

# Nottingham University Business School Higher Degrees by Research Doctoral and MRes Programmes 2009-10



# An invitation

Welcome to the Nottingham University Business School's Doctoral and MRes programmes. Our key goals are to inspire and challenge you intellectually and prepare you for success in your chosen career.



Nottingham University Business School has developed demanding Doctoral and MRes programmes that enable participants to extend and improve their analytical and scholarly abilities. The School's academic staff are well respected for their research, sought after for commercial advice, and dedicated to developing the talents of Doctoral and MRes programme members. The faculty bring a wealth of academic and business experience that allows them to combine the latest in intellectual theory with business realism.

If you have the ability and a background to rise to the challenge of a Doctoral or MRes degree you will benefit greatly from the skills and expertise of our faculty. We look forward to hearing from you and eventually to counting you among Nottingham's successes.

*David Greenaway*

**Professor David Greenaway**  
Vice Chancellor, the University of Nottingham



## A message from our Doctoral Programmes Director Professor Andy Lockett

We are delighted that you are considering applying to the Doctoral or MRes degree Programmes at Nottingham University Business School..

Research is central to all activities in the Business School, and our research degree programmes are an integral part of our strategy for research excellence. The Business School's Grade 5 rating in the 2001 Research Assessment Exercise (RAE) strongly indicates the quality of our research environment. We feel that a vibrant Doctoral and MRes community enhances our research culture, and provides the lifeblood of the School. We aim through our programmes to develop well-rounded management researchers via an exposure to a wide range of research methods and issues.

Our aim is to provide the opportunity for you to develop your full potential by conducting your studies within a world-class research institution. You will receive research training and supervision from internationally recognised scholars across a wide range of disciplines.

The completion of an MRes degree will not only equip you with the skills for doctoral research, but also enhance your labour market prospects. Similarly, a Doctoral degree will provide you with the necessary skills for a successful career not only in academia, but also in commerce, industry or the public sector. Graduates from our programmes are now working in prestigious research universities, multi-national corporations, governments, and public sectors worldwide.

We hope that you will join us at Nottingham.

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# Why Nottingham?

## Our distinctive features at a glance

### Rankings Success

- The 2008 Financial Times Global Top 100 ranks our doctoral programmes 49th in the world and our faculty research 5th in the UK, 8th in Europe and 66th in the world.
- The Business School ranks 1st in the UK, 4th in Europe, and 28th in the world for integrating ethical, social, and environmental issues into our teaching and research in The Aspen Institute's 2007-08 'Beyond Grey Pinstripes' Global Top 100. This prestigious ranking places the School's faculty research 2nd in the world in these areas.
- The University of Nottingham is Britain's 'Entrepreneurial University of the Year 2008/09' awarded by the prestigious Times Higher Awards.
- The University ranks 70th in the world in the 2007 Times Higher-QS World University Rankings.
- Our Doctoral programme is recognised by the Economic and Social Research Council (ESRC), making doctoral students eligible for ESRC postgraduate funding.

### Business ethics leadership

- Students studying for a PhD with our International Centre for Corporate Social Responsibility enjoy the opportunities presented by studying in a dynamic centre of research excellence that features one of the largest and most successful groups of CSR scholars in Europe.
- In 2008, the European Academy for Business in Society (EABIS) and the Aspen Institute Center for Business Education awarded Dr Wendy Chapple the 2008 European Faculty Pioneer Award. Wendy, Associate Professor in Industrial Economics and Deputy Director International Centre for Corporate Social Responsibility (ICCSR) has helped to build bridges between economics, CSR research and management development.
- Business ethics and corporate social responsibility modules are available to all students.
- Business School graduates have won the Institute of Business Ethics competition awards for four years running.

### Career development opportunities

- In an independent survey for The Times, Nottingham was among the top three most popular UK universities named by leading companies recruiting graduates.
- Nottingham graduates are highly regarded by recruiters and we facilitate national and international opportunities to help you develop your career in either academia or industry.

### Unique international opportunities

- The University's pioneering campuses in Malaysia and China offer exciting new opportunities for research and scholarship across continents. The University of Nottingham, Ningbo, China (UNNC) is the first and only western university to operate independently from the Chinese government.
- Nottingham is unique in having an overseas campus at the University of Nottingham Malaysia Campus (UNMC).
- We attract students from as many as 47 different countries, so you will experience a rich variety of perspectives from your peers.
- The University of Nottingham is a founder member of Universitas 21, a worldwide partnership of universities that promotes global research links and offers international student exchange programmes.

### Global expertise

- Our faculty are among the leading researchers in their fields, so you can be sure that our teaching is underpinned by world-class research.
- We specialise in entrepreneurship, corporate social responsibility, risk and insurance, operations management, finance, strategy, and corporate governance, so if you want to concentrate in these areas we offer innovative and authoritative approaches to theory and practice.
- In 2006, The Aspen Institute commended the School on its "truly extraordinary record of faculty research" in business ethics and corporate social responsibility.
- Our Entrepreneurship division and Institute for Enterprise & Innovation form one of Europe's leading centres for entrepreneurship research and practice.
- Our Centre for Management Buy-out Research (CMBOR) is the world's pre-eminent provider of information and analysis on management buy-outs and celebrated its 20th anniversary in 2006.
- We have established expertise in risk and insurance dating back to 1968 and our Centre for Risk and Insurance Studies (CRIS) is one of the world's leading university centres for teaching and research in risk and insurance.
- Our Operations Management Division is one of the biggest in Europe and was the largest academic partner in the massive VIVACE project (Value Improvement through a Virtual Aeronautical Collaborative Enterprise), which involved 63 manufacturing companies and universities to help design an aircraft and its engines as whole.
- Our Christel DeHaan Tourism & Travel Research Institute (TTRI) is a specialist unit that contributes to research and policy formation by business, government, and international organisations. In 2008, a Business School student was joint winner of the PhD Research Student of the Year award from the Institute of Travel and Tourism (ITT).



### A message from our School Director Professor Leigh Drake

Nottingham University Business School is a leading centre for management education and our mission is to be a top ranked international business school, excellent in both teaching and research.

We offer top quality Doctoral and MRes programmes, which are widely recognised as an ideal preparation for senior positions in both the public and private sectors, both nationally and internationally. Our graduates are highly sought after in the job market, and many of our alumni hold senior positions in the UK and overseas. The School currently has a population of 200 staff and 3000 students and is among the largest in the UK.

*The School attracts leading figures from the business community. Lord Sainsbury gives a lecture.*



The Business School has excellent links with business and industry, and receives substantial research funding from the commercial sector as well as research councils. We are proud of our reputation for internationally excellent research and our high standard of research activity informs the content and design of all our programmes, ensuring that relevant academic theory is combined with good business practice.

Our research centres and institutes are actively involved in numerous regional, national, and international collaborations, from promoting entrepreneurial start-up businesses, to developing supply chain solutions with Rolls-Royce. Our faculty collaborate with banks, venture capitalists, the tourism industry, government agencies, and non-governmental organisations all over the world to conduct top-quality, innovative research. The Financial Services Research Forum, for example, brings together leading financial services organisations and Business School faculty to engage in innovative research.

We appoint leading figures from the business world as special lecturers and professors, who bring their experience and expertise to the classroom. Many of our faculty have worked in industry, commerce, or the public sector, and are actively engaged in a range of consultancy activities.

With students from all over the world at various stages in their university education, the Business School has a lively, vibrant atmosphere. We are confident that the high quality of your fellow students will also contribute positively to your time at the Business School.

Our Doctoral programmes are designed to provide you with the means to accelerate your progression and promotion, or to enable you to make strategic decisions about the direction you want your career to take. We can provide you with a stimulating, challenging, and continuously improving programme where we will strive to enrich your educational experience and open your eyes to new approaches.

Thank you for considering us at this key point in your personal and professional development. I look forward very much to meeting and working with you.

# Universal appeal

The University of Nottingham receives more applications than almost any other UK university, and has a global reputation for teaching and research excellence across all subjects.



The University's population of about 34,000 students includes a thriving community of international students from more than 140 countries, so you can expect a truly global community during your time at Nottingham.

Nottingham is regarded as one of the UK's most desirable places to study—it is home to a world-class University, while the city offers all the buzz of city living while retaining its strong sense of community.

The University Park Campus is one of the largest and most attractive in the UK, with modern teaching facilities, twelve halls of residence, an Arts Centre, the East Midlands Conference Centre, Sports Centre, and a wide range of other amenities spread across 330 acres of parkland.

1. Trent Building, University Park
2. Trent Building, central courtyard
3. Students on Jubilee Campus
4. The new Portland Building extension





# The Jubilee Campus

Opened in 1999 by Her Majesty the Queen, the award winning Jubilee Campus is approximately one mile from the University Park Campus.



The campus contains the Business School, the School of Computer Science, the School of Education, the International Office, the Ingenuity Centre, and the National College for School Leadership, together with an Amenities Building, a learning resource centre, a state of the art teaching building with three major lecture theatres, and en-suite residential accommodation for 740 students.

The North Business School consists of three 3-storey wings interconnected by glass atria. There is a series of seminar rooms, syndicate rooms, a PhD resource room, and computer rooms within the building. 24 hour computer access is available in the learning resource centre a few metres away.

The South Business School building offers excellent facilities for postgraduate students including additional lecture theatres, seminar rooms, computer labs, a café, and a Business Library.

The Exchange building houses large lecture theatres with a bookshop, bank, grocery shop and café opening onto a covered central atrium. The teaching buildings and the postgraduate hall of residence border a lake with a pedestrian walkway linking the buildings.

Jubilee Campus is built on a former industrial site and its green credentials are impeccable. An important feature of the campus is the series of lakes, which as well as being home to a variety of wildlife, provide cooling for the buildings in the summer and receive all surface water.

The environmentally-friendly nature of the campus and its buildings have been a big factor in the awards it has received, including the Millennium Marque Award for Environmental Excellence, the British Construction Industry Building Project of the Year, the RIBA Journal Sustainability Award and the Civic Trust Award for Sustainability. The Jubilee Campus also won the praise of the Energy Globe Award judges in 2005.

The University is developing the campus significantly and has invested £200 million in a new scheme designed by Ken Shuttleworth, designer of the iconic and award-winning Swiss Re building in London. An Innovation Park and the UK's tallest free-standing work of public art, "Aspire," were completed in 2008.

A frequent shuttle bus service runs between the University Park Campus and the Jubilee Campus, and there is a walking and cycling link.

1. The Campus at dusk
2. Exchange Building
3. Innovation Park





# Comprehensive facilities

The superb facilities at Jubilee Campus are designed to enhance your research and learning experience.



## Centre for English Language Education

For students whose first language is not English, the Centre offers Intensive English Language and Study Skills preparation courses for periods from one month to a full academic year. Since a high level of linguistic competence is required to cope with the demands of postgraduate business studies, the Centre will advise intending participants on the nature, intensity and length of course needed to raise their language skills to the necessary level.

All overseas students can take advantage of the Centre's language support service for postgraduate students studying at the University.

[www.cele.nottingham.ac.uk](http://www.cele.nottingham.ac.uk)

## Computing Facilities

Postgraduate students have access to a wide choice of computing facilities, many of which are available 24 hours a day, seven days a week. The School has wireless networking in both buildings and a variety of software is available, including some of the most popular business software.



## The Business Library

The Business School has a dedicated Business Library that is open from 08.00-21.45 Monday to Friday, 08.00-16.45 on Saturdays and 09.30-16.45 on Sundays. Students have access to a wide range of books, full-text online journals and databases.

## University Health Service

The Cripps Health Centre on the University Park campus provides medical and dental services for all members of the University and their families who want to register as patients under the provisions of the National Health Service. Details of arrangements for medical insurance for overseas students can be obtained from the University Registrar.

## Sports Facilities

Students at Nottingham enjoy a variety of sporting facilities. The University has a state of the art Sports Centre and an indoor swimming pool on the University Park campus, as well as exceptionally good facilities at Grove Farm and Highfields for all outdoor sports. The Sports Centre includes facilities for badminton, basketball, football, archery, martial arts, table tennis, dance and circuit training, to name but a few.

Facilities also include a climbing wall, squash courts, a modern and well-equipped gym, floodlit artificial sports surface, tennis courts, a bowling green, and a sports injury clinic. There are seven squash courts on campus and a well-equipped boathouse by the River Trent.

The Sports Centre on Jubilee Campus includes a large sports hall containing basketball, tennis, netball, badminton and squash courts, and two practice rooms for martial arts, table-tennis, aerobics, and fitness classes.

1. The Exchange Building  
2. Computing facilities  
3. Jubilee Campus café

# Nottingham - a vibrant city

Nottingham is one of the UK's fastest growing and most prosperous cities and the commercial, cultural and regional capital of the East Midlands.



## Time to travel

Nottingham's central location and excellent transport links allows easy access to all major British and European destinations, including London, which is less than two hours away.

East Midlands Airport is only 30 minutes from the city centre, offering national and international flights. Getting to Nottingham from the airport is easy and fast by train, car, or the Skylink Express bus service. In the city, a new tram system and frequent buses make it easy to get around.

The Eurostar connection at St Pancras, London, allows you to travel from Nottingham to Paris or Brussels in just over 4 hours.

Both Jubilee Campus and University Park Campus are close to the centre of the City of Nottingham, which is one of the UK's most cosmopolitan and prosperous cities.

As the commercial and cultural capital of the East Midlands, Nottingham is home to several major UK employers, including Alliance Boots, Experian, Capital One, E.ON, and the Inland Revenue. Many large blue-chip companies have offices in and around the city, which has one of the highest rates of job creation in the country.

The bustling city centre is renowned for its excellent nightlife, with more than 300 bars and pubs, and a variety of restaurants, clubs, theatres, concert halls, and cinemas. Shopping in Nottingham was recently voted among the best outside of London and the city has more sports facilities per head than anywhere else in Europe.

Nottingham, the legendary home of Robin Hood, is one of the oldest cities in the UK and has a rich history. Explore the ancient caves beneath Nottingham Castle, or take a relaxing walk through Wollaton Park and visit the imposing Elizabethan Hall.

If you need a break from your studies, the region offers beautiful rural scenery in the Peak District National Park and historic buildings such as Newstead Abbey, home of writer and poet Lord Byron, Southwell Minster, and Hardwick Hall. Nottinghamshire's more well known attractions include Robin Hood's Sherwood Forest and the historic Goose Fair, held every October.

## Things to see and do in Nottingham

- **Broadway Media Centre** Nottingham's only independent cinema
- **Goose Fair** One of Europe's largest travelling fairs, held every October for over 700 years
- **Galleries of Justice** An award-winning museum and exhibition, re-enacting 300 years of crime and punishment
- **Lace Market district** Busy and fashionable city centre shopping, dining, and residential area
- **National Ice Centre and Concert Arena** Twin Olympic-sized ice rinks and huge concert venue
- **National Watersports Centre at Holme Pierrepont** 2,000 metre international rowing course that has made Nottingham the centre of British rowing
- **Nottingham Castle** Where King Charles I announced his call-to-arms in 1642, starting the Civil War
- **Nottingham Forest Football Club**
- **Nottingham Race Course**
- **Nottingham Tennis Centre** One of the largest in the UK, which hosts the Nottingham Open, the forerunner to Wimbledon
- **Test and County Cricket at Trent Bridge**
- **Theatres, the Royal Concert Hall, and Nottingham Playhouse**
- **The Trip to Jerusalem Inn** The oldest inn in England
- **Wollaton Park and 16th Century Elizabethan Hall**

## Things to see and do in the East Midlands

- **Clumber Park and 'The Dukeries'** Original country estates of powerful dukes in Robin Hood country
- **D.H. Lawrence Birthplace Museum** Victorian home of Nottinghamshire's renowned writer and poet
- **Donington Park Grand Prix Circuit** One of the UK's leading motor racing venues and home to the largest collection of Grand Prix cars in the world
- **Lincoln Cathedral** One of the finest medieval buildings in Europe
- **National Space Centre** A unique experience-the UK's largest attraction dedicated to space
- **Newstead Abbey and Park** Ancestral home of poet Lord Byron
- **Peak District** Britain's first National Park, in Derbyshire
- **Rutland Water** The largest artificial lake in Europe
- **Sherwood Forest and Sherwood Forest Visitor Centre** Legendary home of Nottingham's favourite outlaw, Robin Hood
- **Silverstone Race Track** One of the world's most famous motor sport venues
- **Southwell Minster** Magnificent 12th Century Nottinghamshire Cathedral



# Join the network

Your connection to the Business School is a valuable resource, both personally and professionally.



## Business Leaders Series

### Business Leaders Series

Our exclusive series of guest lectures from top business leaders who come to the School to speak to students, staff, and alumni. Recent speakers have included Professor Mary Jo Hatch, *University of Virginia McIntyre School of Commerce*; Dr Mike Lloyd (pictured), *President, Gas Turbine Operations, Rolls-Royce*; John Finch, *Managing Director Development and Delivery, Experian*; and Richard Baker, *former Chief Executive, Alliance Boots*.

## Nottingham University Business Alumni

The Business School Alumni Association is the organisation for all former students of the School and everyone who studies here automatically becomes a life member of the Association.

From the moment you join the Business School you'll be linked into a network of several thousand graduates from over one hundred countries around the world, all of whom have shared the experience of studying at Nottingham.

The Business School Alumni Association is a growing community of business professionals from around the world, many of whom stay involved with the School through acting as recruiters, interviewers, mentors, contributors to modules, and advisors to prospective students. Having benefited from a similar experience themselves while studying at Nottingham, a number of our alumni also give active encouragement to students at the School by offering work experience and internship placements within their companies or organisations.

Staying connected is the key to building a vital base of contacts and our alumni keep in touch with one another through networking events and special interest groups, both in the UK and overseas. These networks offer a powerful means of connection to a community of highly active business leaders and can be a very effective way of accessing both career and self development opportunities.



For those more locally based alumni there are opportunities both to meet and to hear presentations from key senior business executives through the School's Business Leaders Series. There are also annual networking events such as the Alumni Summer BBQ, when alumni have the opportunity to meet up with old friends and members of the faculty, as well as functions held at the University's London offices.

The Business School offers a number of services to its alumni including an online directory to search for other alumni, free online access to business journals and databases, career support services including online CV profiles, free e-mail forwarding, and a twice-yearly Business School alumni magazine, NuBIZ.



We look forward to welcoming you to our alumni community.



**Hilary Vaughan-Thomas**  
Alumni Manager



# Research in the business school

The School is actively involved in a diverse range of research projects.



*The Gateway Building and Ingenuity Centre, Jubilee Campus.*

In general, research within the School focuses on accounting and finance, corporate social responsibility, innovation and entrepreneurship, industrial economics, information systems, marketing, operations management, organisational behaviour and human resource management, strategy, and tourism and travel.

The School maintains close links with a number of commercial, industrial and public concerns, which facilitates the collection of data and the raising of funds for new research projects. Recently, research sponsorship for projects and students has come from the ESRC, EPSRC, the European Union, Sedgwicks, the Institute of Chartered Accountants, Save and Prosper, the Association of British Insurers, Barclays Life, and the Geneva Association.

Other sources of external funding include Norwich Union and the Worshipful Company of Insurers who have endowed Chairs in Insurance Studies in the School, and the Boots Company (now Alliance-Boots), which sponsors a Chair in Accounting and Finance. The School has a number of interdisciplinary links with departments across the University. On the University Park campus, the School of Contemporary Chinese Studies is linked to the Business School and promotes interdisciplinary research and teaching on China. Further interdisciplinary research links exist with the Departments of Economics, Geography, History, the School of Politics, and the Faculty of Engineering.

## Research Centres and Institutes

Research in the Business School covers most areas of business and management and includes the following research Centres and Institutes.

- **The University of Nottingham Institute for Enterprise and Innovation (UNIEI)**
- **The Christel DeHaan Tourism and Travel Research Institute (TTRI)**
- **The Centre for Management Buy-out Research (CMBOR),** funded by Deloitte and Barclays Private Equity
- **The International Centre for Corporate Social Responsibility (ICCSR)**
- **The Centre for Risk and Insurance Studies (CRIS)**
- **University of Nottingham Tax Research Institute (TRI)**
- **The Centre for Quality in the Global Supply Chain (CQGSC)**
- **European Risk Research Network (ERRN)**
- **The Centre for Concurrent Enterprise (CCE)**
- **Financial Services Research Forum (FSRF)**

For more information about the Centres and Institutes, go to [www.nottingham.ac.uk/business/ResearchCentres](http://www.nottingham.ac.uk/business/ResearchCentres)

# Industry leading research expertise

Our research team is made up of pioneering and award winning professionals. Here are some of their highlights.



## Professor Leigh Drake

Leigh Drake became Director of the School in 2007 and is Professor of Financial Economics. He is a member of the School's Centre for Risk and Insurance Studies, one of the world's leading university centres for teaching and research in risk and insurance. His research interests include analysis of efficiency and performance in financial institutions; mutuality; risk analysis, risk management and capital adequacy in financial institutions; modelling of financial institutions and markets, including banks, insurance companies and the housing and mortgage market; monetary economics and monetary policy. He has published widely in journals such as: *Review of Economics and Statistics*; *Economic Journal*; *Economica*; *Oxford Economic Papers*; *Economic Inquiry*; *Journal of Money, Credit and Banking*; *Journal of Banking and Finance*. He has acted as a consultant to the UK Home Office and to numerous banks and building societies.



## Professor Bob Berry

Bob Berry is Boots Professor of Accounting and Finance. His research interests are in financial management, particularly the implications of shareholder value management for decision and control processes; Portfolio Management: The construction of ethical portfolios; Artificial Intelligence: The application of artificial intelligence techniques to problems in financial analysis and management; and Business History: The analysis of the surviving accounting records of 19th century coal, iron and steel companies. Bob was awarded Best Overall Teacher in the Business School's 2007 Best Teacher Awards.



## Professor Jeremy Moon

Jeremy Moon is Professor of Corporate Social Responsibility and Director of the School's International Centre for Corporate Social

Responsibility (ICCSR). The Aspen Institute has awarded him its 'exceptional scholar' award for his outstanding work in corporate, social, and environmental responsibility education. His expertise is in government and CSR; CSR in Europe; CSR and globalisation; and conceptualising and theorising CSR.

He is writing a book on Corporations and Citizenship (Cambridge University Press with Andrew Crane and Dirk Matten), which extends their analysis of corporations and citizenship in articles in the *Journal of Business Ethics* and *Business Ethics Quarterly*. He has also written a major survey on CSR Education in Europe (with Dirk Matten in collaboration with European Academy of Business in Society).



## Professor Ken Starkey

Ken Starkey, Professor of Management and Organisational Learning, is an expert in the development of UK business schools and the

strategic management of higher education. His research interests are in management and organisational learning; leadership and management of change; the role and future of the business school and the university; management and social theory. He is leading a team who are working on the Evolution of Business Knowledge (EBK) project on 'The Future of UK Business Schools,' funded by the ESRC. His latest book, *The Business School and the Bottom Line*, (Cambridge University Press, 2007) is a major contribution to the debate over the role of business schools and the first book of its kind that is based on rigorous, empirical research.



## Professor Peter Swann OBE

Peter Swann is Professor of Industrial Economics. He has held several advisory positions with government, including specialist advisor to the House of Lords Committee on Science and Technology for their report on the Innovation-Exploitation Barrier. His expertise on standards and his influential report for the Department of Trade and Industry helped develop a National Standardisation Framework. His research interests include the economics of innovation, including: innovation, demand and wealth creation; innovation and sustainability; industrial and technology policy; and industrial 'clusters'. In 2005, he was awarded an OBE in the Queen's Birthday Honours, 'for Services to Business and Economic Policy.'



## Professor Martin Binks

Martin Binks is Professor of Entrepreneurial Development and Director of the Institute for Enterprise and Innovation (UNIEI), which has

developed regional and international business networks that provide unique access to entrepreneurial research, creativity, and activity. His research interests are in technology transfer; entrepreneurship; finance for small and medium enterprises (SMEs); banks and their relationship with SMEs; electronic business surveys; and entrepreneurial skills development. He is responsible for teaching and learning design, innovation, and delivery in the area of Entrepreneurship Education.



## Professor Kevin Dowd

Kevin Dowd is Professor of Financial Risk Management at the School's Centre for Risk and Insurance Studies. He is an expert in financial risk

measurement and management, pensions and insurance, and monetary economics and has published extensively. He recently completed a three-year Fellowship funded by the Economic and Social Research Council, which was rated 'outstanding'. Among the topics he has been analysing is how pension funds can deal with the problem of people continuing to live longer and the cost of pensions increasing. He is a member of the advisory boards of several private and public organisations including J.P.Morgan, the Taxpayer Alliance, and is an adjunct scholar at the Cato Institute in Washington DC.



## Professor Kul Pawar

Kul Pawar is Professor of Operations Management. His research interests include managing new product development, the interface between product

development and supply chain, collaboration in physical and virtual product design and development teams, organisational readiness for new product development, knowledge transfer and share in the extended enterprise, and contextualisation of manufacturing supply chains between Europe, India, and China. He is an expert reviewer, evaluator and consultant to the European Commission and previously has worked as an engineer, operations manager, and consultant.



## Professor Nick Bacon

Nick Bacon is Professor of Human Resource Management. His research interests include human resource management; trade unions; teamworking; HRM in buyouts; HRM in SMEs; shareholder value and HRM; collective bargaining; training; and partnership agreements.



## Priority research areas, specific projects and Divisional Directors



### Professor Alistair Bruce *Director of Research*

Alistair Bruce is Professor of Decision and Risk Analysis and a former Director of Nottingham University Business School. His research interests are in corporate governance, decision-making under uncertainty and financial market efficiency. He has published widely in academic journals in the areas of economics, management and decision-making, including contributions to the Economic Journal, *Economica*, *Journal of Management Studies*, *Organizational Behavior and Human Decision Processes*, the *Journal of Behavioral Decision Making* and the *Journal of Economic Behavior and Organization*. He has been Principal or Co-Investigator on ESRC and Leverhulme research grants in the field of executive pay.

### Accounting and Finance



#### Professor David Newton

David Newton is Professor of Accounting and Finance and Divisional Research Director of Accounting and Finance. His research interests are in mathematical finance — derivatives (option) pricing and real options. He has co-authored books on real options and he has consulted for organisations such as BG and the Department of Trade and Industry.

For more information, please contact:

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#### Priority Research Areas

- Accounting standards
- Tax-related accounting
- Market efficiency
- Contingent claims & mathematical finance
- Corporate governance, social & environmental accounting
- Accounting & finance history

#### Specific projects

- Competition and choice in the audit services market
- Taxation
- Liquidity modeling
- Derivatives pricing
- Governance and accounting
- Lessons from financial history

### Entrepreneurship



#### Professor Mike Wright

Mike Wright is Professor of Financial Studies and Divisional Research Director of Entrepreneurship. He is Director of the School's Centre for Management Buy-out Research (CMBOR), which celebrated its 20th anniversary in 2006. Mike is a graduate of the Business School's Doctoral Programme.

CMBOR is the world's pre-eminent provider of information and analysis on management buy-outs and related issues and provides the only complete set of statistics on management buy-outs and buy-ins in the UK and Continental Europe. His research interests are in the international dimensions of entrepreneurial management buy-outs and venture capital; technology transfer; corporate governance in emerging markets. His 2007 book, *Entrepreneurship in Europe* (with Professor Andy Lockett, Bart Clarysse, and Phillippe Mustar), advances understanding of university spin-off creation and developments in environments outside the high tech clusters of the US. In 2006, he published *Habitual Entrepreneurs*, (with Dr Deniz Ucbasaran, and Professor Paul Westhead of Warwick Business School) that challenged popular assumptions about the success of habitual entrepreneurs.

For more information, please contact:

[Mike.Wright@nottingham.ac.uk](mailto:Mike.Wright@nottingham.ac.uk)

#### Priority Research Areas

- Private equity and management buy-outs
- Academic entrepreneurship and innovation
- Habitual entrepreneurs and entrepreneurial experience
- Entrepreneurship education
- Corporate entrepreneurship
- Social and public sector entrepreneurship

#### Specific projects

- The effects of private equity investments
- Management buyouts of family firms
- Ingenuity and creativity in entrepreneurship
- Transnational and returnee entrepreneurship
- Entrepreneurial teams – creation and evolution
- Management of strategic entrepreneurship

### Industrial Economics



#### Professor Sourafel Girma

Sourafel Girma is Associate Professor and Reader in Industrial Economics and Divisional Research Director of Industrial Economics. His research interests include applied microeconomics; mergers and acquisitions; productivity analysis; and the firm level response to globalisation.

For more information, please contact:

[Sourafel.Girma@nottingham.ac.uk](mailto:Sourafel.Girma@nottingham.ac.uk)

#### Priority Research Areas

- Applied industrial organisation
- Behavioural economics and decision-making
- Financial economics
- Public and private sector risk management
- Economics of innovation

#### Specific projects

- Innovation and competitiveness, innovation and wealth creation, innovation and sustainability
- Economics of risk in teenage pregnancy
- Market efficiency in spread and fixed odds betting
- Micro econometric evaluations of labour market effects of mergers and acquisitions
- Individual differences and group compositions: A behavioural study
- Does financial structure matter for firm growth in China?

### Information Systems



#### Professor David Wastell

David Wastell is Professor in Information Systems and Divisional Research Director of Information Systems. He has considerable applied research and consultancy experience in the public sector, particularly in local government. His main interests are in information systems and public sector reform; business process reengineering; the strategic alignment of IS and business strategy; human factors design of complex information systems; and the ethnography of innovation.

For more information, please contact:

[David.Wastell@nottingham.ac.uk](mailto:David.Wastell@nottingham.ac.uk)

#### Priority Research Areas

- Electronic government, including critical perspectives, the digital divide, methodologies, evaluation methods, performance management, evidence-based policy making
- Alignment of IS/IT and business strategy, contextual models and firm performance
- On-line communities, including domestic applications of ICT, anti-social behaviour on the internet (cyber-bullying), communities of practice and the open source movement
- Inter-organizational networks: multi-agency collaboration and the new public management, theoretical perspectives (coordination and complexity theories)
- Interface design of complex human-machine systems, including decision-support and the effects of stress, workload on system performance.

#### Specific projects

- Contextual models of IS/business alignment and firm performance
- Nanoweb — orchestrating supply chains using nano-scale processes
- Developing 'Business Model' theory from a process & value perspective
- 'Griefing' in virtual worlds — uses, casualties and coping strategies
- Professional decision-making in health and social care: reconciling conflicting imperatives in the New Public Management (NPM)
- Managing as designing: developing tools for the entrepreneurial public manager

## Divisional Directors, priority research areas and specific projects (continued)



**Professor Andy Lockett** *Director of Doctoral Research*

Andy Lockett is Director of Doctoral Programmes and Professor of Strategy and Entrepreneurship. His primary research interests straddle the areas of strategy and entrepreneurship. More specifically, he is interested in knowledge and technology generation and transfer, business venturing and the resource-based view of the firm. Andy is a graduate of the Business School's Doctoral Programme.

### Marketing



**Dr Andrew Smith**

Andrew Smith is an Associate Professor and Divisional Research Director of Marketing. His research interests are primarily in the following areas: ethical consumption; consumer decision making and consumer data management in retailing and services. In 2002, he won the Best Paper prize at the Academy of Marketing.

For more information, please contact:  
[andrew.p.smith@nottingham.ac.uk](mailto:andrew.p.smith@nottingham.ac.uk)

#### Priority Research Areas

- Services marketing
- Consumer protection, policy & empowerment
- Ethical & prosocial consumer behaviour
- Co-creation of value & meaning

#### Specific projects

- Customer participation & co-creation of value
- The role of relationships in successful product and service innovation
- Charitable giving in the 21st Century
- Cognition and emotion in ethical consumer behaviour

### Operations Management



**Professor Bart MacCarthy**

Bart MacCarthy is Professor of Operations Management and Divisional Research Director of Operations Management. His research spans the analysis, modelling and design of operational systems in business and industry and he has researched and consulted with a wide range of industries including textiles and clothing, automotive, aerospace, engineering, consumer products and food, as well as firms in distribution and logistics.

For more information, please contact:  
[Bart.MacCarthy@nottingham.ac.uk](mailto:Bart.MacCarthy@nottingham.ac.uk)

#### Priority Research Areas

- Supply chain and logistics management
- Reverse logistics and sustainability of supply chains
- Design management and New Product Development (NPD)
- Customization and Mass Customization – concepts, systems and practice
- Quality management in the global supply chain
- Managing international operations

#### Specific projects

- The impact of outsourcing on lead-time and customer service
- Supply chain effectiveness, in particular quality/delivery interactions and supplier development in the context of international supply networks
- Analysis of risks and uncertainties in supply chains
- Revenue management models in order management and order fulfilment
- Simulation modelling for operations strategy
- Readiness capability assessment for New Product Development

### Organisational Behaviour & Human Resource Management



**Professor Michael Humphreys**

Mike Humphreys is Professor of Organisation Studies and Divisional Research Director of Organisational Behaviour and Human Resource Management. His research interests include studies of organisational identity, narrative and change; innovation and improvisation in teams; public sector management and qualitative research methodology

For more information, please contact:  
[Michael.Humphreys@nottingham.ac.uk](mailto:Michael.Humphreys@nottingham.ac.uk)

#### Priority Research Areas

- Human resource management and employment relations
- Organisational practices, culture and change
- The transformation of organisation and management in emerging economies
- Management and organisations in a globalised context
- Organisational knowledge
- Sensemaking in Organisations
- Evidence-based management

#### Specific projects

- Human resource management in small and medium-sized enterprises
- The impact of equal opportunities legislation, policy and practice
- Managerial careers, work life balance and identity
- Managerial and entrepreneurial behaviour in its social, cultural and organisational context
- Culture and economy in a Chinese organisational context
- Legitimacy in management
- Industrial relations and partnership agreements
- Vocational education and training initiatives in the UK
- Multi-national companies: international joint ventures and alliances; cross-cultural management/ international human resource management
- Local communities and networks and the socio-economic consequences of foreign direct investment
- Top management teams and organisational change

### Strategy



**Professor Graeme Currie**

Graeme Currie is Professor of Public Services Management and Divisional Research Director of Strategy. His research interests are in strategic change in NHS and the role of middle managers; new organisational forms in healthcare; teamworking in public services; the impact of MIS/IT on the role of middle managers; knowledge management in health care and related industries; the role of personnel function in NHS; leadership in schools & healthcare organisations; and critical management administration and education. Graeme is a graduate of the Business School's Doctoral Programme.

For more information, please contact:  
[Graeme.Currie@nottingham.ac.uk](mailto:Graeme.Currie@nottingham.ac.uk)

#### Priority Research Areas

- The creative industries
- Organisational learning
- The nature of early mover advantages
- Modes of international business
- Applications of the resource-based view in strategy and economics
- Performance consequences of control changes in firms
- Public Services Management

#### Specific projects

- The impact of management buyouts on productivity
- Decision taking and the perception of risk
- The creation of competitive advantage and performance in competitive team sports
- The future of the business school
- Entry, exit and pricing in shopbot-mediated markets
- Strategies for generating competitive advantage in electronic markets

### Christel DeHaan Tourism and Travel Research Institute

[www.nottingham.ac.uk/ttri/](http://www.nottingham.ac.uk/ttri/)

For more information, please contact:

[Christopher.Cooper@nottingham.ac.uk](mailto:Christopher.Cooper@nottingham.ac.uk)



#### Specific projects

- Tourism economics
- Tourism marketing and consumer behaviour
- Tourism and the environment
- Cultural and heritage tourism management
- Tourism education
- Human resource management in tourism
- Innovation and knowledge management in tourism
- Corporate social responsibility for tourism business

### International Centre for Corporate Social Responsibility

[www.nottingham.ac.uk/business/iccsr/](http://www.nottingham.ac.uk/business/iccsr/)

For more information, please contact:

[David.Owen@nottingham.ac.uk](mailto:David.Owen@nottingham.ac.uk)



#### Specific projects

- Understanding CSR
- The scope and limits of CSR
- CSR in context
- Measuring and reporting CSR
- CSR skills, knowledge and education
- CSR: Creating value and evaluating outcomes



# MRes in Business and Management

The main aim of the MRes programme is to provide you with sufficient foundation training in basic and advanced research skills to enter a Doctoral Programme.



## The Programme

Candidates are welcome to apply for the full time Masters of Research in Business and Management. The MRes is a blend of taught research training modules, taught subject-specific training modules and a dissertation.

The MRes programme is also suitable for candidates who want to obtain a research degree, but do not wish to commit themselves for a longer period of study.

## Taught Courses for Research Students

MRes students complete the following compulsory modules: Research Design and Philosophy (10 credits), Qualitative Research Methods (10 credits), Quantitative Research Methods (10 credits) and Business Ethics (15 credits). In addition, students undertake one advanced subject-specific module worth 15 credits, which is related to their chosen specialist subject area of study and is agreed by supervisors.

## The MRes Dissertation and Supervisory Arrangements

MRes students are also required to complete and submit a 25,000 word dissertation worth 120 credits. Each MRes student will normally be assigned one academic supervisor, who will provide guidance on the formal specification of the topic, the structure and organisation of the dissertation, and the general direction of the research. To monitor their progress, students are required to submit a literature review, which will also allow them to obtain valuable feedback. The dissertation is examined by viva voce attended by both an internal and external examiner.

## Graduate School Research Training Programme

In addition to attending research training modules provided by the Business School, students are expected to attend relevant generic training courses provided by the Graduate School. These include courses relating to use of IT and library resources, research management, research skills, presentation and communication skills, research ethics etc. Supervisors will advise students which Graduate School courses are appropriate for their specific training needs.



### MRes Core Modules

**Research Design and Philosophy**

This module encourages you to think about the relationship between research design and the philosophical ideas that underpin this design. The aim is to help you to think through these often unexamined relationships in order to provide a strong rationale for the overall approach taken in your PhD thesis. The course includes a consideration of epistemology as the foundation of the research process, as well as a consideration of contrasting approaches to empirical research. You are encouraged to work out your preferred philosophical approach towards the conduct of your research.

**Business Ethics**

This module examines ethical issues and dilemmas in business, covering a range of complex and controversial problems faced by contemporary business in a global economy. The main concepts and theories underpinning the business ethics field will be introduced, and you will have the opportunity to apply these to typical ethical situations. The course explores the ethical concerns of different stakeholders in business and places these within various national and cultural perspectives on business ethics. Approaches to managing business ethics and making ethical decisions will also be covered.

**Qualitative Research Methods**

This module is designed to encourage you to think broadly and deeply about issues relating to qualitative research methods, and is intended to assist you in your choice of research methods, the conduct of your research, and the write-up of the research methods section of your doctoral thesis. Overall the module is designed to address the question 'What is qualitative research?' and includes topics such as participant observation, interviewing, ethnography, documentary analysis, and discourse analysis. The sessions are participative and each one takes the form of a discussion regarding a particular scholarly paper.

**Quantitative Research Methods**

This module introduces students to survey design issues with particular emphasis on questionnaire development and measurement issues. It provides an overview of econometrics (basic multiple regression, limited dependent variable technique, and panel data) and a number of multivariate analysis techniques, such as analysis of variance, factor analysis, and reliability analysis.

### MRes Course Structure

Core Modules	Credits
Research Design and Philosophy	10
Business Ethics	15
Qualitative Research Methods	10
Quantitative Research Methods	10
In addition	
Advanced Studies in (Specialist Area*)	15
Dissertation	120
<b>*Specialist Area</b>	
One advanced issues module [subject specific] is required, to be agreed by supervisor(s) from the School's Masters modules.	

"The MRes programme equipped me with requisite research skills that have enabled me pursue my doctoral studies with more confidence."

"My choice was greatly influenced by the high standard of professionalism and knowledge of the academic staff, as well as the dedication that is invested into students growth and learning. It is an excellent place to meet people from various cultural backgrounds and make good friends for life."

My academic journey started in 2003 when I arrived at Nottingham University Business School to pursue a Masters of Research (MRes) with the International Centre for Corporate Social Responsibility (ICCSR), which offers world-class research and teaching on responsible business. I was delighted that I was awarded a scholarship.

As an international student, I quickly settled into the new environment thanks to the support I received from the entire community. The MRes programme equipped me with requisite research skills that have enabled me to pursue my doctoral studies with more confidence. In addition to the compulsory PhD modules offered in the first year, I found the PhD workshops organised by both ICCSR and the School, on issues ranging from academic publishing, academic careers, to Nottingham academics' PhD experiences, an eye opener! This certainly contributed to my personal development, and consequently, to a new academic career as a lecturer in corporate social responsibility at the School.

**Judy Muthuri**  
Lecturer in  
Corporate Social Responsibility  
Nottingham University  
Business School





# Doctoral programme

The Doctoral programme offers a superb opportunity to develop research skills within an environment which has an international reputation for business research excellence.



## The Programme

Candidates are welcome to apply either for the full-time or part-time MPhil or PhD Business and Management programme (most candidates will apply for this programme), or the full-time or part-time MPhil or PhD Manufacturing, Engineering and Operations Management programme.

Most applicants accepted onto the Doctorate programme are normally registered as PhD students in the first instance, however each year students are required to undergo an Annual Review to confirm their PhD status, or potentially downgrade to MPhil status where necessary.

## Supervisory Arrangements

Each student will normally be assigned two academic supervisors who will provide guidance on the formal specification of the topic, the structure and organisation of the thesis, and the general direction of the research. Regular supervision helps to ensure that the research progresses in the appropriate direction. Full-time doctoral students meet with their supervisors on at least ten occasions during the year. For part-time students, at least six meetings take place per year.

## Taught Modules for Research Students

To aid students in the transition to independent research and help them acquire certain basic skills, the School normally expects students to take and complete a number of taught modules during their first year of study as directed by their supervisors and the Research Directorate. The Research Training Programme consists of two distinct parts. The first part is delivered within the Business School and the second part consists of generic research training provided by the University's Graduate School. This includes training relating to research management, presentation and communication skills, and the use of IT and Library facilities.

## Research Training in the Business School

The School's research training programme is explained on the following pages. All full-time doctoral students normally complete these modules during their first year of study, while part-time students complete them within two years.

The PhD course at Nottingham University Business School offers an outstanding opportunity for those seeking to develop their research skills and contribute to the knowledge of business. Having spent two years in the corporate governance industry, I had become frustrated with the fuzzy thinking that existed within the practice and I found the pressure to conform to the status quo, in order to meet tight deadlines, dreadfully restrictive. I was then, thrilled to see that the Business School was offering the chance to devote three years to full time academic study. Fully funded and tax-free, my residual income is only marginally less than what it was during my city job. More than anything else, it is the freedom I have enjoyed to pursue different avenues of research that go far beyond the scope of my initial proposal.

My supervisors have carefully guided and mentored me throughout my PhD while allowing me to retain complete control of the direction of my research. Moreover, during the times when I have needed extra advice, support, training and feedback, I have found it in abundance from a community of academics who are leaders in their field. I'm confident that on completion of my degree I will be in an excellent position to return to a high level job in industry or continue in academia.

**Ian Gregory-Smith**



## PhD Core Modules

All modules are organised on a block basis.

### Semester 1

#### Current Issues in Management

This module introduces issues surrounding management research in the light of recent debates about its nature and its relation to the other social sciences. Issues of management research are set within the context of discussions of the role of the business school and the ongoing development of management as both an intellectual field and arena of practice. The course aims to develop a broad understanding of the context, national and international (for example, the science and society agenda) in which research takes place. It encourages participants to reflect critically upon the development of disciplines, the role of management research, the business school and the university, and the challenges of academic career development. Thus, students will learn the essential research skill of appreciation and critical assessment of their own discipline and alternative views of academic issues and management problems. The module introduces participants to the breadth of the field, its range of constituent specialisms and the resulting spread of research paradigms and theoretical positions. Students will also acquire an understanding of the relevance of policy and practice in management and business studies.

#### Research Design and Philosophy

This module encourages you to think about the relationship between research design and the philosophical ideas that underpin this design. The aim is to help you to think through these often unexamined relationships in order to provide a strong rationale for the overall approach taken in your PhD thesis. The course includes a consideration of epistemology as the foundation of the research process, as well as a consideration of contrasting approaches to empirical research. You are encouraged to work out your preferred philosophical approach towards the conduct of your research.

#### Developing Management Research

The aim of the module is to provide students with insights into how they can develop their own research projects. Staff presentations focus on issues relating to theory and method across all areas of the Business School. In addition, students are

### Semester 2

#### Qualitative Research Methods

The module is designed to encourage students to think broadly and deeply about issues relating to qualitative research methods, and is intended to assist them in their choice of research methods, the conduct of their research, and the write-up of the research methodology section of their doctoral thesis. Overall, the module is designed to address the question 'what is qualitative research?' and includes topics such as participant observation, interviewing, ethnography, documentary analysis, and discourse analysis. The sessions are participative and each one takes the form of a discussion regarding a particular scholarly paper.

#### Quantitative Research Methods

This module introduces students to survey design issues with particular emphasis on questionnaire development and measurement issues. It provides an overview of econometrics (basic multiple regression, limited dependent variable technique, and panel data) and a number of multivariate analysis techniques, such as analysis of variance, factor analysis, and reliability analysis.

requested to present their research project, providing them with the opportunity to receive feedback from staff. This will also give students the opportunity to gain experience in dealing with the types of questions they might be asked in a viva.

### Additional courses available to Doctoral students

Doctoral students may be required to take up to 20 credits of other modules within the School/Faculty. In the School, students can normally choose from the range of modules offered as part of the Masters programmes. For the modules available, go to

[www.nottingham.ac.uk/business/ma/index.html](http://www.nottingham.ac.uk/business/ma/index.html)

Please note that the module list and availability of modules may be subject to change.

### Generic Courses from the Graduate School

Students may attend relevant generic courses from the Graduate School Research Training Programme, which provide training in a range of general research skills including the use of library resources, research management, research skills, and research ethics.

"I chose Nottingham University Business School because of its unique International Centre for Corporate Social Responsibility, which has provided me with the supervisory support and access to resources I needed to excel in my area of specialisation."

The international reputation for the research excellence was the reason I chose Nottingham University Business School for my doctoral studies. The first year of my studies exceeded my expectations and verified my choice. The support of the School's academic and administrative staff as well as the relationship between my colleagues were major factors for the progress of my PhD.

The Operations Management division within the School produces some of the strongest research in the UK with high quality publications and presence at various conferences worldwide. In addition, the collaboration with the Interdisciplinary Laboratory of Optimisation at the University gave me an exceptional chance to focus my study on the applications of operational research tools in business process practice and exchange ideas with researchers from other universities. The opportunity to be part of this first class research group is a great life experience and the basis of a promising future academic career.

**Apostolos Panagiotopoulos**  
MPhil/PhD in  
Manufacturing Engineering  
and Operations Management





## Confirmation of PhD status

Students admitted to the University to study for a Doctorate are normally registered at PhD level. At the end of Year 1, subject to the satisfactory completion of the annual review, a student's PhD status will be confirmed. If progress is unsatisfactory, students may be downgraded to MPhil status. Completion of all doctoral research training modules is a necessary pre-requisite for confirming PhD status.

The annual review requires students to submit a draft Literature Chapter (8,000 words) and make a short presentation about their research to a Review Panel of Assessors, which will include a clear summary of what they have achieved over the previous year and a timeline for the completion of their PhD.

Students will undergo a similar annual review at the end of year 2, which requires students to submit a revised Literature Chapter and a sample Chapter, which is likely to be a Methods or Empirical Chapter. Students may also be required to undergo a year 3 Annual Review, based on their progress.

## Seminars and workshops

All postgraduate students are expected to attend the School's seminar programme and relevant research workshops. Seminars take place regularly, usually on Wednesday afternoons, and are given by a range of both internal and external speakers. Research workshops occur on an ad hoc basis and students will be advised by their supervisors about attendance.

In addition to the seminar programme, we offer a Doctoral seminar programme that focuses specifically on the needs of PhD students. The focus of the programme is on the research process, particularly the more informal aspects of doing research and getting it published. These are aspects of researchers' lives that are rarely discussed in journals and books, but are, nevertheless, vital for emergent scholars to understand and appreciate, regardless of their disciplinary field or background.

## Visiting speakers

### Business Leaders Series

All Doctoral students are welcome to attend the School's Business Leaders Series exclusive guest lectures given by top business leaders and scholars who come to the School to speak to students, staff, and alumni. Recent speakers have included Professor Michael C. Jensen, Harvard Business School; Dr Mike Lloyd, President, Gas Turbine Operations, Rolls-Royce; and Gerry Pennell, Chief Information Officer, London Organising Committee for the Olympic Games.

Our Centres and Institutes also host regular speakers from academia, business, and industry as well as high-profile conferences such as the annual UK Insurance Economists Conference and the annual CSR Research Symposium.

## Staff Student Feedback Committee

The Staff Student Feedback Committee meets at least once a year and all interested staff and students are invited. The purpose of this meeting is to provide a forum for the discussion of general issues relating to the postgraduate research programmes in the School.

## Research Grant and Conference Funding

A research grant of £750 per student is available for assistance with research related expenses. Additionally, students may also apply for funding for conference attendance once they have transferred to and received confirmation of PhD status.

## Typical Full Time Doctoral Timetable

### Year 1 - Registered Student

- Semesters 1 & 2: Attend appropriate taught courses both within the Business School and the Graduate School.
- Define the nature of the research problem, identify appropriate analytic frameworks, and expect to have completed a first draft of literature review chapters.
- June: Annual review.

### Year 2 - Registered Student

- Expect to complete the majority of any empirical work.
- June: Annual review.

### Year 3 - Registered Student

- Commence Formal writing-up.
- Expect to complete empirical work and produce draft write-up of results.
- Submit completed thesis.
- June: Annual review (If required).

Students should note that although a Year 4 writing-up period is available, the expectation is that they will submit their thesis within 3 years. It is most important that a student's research is written up on a continual basis during the three years of registration. Continual writing-up means that students should expect to regularly prepare chapters to be read and commented on by their supervisors. This should help to ensure that when the formal writing-up begins, they have a first draft of a thesis ready for modification.



# Funding and scholarships

Each year the School offers a range of excellent funding scholarship opportunities for the doctoral programme.



## Nottingham University Business School Scholarships

The School is offering the following scholarships to full time Doctoral students commencing in the 2009/10 session.

Seven full scholarships covering full tuition fees as well as tax-free living expenses per year of £13,290 (this is an estimate. The actual ESRC current rate is not yet available for 2009/10).

Two of these scholarships are being offered by the International Centre for Corporate Social Responsibility (ICCSR) and one is being offered by the Christel DeHaan Travel and Tourism Research Institute (TTRI).

All scholarships are available to both Home/EU and overseas students. Students who wish to be considered for the scholarship competition should submit their application by 24th April 2009 at the latest. Further information on the criteria and how to apply is available at: [www.nottingham.ac.uk/business/phd/scholarships.html](http://www.nottingham.ac.uk/business/phd/scholarships.html)

## University and other external scholarships

### Home/European Union Students

- **ESRC Scholarships – Two Quota Awards and Open Competition for 2009/10**

The School's programme is recognised by the Economic and Social Research Council (ESRC). This means that Home/EU students who are offered a place on the programme are eligible to apply for ESRC funding. If successful, the ESRC pays the student's tuition fees, and provides £13,290 per year (current estimate for 2009/10 session) tax-free living expenses.

As well as the ESRC Open Competition, the Business School has been allocated two ESRC Quota Awards for the 2009/10 session. A number of our students have recently been successful in securing such funding. Students can apply for ESRC grants either before they start their course or during their first year of study. The deadline for applications to be submitted to the ESRC is normally at the beginning of May, although the application process begins much earlier, with an internal school deadline 27th February 2009. Further information on the criteria and how to apply is available at:

[www.nottingham.ac.uk/business/phd/scholarships.html](http://www.nottingham.ac.uk/business/phd/scholarships.html)

- **ESRC Case Studentships**

The Business School successfully secured three ESRC Case Studentships in collaboration with the following organisations, HMRC, FTSE and the NHS for the 2008/09 session. This represented a 100% success record. The School is hoping to gain a number of ESRC CASE Studentship awards for the 2009/10 session. If we are successful, further information will be available in early 2009 at:

[www.nottingham.ac.uk/business/phd/scholarships.html](http://www.nottingham.ac.uk/business/phd/scholarships.html)

Further information about ESRC funding is available at:

[www.esrc.ac.uk](http://www.esrc.ac.uk)

It is expected that Home/EU students who are successful in the School's scholarship competition will already have submitted an ESRC application for the 2009/10 session, or alternatively will be required to apply for ESRC funding during their first year of study. If the application for an award is unsuccessful, the School will still provide a full scholarship for the three years registered study, or in the case of first year students, continue to provide a full scholarship for the second and third year of study.

- **University Scholarships**

The University is offering 10 full tuition fee or stipend to the same value scholarships for non-UK European Union students. The closing date is 17 April 2009. Further information is available at: [www.nottingham.ac.uk/prospectus/postgrad/introduction/funding/postscholarship.php](http://www.nottingham.ac.uk/prospectus/postgrad/introduction/funding/postscholarship.php)

### Overseas Students

International students (from outside the EU) can apply for several scholarships.

- **University Scholarships**

The University is offering 10 full tuition fee scholarships for international students. The closing date is 17 April 2009. Further information is available at:

[www.nottingham.ac.uk/prospectuses/postgrad/introduction/funding/postscholarship.php](http://www.nottingham.ac.uk/prospectuses/postgrad/introduction/funding/postscholarship.php)

- **Other Scholarships**

There are several scholarships offered by the Association of Commonwealth Universities and the British Council. For more information:

<http://pgstudy.nottingham.ac.uk/Funding/Pages/International/Students.aspx>

### University of Nottingham Alumni

Alumni scholarships are available to non-UK full-time students who have completed a degree programme at the University of Nottingham. More information regarding eligibility is available at: [www.nottingham.ac.uk/prospectus/postgrad/introduction/funding/postscholarship.php](http://www.nottingham.ac.uk/prospectus/postgrad/introduction/funding/postscholarship.php)



# Career planning

As a research student at Nottingham University Business School, you will have access to our specialist in-house Postgraduate Careers Service to help you develop your career management skills and explore your career options.



Offering access to individual careers consultations, skill development events, guest lectures, and an online careers resource area, the Postgraduate Careers Service can support you in planning a career within academia or industry. The University's Graduate School also offers career management sessions for research students.

Many of our research degree graduates have pursued academic careers (approximately 80%), nationally and internationally. However, others have moved into a variety of sectors including consultancy, risk management, the public sector, and self-employment. The Business School actively recruits from its own PhD programme. Fifteen of our current staff are graduates of the programme, including Professor Graeme Currie, Professor Michael Humphreys, Professor Mike Wright and Professor Andy Lockett, who all hold senior positions within the School.

## Working in the UK

International graduates can live and work in the UK for up to two years after successfully completing their UK studies. Tier 1 (Post Study Work) came into effect on 30 June 2008 under the UK's new points based system.

For more information, go to [www.bia.homeoffice.gov.uk](http://www.bia.homeoffice.gov.uk)



**Julie Blant**  
*Deputy Director, Postgraduate Careers Service*



**Antonio Varela**  
*Postgraduate Careers Adviser*

The combination of camaraderie and serious academic scholarship at the Business School contributed to my choice of Nottingham for my doctoral research. The Business School places world-class research on centre stage at the same time as encouraging an inclusive atmosphere which ensures a friendly audience for the everyday ups and downs of PhD life. The doctoral programme is supported by both a team of helpful administrators and driven academics within the Business School, and by a range of services provided by the University's central Graduate School. Undoubtedly, this high level of support contributed to my successful ESRC open application, which has secured a fully funded PhD scholarship for my research at Nottingham.

Within the Business School two internationally renowned research institutes, in Corporate Social Responsibility and Entrepreneurship, offer a highly experienced and competent group of academic experts for my research into notions of Responsibility in Entrepreneurship. Due to the opportunity to present my research at various seminal conferences and workshops, and the emphasis placed on producing high quality, publishable work, I am certain that my experience at the Business School will leave me well-equipped for my future academic career.

## Isobel O'Neil



# How to apply

Application procedure for Doctoral and MRes programmes

The School welcomes applications from suitably qualified students to undertake research leading to an MRes on a full-time basis or Doctoral degree on either a full-time or part-time basis. We have an annual intake of new students in October of each year.

## Qualifications

Qualifications required for admission on to the

### • MRes in Business and Management Programme

Applicants will normally be graduates of an approved university holding a good honours degree in a relevant subject (with at least an upper second or equivalent).

Qualifications required for admission on to the

### • Doctoral Programme

Applicants will normally be graduates of an approved university holding a Masters degree in a relevant subject (normally with an average over 65% in the taught modules and normally 65% in the dissertation, or equivalent). Applicants may also be considered for admission if they have a good honours degree in a relevant subject (with at least an upper second or equivalent). Professional, business or industrial qualifications are also valued for some research areas.

Please enclose transcripts of all your academic qualifications with your application form. Interested applicants who have not yet fully completed their Masters or undergraduate degree by mid June should include a transcript of the marks received so far.

## Research Proposal

Your application must include a research proposal. This must indicate the area in which the research will be conducted and the key issues that you want to examine in more detail. You need to demonstrate that you understand the field that you plan to research, that you are able to identify an interesting and original research question, and that you have an understanding of what research at postgraduate level entails.

The purpose of a research proposal is to provide the School and potential research supervisors with an indication of the topic you are interested in.

A research proposal provides an insight into your ability to identify and develop an interesting research question. Most potential supervisors will review research proposals as a preliminary description of your area of interest and will not necessarily assume that the proposal defines exactly the research project that you will eventually carry out.

A typical research proposal will be somewhere between one and two thousand words, (although proposals for the MRes Programme are not expected to be as detailed as proposals for the Doctoral Programme).

For guidance on how to write a research proposal, please refer to: [www.nottingham.ac.uk/business/phd/researchproposal.html](http://www.nottingham.ac.uk/business/phd/researchproposal.html)

If you want to make a formal application, please consult the list of available supervisory staff within the School and their research interests, as well as the list of recently completed Doctoral theses in order to determine whether your interests coincide with those of a potential supervisor.

Your acceptance into the programme will be based on both academic ability and the availability of suitable supervisors. The quality of your research proposal is extremely important when it comes to finding research supervisors and is a crucial part of the application process.

For the Doctoral Programme, the Business School normally admits students to study for the degree of PhD in the first instance, however each year students are required to undergo an Annual Review in order to confirm their PhD status, or potentially downgrade to MPhil status where necessary.

## English Language Requirements

If your first language is not English, and you do not have a degree from one of the countries listed on our website at <http://www.nottingham.ac.uk/business/ma/admissions.html> we normally require evidence of your competence in English. We require one of the following combinations of test results for an immediate entry to the MRes or Doctoral programme.

Either:

- An IELTS score of at least 7.0 with a minimum score of 6.0 in each of the four elements of the test.

Or and one of the following three options:

- A TOEFL score of at least 600, with a TWE score of 5.0.
- Computerised test equivalent of 250 with a TWE of 5.0.
- An Internet-based TOEFL score of at least 100, with a minimum score of 21 in each element of the test.

Applicants who have obtained an overall IELTS score of 6.5 will still be considered for a place on the programme. Any offer is conditional upon achieving an overall score of 7.0 with a minimum of 6.0 in each element before commencing the programme, or successfully completing an appropriate Business Management course at the University's Centre for English Language Education.

An interview may be part of the application process.

## Recommended dates for applications

There is no set closing date for applications, but it is recommended that applications should be received by July for an October start date.

Note: Students who want to be considered for a Nottingham University Business School scholarship should submit a complete application (including all relevant supporting documentation) by 24th April 2009.

## Open Evening

The Business School will be holding an Open Evening on Wednesday 18th February 2009. The Open Evening aims to provide prospective students with the opportunity to find out more about the School and the MRes and Doctoral programme, meet potential supervisors and students currently on the course, and to see the School's excellent facilities.

If you want to book a place at the open evening, please book online:

[www.nottingham.ac.uk/business/phd/OpenDay-Enquiries.html](http://www.nottingham.ac.uk/business/phd/OpenDay-Enquiries.html)

## MRes and Doctoral Fees 2009-2010

<b>Full-time programme</b>	<b>UK and EU clients</b> £3,390	<b>Overseas clients</b> £10,610
<b>Part-time programme</b>	<b>UK and EU clients</b> £1,695	<b>Overseas clients</b> £5,305



# Your team

Your Doctoral and MRes Programmes Team



**Leigh Drake**  
School Director



**Andy Lockett**  
Director of Doctoral Programmes



**Mark Learmonth**  
Deputy Director of Doctoral Programmes



**Amanda Shacklock**  
Programmes Manager  
(MA/MSc & Doctoral Programmes)



**Andrea Tomlinson**  
Doctoral Programmes Administrator

# Research staff

Available to supervise Postgraduate Research

## Accounting & Finance

**Professor Bob Berry**  
Boots Professor of Accounting & Finance

**Professor M. Shahid Ebrahim**  
Professor of Financial Economics

**Professor John Hasseldine**  
Professor of Accounting & Taxation

**Professor Weimin Liu**  
Professor of Finance

**Professor David Newton**  
Professor of Accounting and Finance

**Professor David Owen**  
Professor of Social and Environmental Accounting (ICCSR)

**Professor Chris Pong**  
Professor of Accounting

**Mr Mark Billings**  
Lecturer in Accounting & Risk (CRIS)

**Dr Mohsen Derregia**  
Lecturer in Accounting & Finance

**Dr Suzana Grubnic**  
Lecturer in Accounting & Finance

**Mr Douglas Howcroft**  
University Teacher in Accounting & Finance

**Dr Nooch Kuasirikun**  
Lecturer in Accounting

**Dr Joseph Lee**  
Lecturer in Business Law

**Dr Peter Oliver**  
University Teacher in Accounting & Finance

**Dr Beat Reber**  
Lecturer in Accounting & Finance

**Dr Ghulam Sorwar**  
Associate Professor in Finance

**Dr Lynda Taylor**  
Lecturer in Accounting & Finance

**Dr Kristie Thomas**  
Lecturer in Business Law

**Mrs Margaret Woods**  
Associate Professor in Accounting & Finance

## Entrepreneurship

**Professor Martin Binks**  
Professor of Entrepreneurial Development (UNIEI)

**Professor Mike Wright**  
Professor of Financial Studies

**Dr Mathew Hughes**  
Lecturer in Entrepreneurship (UNIEI)

**Dr Simon Mosey, Associate**  
Professor in Enterprise & Innovation (UNIEI)

**Dr Hannah Noke**  
Lecturer in Enterprise and Innovation

**Dr Deniz Ucbasaran**  
Associate Professor in Entrepreneurship (UNIEI)

**Dr Louise Scholes**  
Research Fellow (CMBOR)

## Industrial Economics

**Professor Leigh Drake**  
Professor of Financial Economics

**Professor Alistair Bruce**  
Professor of Decision and Risk Analysis

**Professor Stephen Diacon**  
Professor of Insurance and Risk Management (CRIS)

**Professor Kevin Dowd**  
Professor of Financial Risk Management (CRIS)

**Professor Paul Fenn**  
Norwich Union Professor of Insurance Studies (CRIS)

**Professor Sourafel Girma**  
Professor of Industrial Economics

**Professor David Paton**  
Professor of Industrial Economics

**Professor Peter Swann**  
Professor of Industrial Economics

**Dr Kevin Amess**  
Associate Professor in Industrial Economics

The following staff members are available to provide supervision for higher degrees by research. Applicants are advised to consult this list to determine if there is a match between their research interests and those of potential supervisors.

An application is more likely to be successful if you can identify at least one individual with an interest in your proposed area of research.

**Dr Giuliana Battisti**  
Associate Professor/Reader in Industrial Economics

**Dr Wendy Chapple**  
Associate Professor in Industrial Economics (ICCSR)

**Dr Isabel Cortes Jimenez**  
Lecturer in Economics

**Miss Pelin Demirel**  
Lecturer in Industrial Economics

**Dr Michelle Haynes**  
Associate Professor in Industrial Economics

**Dr Robert Hoffmann**  
Associate Professor in Economics

**Dr Effie Kesidou**  
Lecturer in Industrial Economics

**Dr Rodion Skovoroda**  
Lecturer in Industrial/Managerial Economics

**Dr Jonathan H W Tan**  
Lecturer in Economics

**Dr Dev Vencappa**  
Lecturer in Industrial Economics (CRIS)

**Dr Robert Young**  
Lecturer in Industrial Economics

## Information Systems

**Professor David Wastell**  
Professor in Information Systems

**Dr Thomas Chesney**  
Lecturer in Information Systems

**Dr George Kuk**  
Associate Professor in Strategy and Information Systems

**Mr Duncan Shaw**  
Lecturer in Information Systems

## Marketing

(including the Travel and Tourism Research Institute)

**Professor Christopher Cooper**  
Professor of Tourism

**Professor James Devlin**  
Professor of Marketing

**Professor Christine Ennew**  
Professor of Marketing

**Professor Caroline Tynan**  
Professor of Marketing

**Professor Heidi Winklhofer**  
Professor of Marketing

**Dr Sally Hibbert**  
Associate Professor in Marketing

**Dr Robert A. Lambert**  
Lecturer in Tourism & the Environment (TTRI)

**Dr Peter Lyth**  
University Teacher in Tourism

**Dr Scott McCabe**  
Lecturer in Tourism Management/Marketing (TTRI)

**Ms Sally McKechnie**  
Associate Professor in Marketing

**Dr Darryn Mitussis**  
Lecturer in Marketing

**Dr Mona Moufahim**  
Lecturer in Marketing

**Dr Prithwiraj Nath**  
Lecturer in Marketing

**Dr Deborah Roberts**  
Lecturer in Marketing

**Dr Andrew Smith**  
Associate Professor in Marketing

**Dr Vicky Story**  
Lecturer in Marketing

**Mrs Anita Fernandez-Young**  
Lecturer in Tourism Management/Marketing

## Operations Management

**Professor Bart MacCarthy**  
Professor of Operations Management

**Professor Kul Pawar**  
Professor of Operations Management

**Dr Philip Brabazon**  
Senior Research Fellow

**Dr Mike Byrne**  
Lecturer in Operations Management

**Dr Jane Guinery**  
Lecturer in Operations Management

**Dr Luc Muyldermans**  
Lecturer in Operations Management

**Dr Ramakrishnan Ramanathan**  
Associate Professor in Operations Management

**Dr Johann Riedel**  
Senior Research Fellow

**Dr Karen Schwartz**  
University Teacher in Tourism

**Dr Kim Hua Tan**  
Associate Professor in Operations Management

**Dr James Tannock**  
Reader in Quality and Operations Management

## Organisational Behaviour & Human Resource Management

**Professor Nick Bacon**  
Professor of Human Resource Management

**Professor Kim Hoque**  
Professor of Human Resource Management

**Professor Michael Humphreys**  
Professor of Organization Studies

**Professor Tony Watson**  
Professor of Organisational Behaviour

**Dr Christine Coupland**  
Associate Professor in Organisational Behaviour

**Dr Mark Learmonth**  
Associate Professor in Organizational Behaviour

**Dr Gerardo Patriotta**  
Associate Professor in Organisational Behaviour

**Dr Patrick Reedy**  
Lecturer in Organisational Behaviour

**Dr Peter Samuel**  
Lecturer in Human Resource Management

**Ms Anna Soulsby**  
Associate Professor in Organisational Behaviour

**Dr Simona Spedale-Latimer**  
Lecturer in OB/HRM

**Dr Qi Xu**  
Lecturer in Organisational Behaviour

## Strategy

**Professor Graeme Currie**  
Professor of Public Services Management

**Professor Andy Lockett**  
Professor of Strategy and Entrepreneurship

**Professor Jeremy Moon**  
Professor of Corporate Social Responsibility (ICCSR)

**Professor Ken Starkey**  
Professor of Management & Organisational Learning

**Professor Stephen Thompson**  
Professor of Strategic Management

**Dr Laure Cabantous**  
Lecturer in Strategy

**Dr Jean-Pascal Gond**  
Lecturer in Corporate Social Responsibility (ICCSR)

**Dr Sue Tempest**  
Associate Professor in Strategic Management

**Dr Chengqi Wang**  
Associate Professor and Reader in International Business

**Dr Justin Waring**  
Associate Professor in Public Services Management

**Dr Glen Whelan**  
Lecturer in Business Ethics (ICCSR)

# Recently Completed Theses

A selection of successfully completed theses.

## 2008

### Andreas Chatzidakis

*The role of neutralisation in consumers' ethical decision-making*

### Shih-Ming Cheng

*An empirical study of quality and operations management in international joint ventures and wholly foreign owned enterprises in China*

### Otto Christian Frommelt

*Mind the gap: strategy, scenarios and strategic conversation – An exploratory study in the European truck industry*

### Anthony Joseph Garry

*Affect and the role of client sophistication on satisfaction judgements within business-to-business professional services*

### Mona Moufahim

*Interpreting discourse: a CDA of an extreme right party*

### Wuttigrai Ngamsirijit

*Manufacturing flexibility improvement: case studies and survey of Thai automotive industry*

### Rosalind Hazel Rae

*Towards a better understanding of the use of flexible labour in 21st Century UK firms*

### Basri Rashid

*Destination evaluation: tourist assessments of beach resorts in Malaysia*

### Kristie Louise Thomas

*China's post-WTO intellectual property system: assessing compliance with the trips agreement*

### Armando Luis Lima De Campos Vieira

*An interpersonal approach to modelling business-to-business relationship quality*

## 2007

### Khalid Said Ahmed Awadelkarim

*The development of quality management in Sudan*

### Yuhanis Abdul Aziz

*Empowerment and emotional dissonance: employee- customer relationships in the Malaysian hotel industry*

### Sarwar Mehmood Azhar

*Strategies, market orientation and capabilities: business performance perspectives from Pakistan – a developing market economy*

### Enrico Bachis

*Pricing strategies of the European Airlines*

### Susan Beesley

*The Investigation of social capital, absorptive capacity and the bandwagon theory on the decision-making process of public senior managers*

### Daniel Birke

*Social networks and the economics of networks*

### Carol Tung Tung Fan Black

*Survival with or without the State: A study of privatisation of Chinese state-owned enterprises*

### Johanna Bramham

*An investigation of front-end processes for companies offering customised products to industrial markets*

### Robert John Caruana

*The construction of morality in discourses of tourism consumption*

### Van Thang Do

*Finance provision and small business sector in transition economy*

### Sami Farooq

*Manufacturing technology selection: a supply chain perspective*

### Yan Liu

*An investigation of technology incubators in China*

### Frauke Mattison Thompson

*Organisational data management and privacy: A financial services case study*

### George Michaelides

*Far from equilibrium: emergence, self-organization and diversity in the KDE community*

### Niki Paschalidou

*IT enterprise systems implementation and the importance of the IT-business relationship: a study of Sap implementations in Cyprus*

### Jorge Alfonso Perez Laracilla

*Responsiveness in the Mexican fast moving consumer goods sector*

### Maria May Seitanidi

*Partnerships between non-profit organisations and businesses in the UK: a critical examination of partnerships*

### Harjit Singh Sekhon

*Evaluating trust and trustworthiness: the case of UK financial services*

### David Alexander Smith

*The end of history for corporate governance? Path dependency and the convergence thesis in the German model*

### Natcha Thawesaengskulthai

*Selecting quality management and improvement initiatives: Case studies of industries in Thailand*

### Wayne Visser

*Meaning in the life and work of corporate sustainability managers*

### Andrew Mark Wild

*Identifying and understanding turnarounds: a methodological and empirical investigation*

### Alexis Duncan Wright

*Scenario planning and strategizing: an integrated approach*

### Laingrong Zu

*Socially responsible restructuring and firm's performance: evidence from Chinese enterprises*

## 2006

### Abosag, Ibrahim

*The commitment-Trust Theory: the British and Saudi Arabian Cross-National Perspectives*

### Martin Backhouse

*Economic Analysis and Randomised Controlled Trials: An Investment Appraisal Approach*

### Philip Guy Brabazon

*Mass Customization: fundamental modes of operation and study of an order fulfilment model*

### Jonathan Mark Gillham

*The economic interrelationships of tourism: a computable general equilibrium*

### Jane Elizabeth Guinery

*Knowledge integration in production planning, scheduling and control*

### Tina Howell

*Identity and International Assignments: A Discourse Analysis of Expatriates' Talk about Short-term and Long-term Assignment Experience*

### Faizah Ismail

*A Study of Alternative Capital Structure Theories in the Malaysian Context*

### Satirejit Johl

*Corporate Entrepreneurship and Corporate Governance: An Empirical Analysis*

### Julian Lloyd

*Contracting Out? Absence and the Psychological Contract: A Case Study of One English Police Force*

### Hiba Massoud

*A quantitative cross-sectional study of multi-national petroleum companies' international social accounting disclosures evidence from annual financial reports and accounts*

### Anthony Muff

*The exchange rate exposure and risk management practices of UK companies*

### Pedro Jorge Oliveria

*Determinants of efficiency in UK primary health care organisations*

### Maria Teresa Soares

*Pereira Understanding self-gift consumer behaviour: nature, contexts and emotions*

### Nigel Winmill

*The Influence of Social Capital on the Implementation of Major Change Programmes. A Case Study: The Royal Bank of Scotland/ NatWest IT Migration Programme*

## 2005

### Waleed A. Al-Ajlan

*Corporate Governance in Saudi Arabia: The roles and responsibilities of the board of directors in the banking industry*

### Shaza Ezzi

*An empirical investigation of factors influencing the adoption of credit cards in Saudi Arabia*

### A Ellen Farrell

*Motivations, behaviour and cognition of novice and habitual business angels in the new firms incorporation*

### Daniel Fasnacht

*The transition of open innovation: A case study in the banking industry*

### Thomas Thornborrow

*The construction of collective identity in the British parachute regiment: a story telling approach*

### Iain Andrew Davies

*The management and implementation of strategy in fair trade companies*

### Khaled Kadry Elsayed

*An investigation of environmental performance, firm life cycle and financial performance: a panel data analysis of UK firms*

### Julio Frias-Pena

*The strategic role of industrial designers in developing innovative products in SMES*

### Thillai Nadarajah

*Thomas Jeyendran The deployment and utilisation of ICT capabilities among small organisations within the strategic alignment perspective*

### George Panagiotou

*Cognition of competitive environments: a strategic group analysis*

## Elena Chua

My decision to study for a PhD stemmed from research I did during my MA here. My interest was cultivated and encouraged by the support that was in place for doctoral students, and I am now researching power structures that may exist in online communities and how that might affect consumer interaction.

Nottingham University Business School's status as one of the leading research universities in both the UK and Europe, as well as the academic support and resources available reinforced my decision to continue my studies here. I would recommend the School to anyone considering doctoral research.



The part-time PhD at Nottingham University Business School was the catalyst for a positive career change. I was a science teacher in Further Education for 11 years and then spent 17 years in teacher training. I desperately needed a new challenge and the Nottingham PhD certainly provided that!

The support I received from academics and administrators was exemplary, enabling me to complete in less than five years while holding down a full time job. Subsequent publications with my supervisor kick-started a new career as an academic and I now enjoy life in a research-led teaching environment working with talented postgraduate students.

## Professor Michael Humphreys

Professor of Organization Studies  
Nottingham University Business School





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You can apply online at: <https://pgapps.nottingham.ac.uk>

[www.nottingham.ac.uk/business/phd](http://www.nottingham.ac.uk/business/phd)

“A vibrant doctoral community is central to the School’s research activities and the source of the next generation of leading management scholars.”

Professor Andy Lockett  
*Director of Doctoral Programmes*