produce publishable research.

- Show a capacity to relate research agendas and results to policies and practices that are of concern to organisations and other research users.
4.2. Participation in Research Students’ Seminar and Research Students’ Conference

Continuous participation in the Research Students’ Seminar is required throughout the student’s enrolment on the MPhil and PhD, subject to scheduling constraints imposed by employment, study, and absence for research purposes. Participation in the annual Research Students’ Conference is also required. The Seminar and the Conference permit students to appreciate the application of research methodologies across a range of research settings and topics, as well as honing a critical approach to assessing their own and other researchers’ work.

4.3. Taught modules

A programme of research training is mandatory for all students in their first year. Students at later stages of their research are also likely to benefit from specialised research training, which is strongly encouraged.

4.3.1. Agreeing the programme of study

Before beginning the PhD programme, the student will consult with her/his supervisor and will agree on four modules (generally 60 credits of taught courses; this may be more if one of the modules carries 30 credits) to be taken in the first year of the programme. By default, these modules will consist of the PhD Core (below); exceptions to this must be approved by both the student’s supervisor and the PhD Programme Director.

4.3.2. The PhD Core Modules

The PhD Core consists of:

- BUMN112H7 Research Philosophy (RP)
- MOMN040H7 Perspectives on Organization (PO)
- MOMN020H7 Qualitative Research Methods (QRM)
- BUMN030H7 Statistical Methods for Business Research (SMBR)

This set of modules gives students grounding in the broad range of social science research epistemology and methodology, an ability to recognise the fundamental importance of theory and methodology, and appropriate data collection, quantitative and computing skills.

Exemptions from module requirements

An exemption means that you do not need to take the module and that the overall number of modules required is reduced accordingly. As a rule, exemptions are given for having taken the same module in the Department of Management (not the same subject at a different institution) as part of a previous programme of study, such as the MRes Management, and having passed the module with a mark of at least 60%.

Substitutions

Suitable alternate research training modules, taken while enrolled in the MPhil/PhD, may be substituted with the approval of the student’s supervisor and the PhD Programme director. The usual reason for such substitution is that the student needs different research methods for her/his thesis research. However:
all MPhil/PhD students must complete a PhD-level module in the philosophy of social sciences (usually RP) and a module in qualitative research methods (usually QRM); and

unless they have a strong prior academic background in statistical methods and are planning a thesis project which does not require statistical methods, all MPhil/PhD students must complete either SMBR or an alternate quantitative methods module.

A list of social science research methods modules offered in other departments at Birkbeck can be found in Appendix V.

For a full list of modules offered by the Department of Management please refer to the indicative postgraduate timetable on the departmental website:
http://www.bbk.ac.uk/management/current-students/copy_of_timetables/

4.3.3. Module Assessment

In order to progress in the programme, MPhil/PhD students must pass (i.e., marks of 50% or better) all modules that are required per the previous section, and her/his marks on these modules must average at least 60%.

If you receive a mark of less than 60% on a module, you may complete the reassessment for the module at the next opportunity. In the case of the standard MPhil/PhD modules this opportunity is offered prior to the annual review. If you have taken substitute modules which are re-assessed later, your review panel will arrive at its recommendation regarding re-enrolment on the basis of the information available at the time of the review.

For further information on module attendance and assessment please see Appendix II: Regulations Concerning Attendance and Assessment of Modules.

4.3.4. Module descriptions

Note: module details are subject to change. For current details contact the module convenor.

Research Philosophy

Convenor and lecturer: Dr. Rebecca Bednarek
Assessment: Essay 100%; 4,000 words (due Week 10); critical review of a research philosophy/paradigm and empirical article from within that research paradigm.
Description:
This module will provide research students with a foundation in the philosophy of social science. It will expose students to a range of research paradigms while providing them greater insight into the assumption underlying their own research approach. Students will be exposed to foundation texts that have informed our understanding of research philosophy, will gain an understanding of the strengths and weakness of these research paradigms, and be able to communicate and discuss issues related to research philosophy. They will also be able to identify these paradigms at work in management and business research and the quality criteria associated with it. This will provide students with a firm foundation to understand and write about the research paradigm guiding their own research projects and prepare them for both qualitative and quantitative methods courses.

Recommended reading:
A full reading list will be provided in class. Some indicative recommending readings include:
Perspectives on Organization

Convenor and lecturer: Dr. Rebecca Bednarek; additional lectures: Dr Viviana Meschitti

Assessment: Essay 2,500 words (50%); Reflective Workbook (50%)

Description:
The purpose of this module is to increase students’ understanding of the complexities of organizations and to find relevant ways of meeting the challenges they present. It aims to help students get an in-depth understanding of organizations through the study of central theoretical perspectives. It is built mainly around the discipline of Organizational Theory but also draws from elements of Organizational Behaviour. Organizational Theory focuses on the key contextual variables that management needs to keep in mind. These include congruency with the external environment; and appropriate culture, technology, design and social and power structures. Elements of Organizational Behaviour which will be included in this course draw on micro-level factors like internal processes, organizational culture or conflict. The course covers a broad range of theories and is constructed around three main perspectives: modern, symbolic/interpretive, and post-modern. These three different perspectives are used to get a better understanding of the complexity of organization.

The aim of this module is to capture the multidimensional, life-like view of what goes on in organizations. The module is theory-driven but it also relies on empirical illustrations drawn from the academic and business literature to give students a broader understanding of the applications of the various theoretical lenses in different contexts.

Recommended reading:
Qualitative Research Methods

Convenor and lecturer: Dr. Richard Tacon
Assessment: Essay 5,000 words (100%)

Description:
This module focuses on qualitative research methods in the area of organisation and management studies. The aim of the module is to provide students with a thorough understanding of the key debates and central issues in qualitative research methods, as well as practical skills for conducting qualitative research. This course presumes a reasonable working knowledge of the material introduced in ‘Research Methods in Management 1’ and will build on this to address underlying principles and practical techniques for qualitative research design, data collection and data analysis. Each session will discuss the strengths and weaknesses of different research approaches and techniques.

The main themes explored in the lectures are:

- Quality in qualitative research design
- Different research approaches, including phenomenology, case studies, ethnography, discourse analysis and grounded theory
- Data collection techniques, including interviews, observation and documentary analysis
- Data analysis techniques
- Evaluating research and writing up projects

Recommended reading:

**Statistical Methods for Business Research**

**Convenor and lecturer:** Dr Luca Andriani; additional lectures: TBC  
**Assessment:** 100% coursework  
**Description:**  
This module provides a foundation in methods of descriptive statistics, statistical inference, relationship between variables, linear regression, regression with qualitative dependent variables and logit/probit models. It should allow you to begin using these methods, and also to interpret and assess research by others using these methods. It is geared to researchers who do not have a strong mathematical background.

The aims of this module are to give you:  
Understanding the application of principles of statistical inference and regression  
Practical knowledge of STATA  
Practice in documenting your statistical work for efficiency, collaboration, and replicability.

The module covers practical use of Stata for:  
Descriptive statistics  
Statistical Inference  
Relationship between variables  
Simple ordinary least squares (OLS) regression  
Multiple OLS regression; regression using dummy variables, interaction terms  
Testing a model’s assumptions  
Introduction to logit/probit regression models  
Presentation of results  
Reporting and preserving the steps of data preparation and analysis in the form of a simple program (a Stata “do-file”).

This is a hands-on module: we will be using the Stata program on real data every week, and assessment will be based entirely on your analysis of real data. The module is compulsory for the MPhil and Research students of the Department of Management. The module is based on the application of the essential of statistics through lecture-lab sessions. The students will be responsible of becoming more familiar with the theoretical framework (statistical and econometric theory) beyond the lecture-lab meetings. In the use of Stata we will encourage (and, in the assessed work, require) good research practice: every step you take in Stata should be documented – written down as an annotated (commented) Stata program (a “do file” in Stata terminology).

The module will be assessed with a take-home coursework. We will provide a list of questions along with a data set. Your task will be to answering the questions by analysing the data, using the techniques covering in the course. You will be required to document the steps taken in your data analysis by providing your do files and a word document in which you show and interpret the results.

**Recommended reading:**

Acock, A C, 2012 *A Gentle Introduction to Stata*, 3rd Edition, STATA Press (very good Stata manual for beginners covering all the topics of the module)
4.4. Participation in external conferences and workshops

As part of their research training and development, students are strongly encouraged to present papers at conferences and attend specialist workshops in their areas. Details of these are usually available on the web sites of appropriate academic bodies (e.g., Academy of Management, British Academy of Management etc.) Your supervisor should also be aware of relevant events.

The Department provides two sets of funding for research students to support their research:

- Up to £800 annually to attend conferences where a paper has been accepted or where your supervisor strongly supports attendance
- A one-off sum of £800 to support general research activity. Please note this payment can only apply to students who are enrolled and not to those on writing up status

Students wishing to apply for these funds should complete the application form available in the Research Students’ area on Moodle and submit the completed form, to include your supervisor’s signature to the PhD administrator.

4.5. Teaching

Doctoral students are not required to do any teaching. They are required to give presentations to the Research Student Seminar and when they wish to gain teaching experience opportunities are provided in a structured fashion, beginning with tutorial work and progressing through small classes to a limited amount of lecturing. Training is provided mainly through mentoring by experienced teachers, who retain overall responsibility for all teaching, and through the Department’s teaching peer review process. College staff development programmes are also open to PhD students.
5. Assessment of research progress

The Department also uses several formal mechanisms to monitor and evaluate student progress (described below). If, for any reason, a student feels that they are not making satisfactory progress for reasons beyond their control, they must inform their principal supervisor and/or the MPhil/PhD Programme Director.

5.1. Mileposts in the first year (FT) / first two years (PT)

5.1.1. The Research Plan

This is a brief document outlining in a page or two your proposed research topic, research questions, and methods, as agreed with your supervisor. Its purpose is to ensure that you and your supervisor are in accord as to your direction of inquiry. It is due with the PhD Administrator before the end of your first term (full-time students) or second term (part-time students) of study.

5.1.2. Taught modules

The modules required in the first year are formally assessed through varying mixtures of coursework and examination. To progress to the second year of the PhD programme, a student must (i) pass the modules, and (ii) achieve an overall average mark of at least 60%.

5.1.3. The Research Prospectus

The Research Prospectus is your principal product in the first stage of the MPhil. It is a building block for your PhD thesis, and your demonstration that you are prepared to continue with PhD research. It is assessed at the end of the third term of your first year (if full-time) or second year (if part-time) by a panel of three academics. A mark of 60% or better is required to continue on the MPhil/PhD programme.

One way to think of the PhD thesis is that it’s an exam that you set for yourself. Your Prospectus should demonstrate that your exam is both do-able and worthwhile. To do this, you need to show that:

- your research question (there may of course be more than one research question, but we’ll use the singular here) is clearly formulated;
- the answer to your question has important implications for existing theory, or for the development of new theory; and that
- you have a practical plan for answering it.

Your Prospectus also needs to demonstrate that you know your subject area, and that you have a sound basis for choosing your methods of data collection and analysis.

Your supervisor may have more specific advice on what you should include in the Prospectus; here is a general outline of what is required:

- **Title**
- **Introduction.** This should provide a general overview of your proposed project – your research question, why it is important, the data and methods you propose to use. Write this last, and keep it brief: most of what you need to say belongs in the next two sections.
- **Preliminary literature review**.
This will be the largest part of the Prospectus; writing it will be a major part of your work in the initial stages of the MPhil/PhD programme. We call it ‘preliminary’ because your PhD thesis will include a more extensive literature review. What you need here is the core, or kernel, of that.

The primary purpose of the literature review is to show why your research question is important by locating it in the existing research literature. “Research literature” here includes both the relevant theoretical frameworks, and previous empirical findings. The literature review also serves to show that you have a good, critical understanding of your subject area. It should do that, though, by doing its primary job well - you don’t need to (and won’t have space to, given the word limit) show a comprehensive knowledge of all the disciplines related to your question.

In a typical case, much of this literature will be classic, but it is important that you also show familiarity with more recent work (i.e., from the past few years) in your research area. Your view should be critical: you need to take into account conflicting theories and conflicting evidence; to weigh arguments and evidence rather than simply reporting them; and to advance your own position in a way that takes into account the positions of others.

- **Methods and data.** This section will be shorter than the literature review, but it is vital for it to deal seriously with the task of planning your dissertation research:
  - the nature and sources of the data you intend to use, including (briefly) necessary background information on the case or setting for your study; data sources or data collection methods; issues in obtaining access to data; ethical issues in collection and use of the data;
  - the methods you intend to use for analysing the data;
  - why you have chosen this data and these methods, to answer your question. Here you should show an understanding of both the strengths and the limitations of the methods you propose to use (what they can tell you, and what they can’t), and an awareness of alternative approaches that might have been used to address the same question.

- **Timeline for completion** of the thesis, issues known to you that might be obstacles to completion, and concluding remarks.

- **References.** As with any research paper, the references should be in consistent standard bibliographic format; all references listed should be cited somewhere in the text of the Prospectus.

The Research Prospectus is due in Summer term of the first year for full-time students, and of the second year for part-time students. The overall length of the Prospectus (not including bibliography and appendices) should not exceed 12,000 words.

### 5.2. Ongoing reviews of research progress

#### 5.2.1. Mid-year review

In every year after the first year of study, the student, supervisor, and second supervisor will meet during Spring term to assess the student’s research progress. The three should agree on goals to be achieved by the time of the Annual Report (see below). A minute of the meeting will be taken, and forwarded to the PhD Programme Director.

#### 5.2.2. Annual report

Every student is required to submit in the summer term an Annual Research Student Report to the departmental MPhil/PhD Programme Administrator (in the year when the Research Prospectus is due, the Prospectus constitutes part of this Report). The Report reviews the student’s progress over the previous year, and outlines their plans, including a timetable, towards completion of the thesis.
Requirements in terms of research training, issues related to supervision, and ways the Department can support their research, are also to be included.

This Report form is available to download from, and should be submitted to, the Management Research Student Area of Moodle. The Report is reviewed by a panel of three academics, including the student’s principal supervisor. The panel then meets with the student to discuss the Report, and prepares an evaluation of its own. In its conclusion, the panel states whether the student should be re-enrolled for the following year.

The panel’s recommendation is then reviewed by the Department’s PhD Programme Director. If the panel has found that the student should not be re-enrolled, the situation will be reviewed in accordance with Section 5.2.4, below.

Any common problems arising in the Reports of various students are considered by the Department’s MPhil/PhD Teaching Committee.

5.2.3. On-going monitoring of progress

If at any time the supervisor forms the view that the student’s rate of progress is proving insufficient to enable them successfully to complete their degree programme within the specified period, the supervisor should notify the student without delay and discuss with the student ways of achieving the student’s objectives. If progress remains unsatisfactory the supervisor should notify in writing the PhD Programme Director. The situation will then be reviewed in accordance with Section 5.2.4, below.

5.2.4. What happens if termination of a student’s studies has been recommended

If a student’s progress has been found unsatisfactory and non-renewal or termination of registration in the PhD programme recommended under the procedures outlined in 5.2.2 or 5.2.3, the situation will be reviewed by a special panel comprised of three members of academic staff. Members of the special panel may not include either of the student’s supervisors, or any member of a review panel that has recommended non-renewal of the student’s registration; except when barred by this rule, one member of the panel will normally be the PhD Programme Director.

The special panel will meet with the student if the student is available to meet, and may meet with the supervisors. It will consider whether there is a way in which the student might continue fruitfully in the PhD programme, and if not, what the student’s exit options would be. The panel then makes a recommendation to the Head of Department.

5.3. Upgrading registration from MPhil to PhD

In line with normal practice at United Kingdom universities, all research students are registered initially for the MPhil degree. For registration to be upgraded to PhD, students must show they have attained the appropriate intellectual level including: appreciation of the philosophy of social science; methodological issues and research design; knowledge, understanding and critical appraisal of the relevant literature; and competent data collection and analysis. They must also present a realistic timetable for completion of the PhD. While there is considerable variation according to individual student progress, full-time students might expect to apply for upgrading at the end of their second year of registration, with part-time students applying at the end of their third or fourth year.

The upgrade process requires the student to submit an application which has the principal supervisor’s written support. The upgrade form is available to view in the Management Research Student Area of Moodle.
Applications for transfer should be submitted as part of either the Mid-Year Review or the Annual Report. The date of transfer is typically around 6-12 months (full-time) or 6-18 months (part-time) before the date of submission of the completed thesis. Transfers can take place at the start of any term.

**The application will consist of:**

- A coherent, comprehensive, and focused review of the literature in the area of the research. This should ideally consist of a completed or near completed literature review chapter(s) as they would appear in the thesis.
- A clear statement and rationale of the research questions or hypotheses addressed by the research.
- A clear methodology for data collection and data analysis and a description of the actual data.
- A preliminary analysis of the data that have been collected.
- A timetable for completion of the thesis specifying tasks which need to be completed and deadlines.

The application will be considered by a Panel of three research-active academic staff, one of whom will be the student’s principal supervisor. The panel will review the submitted documentation and may in addition request to interview the applicant.

A transfer will only take place where there is clear evidence that sufficient progress has been made to indicate that the completed thesis is likely to be of an acceptable standard. However if the completed or near-completed thesis is judged to be of an inadequate standard for the degree of PhD, students may be advised to submit the thesis for the degree of MPhil.

If the application for upgrading is unsuccessful the student will be informed and the reasons for its rejection will be provided and the steps that should be taken before a further application will be indicated.

A student whose application for upgrading is unsuccessful and who disputes the decision on academic grounds has a right of appeal within one month of notification of the decision. Appeals should be made in writing to the Head of Department and considered by a panel comprising the chair of the Department MPhil/PhD Committee, the Head of Department and, wherever possible, a member of the Department with supervisory experience who was not previously concerned with the assessment of the application or the student’s research. The outcome of the appeal will be conveyed to the student in writing by the Head of Department.

There shall be no further right of appeal. If, however, the student has good reason to believe that the case has not been fully and fairly considered in accordance with the Department's declared procedures, the student has the right to make a written complaint to the Registrar. On receipt of the complaint the Registrar may consult with other members of the College as considered appropriate. This review shall be confined to considering whether the Department in reaching its decision did so fully in accordance with its procedures. The conclusions will be conveyed to the student in writing. If the Registrar finds that Department procedures have not been observed the Head of Department will be asked to arrange for further consideration of the student's application in accordance with those procedures. The Department's decision shall then be final.
6. Documentation of Data and Data Analysis

In connection with your PhD thesis and also other research conducted while enrolled for the PhD, it is your responsibility to keep records of your data collection and data analysis. Much such documentation is, in any case, expected as part of a PhD thesis. This policy lays out the Management department’s expectations as to further documentation, which will not necessarily be bound as part of the thesis but which you should have available in case it is needed.

Why you should do this:

a) This is better for the quality of your research and your research productivity, now and in the future.
   • Putting together a PhD is a complicated and prolonged process; you learn as you go along, and your approach to organizing and analysing your data is likely to change over time; you may also simply not remember exactly what you’ve done with some bits of it. Keeping your data and data analysis well documented can save you a lot of time and frustration, and make possible a better thesis.
   • In the long run, it’s even more important. In the future, you are likely to want to come back to use bits of what you did for your thesis: if you are submitting your PhD research for publication, referees and editors will probably ask for revisions, for which you may need to go back to your original material. The request may come a year or more from now, and if you do not have the relevant parts documented you will spend a lot of time reinventing your wheel. Beyond that, if you continue doing research, some of what you have (data you have collected, or methods you have used to analyse it) is likely to be useful for future projects of yours, or to help others.

b) As backup documentation for the examination process. Examiners may ask to see more of your data or data analysis than you have included in the bound version of your thesis (they usually don’t, but it does happen), and “I didn’t keep that” is not a good answer.

c) In recognition of the emerging practices of replicability and transparency in research. A growing number of journals ask authors to provide at least some of the items below as online appendices. There is good reason for this: if you can’t show how you got your result it is, in scientific terms, not worth much.

Here is what you should keep:

Data
a) if a spreadsheet was used for analysis: a spreadsheet file of the data you analysed
b) if a statistical package was used for analysis: a data file readable by the software package you used for the analysis (e.g., SPSS or R)
c) for web surveys, a copy of the data and any further documentation the survey company / survey software makes available
d) for surveys using paper instruments, the original completed surveys
e) for interviews, the information in whatever form you recorded it (your notes, voice/video recording, and/or transcripts
f) Photocopies or scans of documents used

(continued on next page)
Documentation of the steps taken in quantitative data analysis

You should have available machine-readable instructions that will reproduce, directly from the quantitative data you have kept, all graphs or statistical results, tables or graphical presentation of data that you have produced from that data for your thesis.

a) if your data analysis was by spreadsheet, the spreadsheet you provide may include both the data and the data analysis steps (that’s what a spreadsheet normally does include)

b) other tools for analysing quantitative data typically do not include the instructions for analysis in the same file as the data itself. For these - e.g., for a statistical package such as SPSS, R, or STATA – you should provide a program (called syntax in SPSS, or a do-file in STATA) – that will reproduce your result.

Documentation of the steps taken in qualitative data analysis

Adequate evidence of the various steps taken in the analysis should be retained. Depending on the type of analysis, this might include: data tables, files from qualitative data analysis software (e.g., Atlas.ti, NVivo), thick descriptions, research protocols, research memos and coding schemes.

Confidential data access details

If you used a dataset that is not publicly available, or if your data collection required permission for access to, or cooperation with, one or more organizations, then you must provide a document naming the source of the dataset and/or the organizations involved, together with the contact details of somebody at each organization who would be able to verify your access. This information will be accessible only to the examiners of the project/dissertation; information in the file will not be used to contact anybody without first consulting you; and the file will be destroyed after the examination process for your thesis has been completed.
7. **Facilities available to research students**

Computers and desk space are available to students within the School Graduate Research Students’ Centre in the Clore Building. Photocopying facilities are available in the Birkbeck Library.

7.1. **Supporting a community of research students**

The Department takes active steps to avoid isolation of research students, and students are encouraged to interact and share experiences and skills. Interaction is facilitated in the following ways:

◆ the Research Student Seminar series where research students meet together with relevant lecturing and research staff;
◆ provision and active use of e-mail and Web facilities for research students including the MPhil/PhD student bulletin board;
◆ frequent informal interaction with other research students within the Departments of Management and Organizational Psychology;
◆ regular attendance at other London University college seminars such as LSE and King’s College.

The **Birkeck Graduate Research School** (BGRS) provides a range of workshops on topics of use to research students. See [http://www.bbk.ac.uk/bgrs/](http://www.bbk.ac.uk/bgrs/) for details.

7.2. **Research student representation**

Students are represented through nomination of a member of the Department MPhil/PhD Committee. The student representatives will:

◆ be appointed or elected by students from the Department;
◆ in addition to usual matters of Committee business, be responsible for communicating students' concerns to the Committee and reporting the response of the Committee back to the students.

7.3. **Break in studies**

Any student who is temporarily unable to continue with their research or anticipate that they will be unable to do so for a period of time must take a break in studies.

First the student should write to the director of the MPhil/PhD programme and their supervisor to request a break in studies. The student then should submit a formal request via their personal Birkbeck profile which will be processed by at departmental level and relayed to registry. A break in studies means that the student is not registered for their degree for a period of time, which could be just one term - or for a longer period up to two years.

For further information on Break in Studies please see **Appendix III: Policies, Procedures and Codes of Practice**.
8. Other useful information

This section sets out the variety of general support and departmental support mechanisms that Birkbeck offers postgraduate students during their studies.

8.1. My Birkbeck Helpdesk

The My Birkbeck Helpdesk can help to signpost you to the relevant department to deal with:

- enrolment queries
- general information about any aspect of your studies at Birkbeck
- getting referred to specialist staff for more in-depth professional support
- making an appointment for one-to-one advice
- general information about all our courses at Birkbeck

You can also use the self-service terminal to access information. The My Birkbeck Helpdesk is located in the main building at Torrington Square (WC1) - http://www.bbk.ac.uk/maps

Opening hours
The My Birkbeck Helpdesk staff are on hand to provide information and advice. Please check the website for details of opening hours as they vary and are shorter out of term time: http://www.bbk.ac.uk/mybirkbeck/services/facilities/helpdesk

Postal address:
Birkbeck, University of London
Malet Street
London, WC1E 7HX

Email: www.bbk.ac.uk/ask
Telephone: 020 7631 6316

8.2. Library

The entrance to Birkbeck Library is on the ground floor of the main building in Malet Street (entrance on Torrington Square). Your College ID card gives you automatic access to the Library. There is no need to register. The opening times of the Library are designed to meet the needs of part-time students in full-time work. During term-time, the Library is open 7 days a week from 8.30am to 11.45pm. More information on using the library can be found on the library webpage at http://www.bbk.ac.uk/lib/.

Rights and responsibilities
You can borrow up to 15 items at a time. Most books can be borrowed for 3 weeks. Some books and DVDs can be borrowed for 1 week. 1 week and 3 week loan books can be renewed as long as no-one else requests them. A few items can only be issued for 1 day and cannot be renewed. There are also books marked reference and a Reading Room Collection with reference access to key course readings. These books cannot be borrowed.

Please be a responsible Library user. The smooth running of the Library depends on your cooperation. Please renew or return items promptly, especially if someone else has requested them. If you fail to return items on time you will incur fines and your borrowing rights will be suspended. Students who have overdue items at the end of the academic year will have examination results withheld until they return the items.

Accessing resources from your PC
You can access a whole host of electronic journals and databases from any PC in College. These resources can also be accessed from outside College with your IT Services (ITS) username and password.

The Library website is at http://www.bbk.ac.uk/lib. As well as giving comprehensive information about the Library’s services and collections, you can also:

- Search the Library catalogue, renew your books and place reservations on items that are out on loan.
- Read articles in over 28,000 electronic journal titles and newspapers.
- Search databases to help you find out what has been written about the subject you are researching, including ABI-INFORM Global, Business Source Premier, Nexis UK and the Social Sciences Citation Index.
- Access past exam papers.
- Work through LIFE – an online tutorial to help you make the most of the Library.

Disability assistance
Birkbeck Library aims to be accessible and convenient for all and offers a range of services and equipment designed to meet the needs of Library users with disabilities. This includes postal loans, one-to-one help with Subject Librarians, leaflets in alternative formats, a CCTV magnification system, writing slopes and orthopaedic chairs.

For full details of our services and equipment, please visit the online guide at: http://www.bbk.ac.uk/lib/about/userinfo/access or contact Library Access Support on tel: 020 7631 6491. Email: library-disability@bbk.ac.uk.

If you have particular difficulty in accessing the Library, you may benefit from using the LAMP Service (Library Materials by Post) which provides extended loans, postal loans for books and photocopies of journal articles and a book fetching service. LAMP is free to students who have registered their disability with the Birkbeck Disability Office - contact the Disability Office (Tel: 020 7631 6336 Email: disability@bbk.ac.uk) in the first instance.

Other libraries
Birkbeck students can also use a range of other libraries. Students have reference access to many University of London college libraries. In addition, postgraduate students can join the SCONUL Access Scheme which allows access to most other higher education libraries with limited borrowing rights. See the Library web site for more information.

Further help
If you require any assistance using the resources or finding information either in Birkbeck Library or elsewhere, please ask at the Help Desk. Telephone: 020 7631 6063. Alternatively, contact the Management Subject Librarian, Mr Aidan Smith, directly. Telephone: 020 7631 6062. Email am.smith@bbk.ac.uk

8.3. IT Services

For help and information with IT Services, please visit www.bbk.ac.uk/mybirkbeck/services/facilities/computing

Alternatively go to the ITS Help Desk on the ground floor in the main building. Telephone: 020 7631 6543

Opening hours are:
Term Time: 10am-8pm Monday-Friday.
Outside Term: 10am-6pm Monday-Friday.
If required Helpdesk staff will liaise with appropriate ITS technical support staff to answer user queries.

ITS is an academic service department responsible for the central communications and IT infrastructure of the College. It provides a wide range of network services to support the teaching & learning, research and administrative activities of College staff and students.

ITS facilities and services include:

- Extensive campus data network providing high speed connectivity to the Internet
- Purpose-built computer classrooms equipped with up-to-date networked PCs and high-quality printers (at least one open 24 hours a day)
- A wide range of general software applications (e.g. word-processing, email, web) and specialist packages
- Wireless connectivity to the College network from your laptop or other personal computer equipment
- Facilities for students with special needs, including technical support and advice on the use of assistive technologies to help with specific disabilities
- Helpdesk with extended opening hours for general computing queries
- Practical, hands-on training workshops on general applications and self-training materials to enable you to work at your own pace
- Remote access to College electronic resources and services
- An online electronic course management system to support learning - the Moodle Virtual Learning Environment

You can find out more about these services and others by visiting the 'My Birkbeck' website. Access to all IT services is via a username and password (issued by email) and includes personal storage space on a networked server. Once enrolled we recommend you register for our “Self Service Reset Password Management” service; after setting answers to 3 security questions you will be able to reset your password if you forget it.

You need to provide and maintain an email address that can be used for all College correspondence. Alternatively, you can apply for a web-based Birkbeck email account (hosted by Google). You are expected to access the 'My Studies at Birkbeck' website to update your email address and other personal details and to access information about your programme of study.

There is also a text message news flash service which enables you to receive free urgent messages from the College via their mobile phones. Full details are available on the 'My Birkbeck' website.

Computers and the law
These guidelines will help you avoid breaking the law (i.e. the Computer Misuse Act of 1990) and College Regulations.

- Do not use any software product that is not properly licensed either individually or through a campus site licence.
- Do not make unauthorised copies of licensed software.
- Do not allow others to use your registered user identifier or password.
- Do not attempt to gain access across a network into a computer system of which you are not a registered user.
- Do not send offensive or excessive private material over a network.
- Do not attempt to interfere with or destroy systems software or data not belonging to you, for example by deliberately introducing a computer virus.
• Make sure you abide by the principles and obligations of the Data Protection Act under which the College is registered as both a Data User and Computer Bureau. The College takes a serious view of such offences and you are advised to consult the Computing Regulations for more details. These are available from the Central Computing Services.

Support for disabled users
In our experience, support is best tailored to the individual students needs. The Disability IT officer can provide advice on a range of specialist products to support students with special needs, and support with accessing the specialist hardware and software in the computer workstation rooms and the Library. If you would like an appointment please contact the Disability Office on 020 7631 6336, email disability@bbk.ac.uk, or come to the ITS Helpdesk on the ground floor in the Main Building.

Workstation room PCs and software
In addition to the facilities in the BEI Graduate Centre, MPhil/PhD students have access ITS facilities using PC workstations located in eight rooms around the College. The workstations allow personal tailoring of the desktop, which is then available from all PCs in any ITS workstation room. This may include size of icons, size of text and colour schemes. ITS Reception can provide help in setting up the desktop.

A number of systems have additional enabling technologies available:

Hardware includes mouse replacements, additional keyboards, large screen monitors and scanners, adjustable desks, and specialist orthopaedic chairs.

Software is designed to be of assistance to students with visual impairment, blind students, students with dyslexia and a range of other problems. Software includes SuperNova, TextHelp Read and Write, Inspiration.

Access to facilities from home
The College provides a Virtual Private Network service providing access to network services from home via your Internet Service Provider. This includes: College based electronic mail, Intranet, World Wide Web, ITS documentation, Library catalogue, Birkbeck Electronic Library and networked filestore.

Use of personal equipment
The College has a Wireless and Mobile computing service that allows students to connect their own equipment (including laptops and PDAs) to the College network for access to resources required for their study.

Documentation
Most documentation is provided in electronic form, and may be easily viewed on PCs via the Internet/Intranet. Large print versions are available on request.

8.4. The Disability Office
At Birkbeck there are students with a wide range of disabilities including dyslexia, visual or hearing impairments, mobility difficulties, mental health needs, medical conditions, respiratory conditions. Many of them have benefited from the advice and support provided by the College’s Disability Office.

The College has a Disability Office located in room G12 on the ground floor of the Malet Street building. We have a Disability Service Manager, Mark Pimm, a Disability Administrator, John Muya and a Mental Health Advisor, Elizabeth Hughes. We will shortly be appointing an SPLD Advisor.
All enquiries should come to the Disability office, who will determine the appropriate referral to specialist staff. They can provide advice and support on travel and parking, physical access, the Disabled Students Allowance, special equipment, personal support, examination arrangements etc. If you have a disability or dyslexia, we recommend you come to our drop in session where we can discuss support and make follow up appointments as necessary. The drop-in sessions are between 4pm and 6pm Monday to Thursday.

The Disability Office can also complete an Individual Student Support Agreement form with you, confirming your support requirements and send this to your School and relevant Departments at the College so they are informed of your needs.

Access at Birkbeck
Birkbeck's main buildings have wheelchair access, accessible lifts and toilets, our reception desks have induction loops for people with hearing impairments and we have large print and tactile signage. Disabled parking, lockers, specialist seating in lectures and seminars and portable induction loops can all be arranged by the Disability Office.

Support in IT Services and Library Services
There is a comprehensive range of specialist equipment for students with disabilities in IT Services. This includes software packages for dyslexic students (e.g. Claroread and Inspiration), screen reading and character enhancing software for students with visual impairments, specialist scanning software, large monitors, ergonomic mice and keyboards, specialist orthopaedic chairs etc. For advice and assistance please contact Disability IT Support. There is also a range of specialist equipment in the Library including a CCTV reading machine for visually impaired students as well as specialist orthopaedic chairs and writing slopes. The Disability Office refers all students with disabilities to the Library Access Support service who provides a comprehensive range of services for students with disabilities.

Specific Learning Difficulties (Dyslexia)
Mature students who experienced problems at school are often unaware that these problems may result from their being dyslexic. Whilst dyslexia cannot be cured, you can learn strategies, which make studying significantly easier. If you think you may be dyslexic you should contact the Disability Office who can screen you and where appropriate refer you to an Educational Psychologist for a dyslexia assessment. These assessments cost £225. Some students can receive assistance in meeting this cost from their employer. In exceptional cases students may receive assistance from the Access to Learning Fund.

Examinations
Students with disabilities and dyslexia may be eligible for special arrangements for examinations e.g. extra time, use of a word processor, amanuensis, enlarged examination papers etc. In order to receive special arrangements a student must provide medical evidence of their disability (or an Educational Psychologists report if you are dyslexic) to the Disability Office. For School examinations you should contact your Programme director to request special arrangements at least 2 weeks before the examination. For main College summer examinations you are given the opportunity to declare that you require special provision on your assessment entry form. Students who require provision should then attend an appointment with the Disability Office to discuss and formalise the appropriate arrangements. The closing date for making special examination arrangements in College examinations is the 15th March and beyond this date consideration will only be given to emergency cases.

Further information
Full information on disability support can be found at:
http://www.bbk.ac.uk/mybirkbeck/services/facilities/disability
For further information or to make an appointment to see the Disability office, please call the Student Centre on 020 7631 6316 or email disability@bbk.ac.uk. Alternatively you can go to the Disability Office in room G12 between 4pm and 6pm Monday – Thursday for during their drop-in hours.

8.5. Student Fees

Student fees are payable on either a monthly, termly or annual basis. Student fees are decided by individual student status: the status categories are set out below. More detailed information on fees can be found on the Birkbeck website: http://www.bbk.ac.uk/prospective/

Enrolled students
All enrolled students attending a full programme year will usually be charged the applicable full fee.
Break in studies
Where a student has permission to take a break in studies, no fee is applied if the break is for the whole year. For a break in studies of less than a year, a pro-rata fee will be charged based on the number of terms in which you enrolled. Please note: requests to take a break in studies must normally be made by the end of the preceding term.

Attending part-year
Where a student has permission to enrol for the programme year, but is taking a reduced study load, the full fee may be pro-rated to the CAS credits being taken. The Management administration team should be contacted for further advice.
Writing up – PhD students only
Students who are at the writing up stage will be charged a reduced set fee based on the student’s mode of attendance.

8.6. International students

The College is required to monitor and confirm to the UK Border Authority attendance for international students with Tier 4 visas. Students who have Assessment only and Unsupervised Dissertation status will be assumed to be not attending: the College cannot sponsor any students with these statuses for Tier 4 visas.

8.7. International Office

The International Office at Birkbeck can provide support and advice for students studying from overseas: http://www.bbk.ac.uk/prospective/international/coming-to-birkbeck A range of orientation events take place during late September – please go to http://www.bbk.ac.uk/prospective/international/coming-to-birkbeck/orientation-events

8.8. Student Union

All internal students of Birkbeck College are automatically members of Birkbeck College Students’ Union, which exists to promote welfare and social activities for students, and to represent their interests on College committees. It also provides a free, confidential and Professional counselling service, an advice centre and study skills support. More information about these is available on its website: http://www.bbk.ac.uk/su or from the BCSU office on 020 7631 6335, or the President on 020 7631 6365 or by email at president@bcsu.bbk.ac.uk
A broader range of social and sporting activities, including the Energy Base gym, is offered by the University of London Union (ULU), located next to the Malet Street Building, which Birkbeck students are entitled to join. Their website is http://www.ulu.ac.uk

8.9. Nursery

The College operates a well-equipped evening nursery at a moderate cost and nursery facilities are available to students registered for the 2013-14 academic year. The nursery is open in term-time from 5.30 – 9.00pm and takes a maximum of 16 children per evening. Children two to ten years are accepted. For further information please go to http://www.bbk.ac.uk/mybirkbeck/services/facilities/nursery/about

8.10. Health and Safety

The Safety Officer for the Department of Management is Ms Gilly Gambardella. A first aid box is kept in the Departmental Administration Office in room GO2 on the ground floor of the Clore Management Centre.

In the event of an emergency, phone 555 (internal telephone number). This can be dialled from most Birkbeck buildings to REPORT any emergency and to REQUEST help. A 555 call is routed to a special telephone staffed at all times by a Duty Attendant who will summon the required assistance. 555 callers MUST identify themselves and the specific assistance required, and also inform the Duty Attendant of the precise location of the emergency.

In the event of the fire alarm being sounded, everyone must leave the building without delay by the nearest available exit and must not re-enter the building until the alarm has been silenced and permission has been granted by the Senior Fire Officer or Duty Attendant.

8.11. Study Skills Support

Learning Coordinators
Richard Carabine and Eva Szatmari are the Learning Coordinators for the Department of Management. Their role is to support students in their studies. Richard is available 4 days per week and Eva is available 5 days per week to meet with students and to discuss their needs. They work closely with Birkbeck staff to ensure that support structures are in place to ensure that students have every opportunity to be successful in their studies. Please contact either Richard or Eva directly for individual support to go to the Study Support area on Moodle to see what support sessions are currently scheduled.

Richard Carabine
Tel: 020 7631 6464; Email: r.carabine@bbk.ac.uk
Room: 715a Malet Street

Richard offers advice on the following:
  - Returning to study
  - Note taking
  - Critical thinking & reading skills
  - Essay writing
  - Referencing
  - Giving presentations
  - Taking part in seminars
  - Managing time and workloads
  - Avoiding plagiarism
Writing a dissertation
Coping with exams
Motivation

**Eva Szatmari**
Tel: 020 7631 6464; Email: [e.szatmari@bbk.ac.uk](mailto:e.szatmari@bbk.ac.uk)
Room: 707 Malet Street
Eva offers advice on the following:
- Maths
- Statistics

Please see below for information on further study skills support available in the College:

**Study skills sessions**

**Moodle tutorials & resources**
[http://moodle.bbk.ac.uk/](http://moodle.bbk.ac.uk/)  School of BEI Study Skills Area

**Birkbeck website Learning Support & Skills Training**
[http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead](http://www.bbk.ac.uk/mybirkbeck/get-ahead-stay-ahead) &
[http://www.bbk.ac.uk/mybirkbeck/services/facilities/support](http://www.bbk.ac.uk/mybirkbeck/services/facilities/support)

**Get Ahead Postgraduate Presentations**
[http://www.bbk.ac.uk/mybirkbeck/services/orientation/getaheadpostgraduate](http://www.bbk.ac.uk/mybirkbeck/services/orientation/getaheadpostgraduate)
### Appendix I: Academic staff - Department of Management

<table>
<thead>
<tr>
<th>Name</th>
<th>Tel.</th>
<th>Email</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td><strong>Deputy Assistant Dean</strong></td>
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<td>Dr Geoff Walters</td>
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<td><strong>PhD Programme Director</strong></td>
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<td>Dr Frederick Guy</td>
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<td>209</td>
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<tr>
<td><strong>Academic Staff</strong></td>
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<td>211</td>
</tr>
</tbody>
</table>

Students should be aware that academic staff may be away from Birkbeck outside term time. During the 2016-17 academic year the following academic staff will be away during term time and will not be contactable during this period:

**Autumn Term 2016:** Dr Wendy Hein; Professor Helen Lawton-Smith; Dr Anastasia Stathopoulou; Dr Richard Tacon
Spring Term 2017: Dr Ioanna Boulouta; Dr Wendy Hein; Professor John Kelly
Summer Term 2017: Professor George Christodoulides; Dr Wendy Hein
Appendix II: Regulations Concerning Attendance and Assessment of Modules

Lecture Attendance
The majority of classes for taught modules run from 6pm to 9pm in the evening and usually have a short break in the middle.

Regular attendance at lectures is a requirement of the research programme and registers are kept. It is the responsibility of students to ensure that they sign the register at each lecture and seminar they attend. Students are expected to attend their lectures and seminars in order to complete a module. It is not uncommon, however, for Birkbeck students to find attendance difficult on occasions during their course. Any student who misses more than three lectures in a row will be contacted by the Department to discuss if there are any difficulties. Students should not work full-time and study full-time, even if they will be able to attend all classes.

If a student finds it difficult to maintain regular attendance they must discuss this with the Programme Director and their principal supervisor, as it may be possible to adjust their workload or to arrange a break in studies whilst they deal with any problems.

Supervision
In line with the Code of Practice, the Principal Supervisor should normally meet with the student for formal consultation three times a term in case of full-time students, and twice a term in the case of part-time students. The Second Supervisor should be available to meet with the student at least once per term.

The number of formal consultations may be varied by mutual agreement as circumstances may require, and may include “virtual” supervision with the agreement of both parties. Supervisors may also maintain contact through regular seminar meetings.

Supervisors are responsible for structuring at least the minimum number of supervisory meetings and for maintaining written records which record the student’s progress and forward plans and the need for future supervisory meetings.

Obligations under Tier 4 to monitor and report on student attendance change of circumstances and withdrawal:
Under the current Home Office requirements the College strictly monitors overseas Tier 4 Visa students’ attendance and requires that they meet with their principal supervisor face-to-face at least 3 times per term throughout their programme of study.

Although HO regulations require that students who hold a Tier 4 visa to study at Birkbeck must complete their study on the College’s premises during term time, we are aware that some research students may have temporary periods of absence from the College. Depending upon the purpose of the absence and the length of time they will be away from the UK, Birkbeck can continue to sponsor these students providing the absence is authorised by the principal supervisor, and the Programme Administrator is notified in advance. Please be aware that authorised absence must be recorded in reasonable detail and the student may be asked to provide appropriate supporting documentation. Should the student be away for a significant period of time, they may wish to take Break in Study instead.

Overseas students must notify their supervisors as well as the departmental administration team (management-pg@bbk.ac.uk) of their intention to:
- withdraw from a programme / transfer to another programme of study; or
- return to their country of origin (either temporarily or permanently); or
- take a holiday / conduct research in another country.
Students must report any permanent withdrawal from a programme which Birkbeck must then report to the UK Home Office immediately.

Any intention to change your programme or the length of your studies must be reported to admin staff who will then inform the Registry immediately.

We also have a BEI School contact who is responsible for International Students, for any additional queries or support you can contact Andrea Williams on a.williams@bbk.ac.uk 020 3073 8048

**Failure to comply could lead to your visa being revoked.**

**Re-assessment of a module**

**Exam resits**

If a student is required to re-sit an exam they will get the opportunity to do so in the resit period:

Where a student is resitting an exam in the following academic year (2016-17) they will take this exam in the term in which the module is offered. For most modules in the Department of Management neither the core syllabus for modules nor the format for the examinations changes significantly from year-to-year. For these modules re-sit papers cover similar module syllabi and will usually have the same examination format. Students may sit the same examination paper as students sitting the exam for the first time (a clause at the top of the exam cover paper indicates that the paper includes the re-sit paper).

However, for some modules both the syllabi and the examination format do change from year to year. Where a student is re-sitting for the first time, the practice of the Department is to set a separate examination paper reflecting the syllabus content originally taken by the student. The examination format is generally the same, but the onus is on the student to confirm this with their module tutor.

Similarly, where a student is re-sitting a module for the second time, and both the syllabi and examination format have changed - perhaps for a second time – the Department has the right to stipulate which syllabus and examination format the student must take. The onus is again on the student to confirm with their module tutor, which syllabus they will be examined on and what form the examination will take.

**Coursework re-submission**

Students who receive a mark below 60% on a piece of coursework will be able to resubmit a new piece of coursework. There will be a new question set for this piece of coursework. The resubmission will be considered a second attempt. Students who are eligible to resubmit a new piece of coursework will be provided with a new question; students cannot resubmit the same piece of coursework with improvements. If students do this they will run the risk of being penalised for self-plagiarism. The resubmission will be considered a second attempt. The resubmission questions for coursework will be released after the exam board of the relevant term and the coursework should be submitted by week 12 of that term.

*For 2015/16 the resubmission deadlines are as follows:*

**Autumn term 2016/17 modules:** resubmission deadline will be after the spring term exam period: Sunday 2 April 2017

**Spring term 2016/17 modules:** resubmission deadline will be after the summer term exam period: Sunday 16 July 2017

**Summer term 2016/17 modules:** resubmission deadline will be in the summer break: Sunday 27 August 2017

Please note that starting in 2015/16 all resubmissions (unless there is an accepted mitigating circumstances claim) will be capped at the pass mark.

**Mitigating Circumstances**
The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. The College policy can be found here: http://www.bbk.ac.uk/mybirkbeck/services/rules/mitcircspol.pdf

Mitigating circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt a student’s performance in assessment. This should not be confused with long term issues such as medical conditions, for which the College can make adjustments before assessment (for guidance on how arrangements can be made in these cases please see the College’s Procedures for Dealing with Special Examination Arrangements which are available on the postgraduate student section of Moodle (appendix 1 lists the circumstances that are considered as mitigating circumstances). Submission of a claim for mitigating circumstances should be regarded as exceptional: all students should strive to meet all the deadlines set for assessed work in order to avoid falling behind in their studies.

A mitigating circumstances claim should be submitted if valid detrimental circumstances result in:

- the late or non-submission of assessment;
- non-attendance at examination(s);
- poor performance in assessment

However, please note that mitigating circumstances claims can only be considered if they are received before the relevant absolute cut off deadline; appeals after the Sub-Board has reached its decisions must be submitted via the formal Appeals system organised by the College Registry. Where this is the case, an appeal must be submitted in writing within six weeks of the date of notification of results.

For a claim to be accepted you must produce independent documentary evidence to show that the circumstances:

- have detrimentally affected your performance or will do so, with respect to the above;
- were unforeseen;
- were out of your control and could not have been prevented;
- relate directly to the timing of the assessment affected.

Documentation must be presented on the official headed paper of the issuing body, and should normally include the dates of the period in which the circumstances applied. Copies of documentary evidence will not normally be accepted. If you need an original document for another purpose, you should bring the original into the relevant Department Administration Office so that a copy can be made by a member of College staff (where a photocopy is made by a member of staff they should indicate on the copy that they have seen the original). The College lays out all the specific circumstances which may constitute mitigating circumstances in the following document: Guidance on Grounds for Mitigating Circumstances - Annex B: Mitigating Circumstances Policy, Procedure and Guidance (June 2009). This document is available to view on the postgraduate student section of Moodle (and the criteria are also outlined in Appendix 1 of this Handbook). Discussing your claim with a member of staff does not constitute a submission of a claim of mitigating circumstances. You are encouraged to submit your claim for mitigating circumstances in advance and at the earliest opportunity. The final deadline for submission of a claim is listed below for coursework, exams and the dissertation.

Claims must be submitted using the specified College Mitigating Circumstances claim form downloadable through the postgraduate student section of Moodle, which should be submitted in accordance with the procedure for submission outlined on the Moodle site. In this regard please note that only forms submitted directly to the postgraduate administrator will be considered. Claims should always be supported by appropriate documentary evidence. You should be aware that
individual marks will almost never be changed in the light of mitigating circumstances. Assessment is designed to test your achievement rather than your potential. It is not normally possible to gauge what you would have achieved had mitigating circumstances not arisen. Where mitigating circumstances are accepted, and it is judged by an examination board that these circumstances were sufficiently severe to have affected your performance in assessment, the normal response will be to offer you another opportunity for assessment without penalty, at the next available opportunity.

Decisions relating to mitigating circumstances claims are taken by the appropriate Board of Examiners, based in the Department responsible for the Programme on which the student is registered (the ‘home department’). Students must submit any mitigating circumstances claim to the Mitigating Circumstances Panel in their home department, even when the affected module is run by another department (the host department). If mitigating circumstances are accepted by the home Mitigating Circumstances Panel, the host department should be informed and asked to make a decision on the form of reassessment that should be made or in what other way the claim should be dealt with. The Panel’s decision and the host department’s recommendation on reassessment should be communicated to the appropriate Board of Examiners for ratification. Where agreement on acceptance of mitigating circumstances or reassessment cannot be reached, the Chairs of the Mitigating Circumstances panels should seek guidance from the Academic Registrar.

Coursework
The deadline for submitting mitigating circumstances for coursework is three weeks after the submission deadline (the Absolute Cut-Off deadline). Claims must be submitted using the specified Departmental Mitigating Circumstances claim form downloadable through the postgraduate student section of Moodle, which should be submitted in accordance with the procedure for submission outlined on the Moodle site. Claims should always be supported by appropriate documentary evidence. Any mitigating circumstances claims received after the Absolute Cut-Off deadline will not be considered and the coursework will be failed at the first attempt (see above). If you do submit a mitigating circumstances claim for an element of coursework you are still required to hand in the coursework before the Absolute Cut-Off deadline – failure to do so will result in failure of the coursework at the first attempt, notwithstanding exceptional circumstances with supporting evidence. In such cases, the requirement of assessing by the coursework may be waived and the student will be assessed 100% by the exam (where relevant).

Exams
The final deadline for submission of a claim is 1 week after the final examination for the module as per College regulations. Claims must be submitted using the specified Departmental Mitigating Circumstances claim form (downloadable through the postgraduate student section of Moodle), which should be submitted in accordance with the procedure for submission outlined on the Moodle site. In this regard please note that only forms submitted directly to the postgraduate administrator will be considered. Claims should always be supported by appropriate documentary evidence. Any mitigating circumstances claims received more than one week after the examination will not be considered and the exam will be failed at the first attempt.

Examples of circumstances beyond the reasonable control of the student:
- bereavement (near relative only)
- serious accident or illness
- serious infectious disease
- burglary and theft
- childbirth

Examples of situations which may be considered beyond the reasonable control of the student:
• medical operation (if approved prior to the point of assessment or an emergency)
• hospital tests (if approved prior to the point of assessment or an emergency)
• being taken ill during an examination
• significant accident, injury, acute ailment or condition
• unanticipated and unavoidable professional obligations
• private or public transport failure leading to delays of more than 1 hour (corroborative evidence is required to verify such a delay)

Examples of circumstances that would NOT ordinarily be considered mitigating circumstances:
• accidents to friend or relatives (unless within 3 days prior to deadline or examination or where student is sole carer)
• family illness (except in an emergency or where the student is the sole carer)
• examination nerves
• feeling generally anxious, depressed or stressed (unless medically certificated and notified in advance i.e. at least 2 weeks)
• clash with paid employment
• minor accidents or injuries
• pregnancy
• cold, cough, upper respiratory tract infection, throat infection, unspecified viral infection
• childcare problems that could have been anticipated
• domestic problems (unless supported by independent evidence)
• mistaking the deadline, or time management problems (including alarm not going off)
• private or public transport failure leading to delays of less than 1 hour
• general financial problems
• legal problems (unless required to attend Court on the day of an examination or assessment)
• holidays or booked travel arrangements
• house moves
• notes burned or stolen (unless supported by a fire or police report)
• intermittent or last minute computing equipment problems (discs, machines, printers, viruses)
• handing-in problems
• inclement weather (unless exceptional/severe conditions)
• ignorance of the Regulations or examination/assessment arrangement
Appendix III: Policies, Procedures and Codes of Practice

Registry Services at Birkbeck is responsible for the delivery of services to staff and students in respect of the College regulations, assurance and enhancement of academic standards and core student functions such as admissions, registration, financial support and assessment. Below is a list of the most important College policies and procedures that are most relevant to you, and which you should be aware. A short overview is given along with a link to the policy on the registry website. For a complete list of the regulations including the Common Award Scheme regulations please go to http://www.bbk.ac.uk/reg/regs. Where relevant, reference is made to the appropriate section within this handbook to set out the specific application of college policies at a departmental level.

Break in study policy
Students who are experiencing difficulties may wish to take a break in studies. Students are permitted to suspend their studies for a maximum of two years in total during their Programme of study. This may be in one period of two years, or non-consecutive shorter periods (see paragraph 2) that add up to a total of two years or less. Students may either return twelve months after leaving, and pick up where they left off, or may return to begin the year again the following October. In either case students may, at the discretion of the Board of Examiners, carry forwards marks for any coursework already submitted. Students may not sit examinations during their break in studies. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/Break-in-Study-Policy-Research-Students.pdf

Code of student discipline
The code of student discipline sets out the rights and responsibilities of students during their studies at Birkbeck. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/discipline.pdf

Appealing against decisions of Board of Examiners
This procedure details how the College will assess any representation, made in accordance with the regulations and provisions specified, against a decision of a Board of Examiners. Representations that are not made in accordance with these regulations or provisions cannot be considered. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/AppealsAgainstExamBoardDecisions.pdf

Feedback on Assessment
This policy seeks to specify how feedback on assessment should be provided at module, Programme, department and school level. Further details on departmental feedback policy can be found in section 4.3. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/Feedback%20on%20Assessment.pdf

Marking and Moderation
This policy defines the College policy on the marking and moderation of all work that is formally assessed as part of a College award. It incorporates College policy on second marking and anonymous marking. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/markings-and-moderation.pdf

Mitigating Circumstances
The College Policy on Mitigating Circumstances determines how boards of examiners will treat assessment that has been affected by adverse circumstances. Mitigating Circumstances are defined as unforeseen, unpreventable circumstances that significantly disrupt your performance in assessment. Further details on mitigating circumstances within the Department of Management can be found in section 5.4. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/mitcircspol.pdf
Assessment Offences
The purpose of this policy is to ensure equity of treatment for all students alleged to have committed an assessment offence, to establish a clear and progressive tariff of penalties and define when each is appropriate. Further details on the issue of plagiarism can be found in section 5.2.6. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/Assessment%20Offences.pdf

Special exam arrangements
These procedures set out the arrangements for students with disabilities in the conduct of College examinations. These are broad guidelines to cover the different disabilities. The recommendation for arrangements for individual students will be based on the medical documentation, the experience and judgement of the Disability Service Manager and Examinations Office and the criteria agreed by the Committee on Disability and Examinations. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/special-exams.pdf

Student Dispute Resolution Policy and Procedure
The College recognises that, from time to time, students and staff of the College will disagree on an appropriate response to a particular issue, and will be unable to resolve this dispute by informal means. This Policy outlines how the College will seek to resolve such disputes. It will outline the rights and responsibilities of parties in a dispute, and will refer to alternative dispute resolution methods where appropriate. The policy can be found at: http://www.bbk.ac.uk/mybirkbeck/services/rules/Student%20Dispute%20Resolution%20Policy%20%20Procedure.pdf

Departmental Policy on the Recording of Lectures
We recognise that students from time to time will wish to record lectures in audio or visual/audio media for a variety of reasons. The Department of Management has reviewed student needs on this issue and balanced these against the legal issues of privacy and copyright for students, staff and visitors. The department will permit recording of lectures as a reasonable adjustment that would be made for a student with a relevant disability. Any student who requires recording of lectures, seminars or tutorials as a reasonable adjustment must seek permission to do so from the person(s) delivering the material to be recorded, which may, in the case of a seminar for example, include fellow students. If permission is not granted, a recording should not be made. Students should note that the copyright in the content of a recording belongs to the lecturer and may not be reproduced without their consent. A student making a recording may use it for personal study only and may not reproduce or distribute it to others without the express consent of all those recorded. The policy can be found on the departmental website at: http://www.bbk.ac.uk/mybirkbeck/services/rules/Recording%20of%20Lectures%20and%20Other%20Teaching%20Sessions.pdf
Appendix IV: Location of External Teaching Rooms

(For detailed maps and locations please check your My Birkbeck Profile)

**Anglo Educational**
45 Russell Square, London WC1B 4JP

**British Medical Association (BMA)**
BMA House: Tavistock Square, WC1H 9JP

**Brunei Gallery (BRU)**
Brunei Gallery: 10 Thornhaugh Street, Russell Square, London WC1B 0XG: Located between Malet Street and Thornhaugh Street in the North West corner of Russell Square. Opposite the main entrance to the School of Oriental and African Studies building.

**Friends House (FRH)**
173-177 Euston Road, London, NW1 2BJ: Located North of Gordon Square opposite Euston Station

**Institute of Advanced Legal Studies (IALS)**
17 Russell Square, WC1B 5DR

**London School of Economics & Political Science (LSE)**
Maps and directions

**London School of Hygiene & Tropical Medicine (LSHTM)**
Keppel Street, London, WC1E 7HT.
G2/G3/G4: 50 Bedford Square
101/102: 49 Bedford Square
These rooms are situated in the LSHTM 49 and 50 Bedford Square. Turn left out of the main Birkbeck Building, walk to the end of road and turn right into Montague Place. Take the first left into Gower Street. Bedford Square is then on the right hand side of the road as it curves around into the Square.

**School of Pharmacy (SOP)**
29-39 Brunswick Square, London, WC1N 1AX
On the north side of Brunswick square, approx. 4 minutes’ walk from Torrington Square.

**Senate House (SEN)**
Senate House is next to Birkbeck.

**Stewart House (STB)**
32 Russell Square London WC1B 5DN
Located next to Birkbeck’s 30 Russell Square. All of the rooms that we hire are situated on the lower floors

**Student Central**
Malet Street, WC1E 7HY
Located approximately 1 minute walk from the main Birkbeck building. There are no swipe gates or access cards required to enter the building but students are recommended to have their student card at all times. All rooms are accessible for the disabled.

**UCL**
Map of UCL
Map of surrounding area

- Anatomy and Medical Science Building: located on Gower Street, just before the main entrance to UCL.
- Bedford Way: 26 Bedford Way, London WC1H 0DS
- Chadwick Building: Gower Street, London, WC1E 6BT
- Christopher Ingold Building: 20 Gower Street, London, WC1 0AJ.
- Cruciform Building: Gower Street, WC1E 6BT
- Darwin Building: Gower Street, London, WC1E 6BT
- Drayton House: Gordon Street, London, WC1H 0AX. An attendant will be on duty at reception.
- Foster Court: located on the right-hand side of Malet Place as you enter the UCL site opposite Waterstone's Bookshop.
- Ingold: 20 Gordon Street, London WC1H 0AJ
- Malet Place Engineering Building: Gower Street, London, WC1E 6BT. Malet Place runs at right angles to Torrington Place opposite the Waterstone's bookshop. Once on Malet Place, the building is on your left, in between the Old Engineering Building and the DMS Watson Library and the Petrie Museum. (The Petrie Museum has a large banner outside of it). The building is glass-fronted, with sliding glass doors. On entering the building, take the stairs (the lifts in the foyer do not stop at the first floor) on the right hand side to the first floor. If you are unable to use the stairs and require the lift, on entering the building, walk past the lifts on the left hand side and turn left down the short corridor. Go through the 1st door on the left hand side (G83), the lift in this stairwell will stop at the first floor.
- Medical Science Building: accessed from the Malet Place entrance to UCL campus, off Torrington Place.
- Pearson Building: Gower Street, WC1E 6BT
- Remax House: 31/32 Alfred place, London, WC1E 7DP. Located on the corner of Alfred Place and Store Street.
- Roberts Engineering Building: Torrington Place, London, WC1E 7JE. Located across the road from Waterstone’s bookshop on Torrington Place.
- Rockefeller Building: located on the corner of Gower Street and University Street. From Waterstone's Bookshop, walk along Gower Street and then turn left onto University Street. The main entrance is on University Street.
- Taviton: UCL SSEES Building, 16 Taviton Street, London, WC1H 0BW.
- 188 Tottenham Court Road: Located in the sub-basement of the New Exam Halls on 188 Tottenham Court Road. The entrance to the building at 188 Tottenham Court Road is located in between Barclays Bank (on the corner of Torrington Place and Tottenham Court Rd.) and Café Nero.
- UCL School of Slavonic and Eastern European Studies (SSEES): located on Taviton Street.
- Windeyer Building: 46 Cleveland Street, London, W1P 6DB

The Wesley
81-103 Euston Street, London NW1 2EZ

Westminster Kingsway College (WKC)
211 Grays Inn Road, London WC1X 8RA

Woburn House
20 Tavistock Square London WC1H 9HQ
Appendix V: Additional quantitative methods modules for students on the MPhil/PhD Management

One of the requirements of the first year of the MPhil/PhD Management is a module in quantitative research methods. The usual way of satisfying this requirement is the module Statistical Methods for Business Research (SMBR). That is a 15 credit module emphasizing hands-on experience with the STATA statistical Programme.

Other departments at Birkbeck offer modules that can be useful either as alternate ways of satisfying the quantitative methods requirement, or as supplements to SMBR. Please note that enrolment in another department’s module requires permission from that department – usually that is no problem, but if there are capacity constraints the department will give priority to its own students. Also, note using a module as a substitute for SMBR requires prior permission of both your supervisor and the PhD Programme director. Finally, while SMBR carries only 15 credits and a 30 credit module can be used as a substitute, the additional 15 credits from the substitute module may not be used to substitute for any of the other research training modules (Research Philosophy, Perspectives on Organization, or Qualitative Research Methods).

A. Supplementary modules (these cannot be used as substitutes for SMBR, but many students will find them useful).

Birkbeck Graduate Research School
Introduction to (or Review of) Statistics is a non-credit module organized by the Department of Politics & Department of Management. Four four-hour sessions, on Saturdays. Offered twice in 2015-2016 – toward the end of Autumn term, and again in Spring term. Uses the open source statistical package, R.

Department of Organizational Psychology
The Statistics Programme. A self-paced online module, using SPSS. Quantitative research in Organizational Psychology tends to use questionnaires, and statistical methods appropriate for boiling down answers to a large number of questions into a few variables (factor, principal components, or cluster analysis). This module can be a useful

B. Supplementary or alternative modules. With permission, the follow modules may be used to fulfil the quantitative methods requirement, in place of SMBR.

Department of Politics
SSPO133S7 Intermediate Quantitative Social Research. Monday Autumn and Spring, 30 credits
This module provides somewhat more extensive coverage of the same material addressed in SMBR. Though ‘intermediate’, it begins with a few weeks reviewing basic statistics. It uses the open source statistical software R.

The Department of Economics, Mathematics and Statistics (EMS)
EMS offers a number of modules in econometrics and related techniques, at various levels of difficulty. Students who have a prior background in economics or statistics, and/or who need a solid grounding in statistical methods for their research, may want to consider taking a module in the first year of their PhD appropriate for their level of competence, and then auditing more modules over time if those appear useful.

EMEC002S6 Applied Statistics and Econometrics (30 credits) Begins mid-Autumn term.
Although this is a Level 6 module (used by EMS for a Graduate Certificate, a conversion course for students who do not have economics degrees but want to go on to an MSc in Economics), in practice the level is comparable to the Level 7 quantitative methods courses offered for postgraduate
students in other departments; it is listed here because it offers better preparation for students who think they may want to continue with further study of econometric methods.

BUEM027S6 Quantitative Techniques (September, before the start of Autumn term – used as preparation for EMEC026S7) (30 credits; nb: EMS offers more than one module called ‘Quantitative Techniques’, at different levels and covering different topics. BUEM027S6 is the one you want.)
EMEC026S7 Econometrics (30 credits)
EMEC035H7 Advanced Econometrics (15 credits)

The Department of Geography, Environment and Development Studies (GEDS)
GEDS offers courses in geographical information science (GIS), which can be useful if your data and your research question have a spatial dimension. Students who have previously studied basic statistical inference and linear regression to a level comparable to SMBR may substitute one of the modules from the first year of the part-time MSc GIS (GIS Data and Databases, Introduction to Geographic Information Systems, Programming for GIS, or Spatial Analysis and Statistics).