Curriculum Development
As a research intensive institution, the University ensures that its teaching references the research interests of its staff, which may change from time to time. As a result, programmes are regularly reviewed with the aim of enhancing students' learning experience. Our approach to course revision is described at:
www.st-andrews.ac.uk/media/teaching-and-learning/policies/course-revision-protocol.pdf

Images by: Callum Hyland and Rhona Rutherford
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The School of Management
University of St Andrews
The Gateway
ST ANDREWS
Fife
KY16 9RJ

September 2017

Dear Student,

Welcome to the School of Management in the historic town of St Andrews. We hope you settle in well, join in interesting conversations, undertake an exciting learning journey and enjoy contributing to the life of the School. We also hope you will make lasting connections during your time here.

The School of Management is home to a gathering of scholars who study, teach and engage with policy and practice around the theme of “responsible enterprise”. What constitutes responsible enterprise is not always clear and throughout your study you will explore and critically engage with a range of perspectives around this theme. We will help you develop an understanding of management processes and practices as well as to take a broader view of the relationship between organisations, society and the economy. In undertaking this exploration with you, we will offer an engagement with the subject matter that is critical, constructive and principally concerned with the ethics of organising and managing.

We will be using case studies of “good practice”, and examples of less successful management experiences, to ensure that you appreciate key elements of responsible management in practice. We will also encourage you to develop critical skills of inquiry, whether in essays, presentations or group discussions. These skills are particularly important as you continue to engage with, and contribute to, a range of organisations that play different parts in your life. We will help equip you with the skills to question and analyse different sources of knowledge, and develop new ways of thinking about management.

Management is one of the most important activities in the modern world; it has the capacity to enable both progressive and dysfunctional outcomes. We are delighted that you share our interest and passion about management and its wider significance.

Welcome again to our learning community. We hope you will enjoy your time with us, and with each other.

Yours faithfully,

John Ferguson & Ruth Woodfield
Co-Heads of School
INTRODUCTION

This Student Handbook provides you with some important information relevant to your studies with us. It includes key features of your postgraduate programme, outlines the organisation of the academic and administrative support systems in the School of Management and explains the procedures and regulations relevant to postgraduate study at the University of St Andrews.

There is a whole network of people devoted to supporting your postgraduate training, including your supervisory team, the Director of Postgraduate Research, Administrative Assistant for Research Postgraduate Programmes, the Heads of School, the School’s support staff and various University officials outwith the School. The roles of these people will be described below and/or in other University and School publications. We are all here to help you and you should exercise initiative in seeking information and assistance with your training and research. You should also take the opportunity to seek (and provide) advice and support from (and to) your fellow students.

It is important that you understand your obligations and responsibilities as a postgraduate student within the School of Management; if there is anything you do not understand or if you need any help throughout the year, please do not hesitate to contact a member of staff in the Postgraduate Research Programme team. The School is committed to providing the best possible learning environment and all staff will endeavour to give you the support you require to achieve academic success.

GOOD LUCK WITH YOUR STUDIES!

IMPORTANT NOTE

Please make sure that you familiarise yourself with the contents of this Student Handbook.

Every effort has been made to ensure that the information provided in this Student Handbook is correct at the time of printing. However, errors can occur and both the School and the University may make amendments and updates throughout the year. You should note that the module titles listed are illustrative and may be subject to change (see back cover for the University’s position on Curriculum development). Students are therefore urged to check on information published on the School of Management and University of St Andrews websites on a regular basis.

http://www.st-andrews.ac.uk/management/student/

https://www.st-andrews.ac.uk/pgstudents/
PART A
PRACTICAL INFORMATION

KEY CONTACT POINTS AT THE SCHOOL OF MANAGEMENT

CO-HEAD OF SCHOOL: PROFESSOR JOHN FERGUSON
Email: mgmthos@st-andrews.ac.uk
Tel No: (01334) (46)2860

CO-HEAD OF SCHOOL: PROFESSOR RUTH WOODFIELD
Email: mgmthos@st-andrews.ac.uk
Tel No: (01334) (46)1965

Although Professor Ferguson and Professor Woodfield have overall responsibility for
directing all aspects of the activities of the School, in the first instance all queries and
issues you may have relating to your studies can be dealt with by contacting a member
of the Postgraduate Research Programme Team indicated below.

The Postgraduate Research Programme Team

The Postgraduate Research Programme Team is located in the School of Management
Office on Level 1 of the Gateway building and is made up of:

Director of Postgraduate Research

Dr Alina Baluch  mgmtdopg@st-andrews.ac.uk  ext 1975

Administrative Assistant for Research Postgraduate Programmes

Sam Letham  phdres@st-andrews.ac.uk  ext 1969

We are responsible for overseeing the operation of the Postgraduate Research
Programme in the School of Management on a day-to-day basis. We work together
with our other colleagues in the School and University to support you and ensure all
administrative and managerial aspects of your studies are handled smoothly and that
your overall experience as a Doctoral student is positive and enjoyable.

The office is normally open to students Monday to Friday from 9am – 1pm and 2pm -
5pm.
Other key roles in the School:

Director of Teaching: Dr Sandra Romenska  
Tel No: (01334) (46)4839  
Email: mgmtdot@st-andrews.ac.uk

Director of Research: Professor John Wilson  
Tel No: (01334) (46)2803  
Email: mgmtdor@st-andrews.ac.uk

School Manager: Lynn Balfour  
Tel No: (01334) (46)2450  
Email: mgmtsman@st-andrews.ac.uk

Disability Co-ordinator: Eleanor Burt  
Tel No: (01334) (46)2804  
Email: eb19@st-andrews.ac.uk

Academic Misconduct Officer: Keyan Lai  
Tel No: (01334) (46)  
Email: kl203@st-andrews.ac.uk

Safety Co-ordinator: Lynn Balfour  
Tel No: (01334) (46)2450  
Email: mgmtsman@st-andrews.ac.uk

School President: Phil Caraci  
Email: managementpresident@st-andrews.ac.uk

Address for Correspondence: Postgraduate Research Programme Team  
School of Management  
University of St Andrews  
The Gateway  
ST ANDREWS  
Fife  
KY16 9RJ

THEMATIC GROUPS

The School of Management is research intensive and underpinned by a strong grounding in the social sciences. We pursue a strategy of focusing our research activities and identity around the concept of responsible enterprise. This entails an ethical approach to managing within organisations, the impact of human enterprise on the environment, the interaction between forms of investment and social and organisational impact and the need to foster creativity and development. The School
of Management operates thematic groups, which include academics, teaching fellows, researchers, visiting staff and PhD candidates. The thematic groups are:

- **Ethics, Sustainability and Accountability**
- **Financial Institutions and Markets**
- **Knowledge and Practice**
- **Organisations and Society**

[https://www.st-andrews.ac.uk/management/research/](https://www.st-andrews.ac.uk/management/research/)

You are encouraged to join and engage with the School’s thematic groups. For the purposes of the Annual Review and Upgrade you will be asked to select one group with which you will be affiliated.

### RESEARCH CENTRES AND INSTITUTES

There are a number of research centres and institutes linked to the School. Further details can be found here [https://www.st-andrews.ac.uk/management/research/researchcentres/](https://www.st-andrews.ac.uk/management/research/researchcentres/).

If a member of staff wants assistance in deciding on an appropriate place to apply for research funding the initial contact is Dr Philip Roscoe (pjr10), the School’s Deputy Director of Research. The University’s Finance Department supports academics in all aspects of research awards and contracts from pre-application (idea/finding funding and costing stage) to award (contract negotiation, project account setup, invoicing and financial reporting). They provide costing and pricing advice for applications, tenders and University consultancy and administer the research grants and contracts once awarded. See [https://www.st-andrews.ac.uk/researchfundingsupport/](https://www.st-andrews.ac.uk/researchfundingsupport/).

### COMMUNICATION

There are two important University websites that provide you with information, advice and guidance concerning your time with us as a student. These are:

[https://www.st-andrews.ac.uk/pgstudents/](https://www.st-andrews.ac.uk/pgstudents/)

You should familiarise yourself with the contents of these websites and visit them on a regular basis to find relevant information.

Your University email account is the official means of communication for the University and you are therefore reminded that you should read your e-mails **daily**. You can arrange to have your University e-mail account automatically forwarded to your personal non-University account. However, you should be aware that there may be problems with this and you should check regularly to make sure the forwarding is...
working. Please check with the University IT Services Helpdesk (helpdesk@st-andrews.ac.uk).

INFORMATION TECHNOLOGY AND COMPUTER SERVICES

IT Services provides advice on many topics arising from the use of computers in the University, from hardware faults on desktop and classroom computers, to problems with word-processing and viruses.

There is also a PC clinic available, providing a wide range of computer services to staff and students who require help with their personal computing equipment, for more information email:

pcclinic@st-andrews.ac.uk

How to contact the Helpdesk:

- email: please send your queries to “helpdesk”. If sending from outside St Andrews please remember to add “@st-andrews.ac.uk”

- telephone: (01334) (46)3333

The Helpdesk is closed every Friday between 09:30 and 10:30 for staff training.

THE UNIVERSITY LIBRARY

The University Library offers a wide range of services and resources, you will find all the relevant details at the following web pages:

http://www.st-andrews.ac.uk/library/

If you need advice or assistance on any library matter, from finding a book on your reading lists to locating the best sources of information on a particular topic, please contact the Academic Liaison Librarian for business and management:

- Hilda McNae (hmm9@st-andrews.ac.uk)

DISABILITY SUPPORT

If you require support for disability reasons, for example teaching and exam arrangements, please contact the Disability Team in Student Services who can provide support for a wide range of disabilities such as learning difficulties, visual and hearing impairments, mobility difficulties, Asperger’s, mental health, long standing medical condition and much more https://www.st-andrews.ac.uk/students/advice/disabilities/.
THE ADVICE AND SUPPORT CENTRE (ASC)

- Short of money?
- Trouble with your flat mates?
- Feeling upset or worried about something or someone?
- Your visa is about to expire and you don't know what to do?

These are just some of the areas the ASC can help with.

Come in to the ASC (Advice & Support Centre) where staff will be able to listen, give advice or refer you on to appropriate services. We always have time for you and can help you deal with challenges you may be facing, including academic, financial, international, personal or health matters, or if you are unsure of who to go to for help, please contact the ASC on (01334) 462020 or email: theasc@st-andrews.ac.uk

Or ask a questions via: https://www.st-andrews.ac.uk/ask-a-question/

Contact details: Student Services
University of St Andrews
The ASC (Advice & Support Centre)
79 North Street
St Andrews
Fife
KY16 9AL

THE GATEWAY BUILDING

The Gateway Building is the location of the School of Management. The facilities in The Gateway are here to be used. You will normally enter the Gateway on Level 1, where the Administrative Office is located. The lower ground floor (Level -1) contains the teaching facilities, including lecture and seminar rooms and also includes an area for self-study. Level -1 also contains a number of PCs and printers for your use. Level 2 of The Gateway is where some of the academic staff of the School are situated. Levels -1, 1 and 2 of the Gateway Building are accessible using your student swipe/ID card. Some members of our academic staff are located on Level 3.

IT Facilities at The Gateway: wireless access (Wi-Fi) is provided in the Gateway building for St Andrews students with their own laptops. Many other locations in the University also have wireless facilities. Further details, including configuration information, are available at the following link:

http://www.st-andrews.ac.uk/itsupport/network/networkservices/wirelessaccess/

The University of St Andrews also provides computer classrooms and labs for all students to use. You will also have access to a number of computers in the Gateway building on Levels -1 and 2.
Locations and opening times (many 24-hours) for computing facilities throughout the university can be found on the IT Services web pages at:

https://www.st-andrews.ac.uk/classrooms/

Mobile phones: should only be used in the public areas of The Gateway on Level 1. The Gateway Building is a no smoking zone.

Eating and drinking: is not permitted in lecture rooms, or study rooms/areas.

DOCTORAL PROGRAMME STUDY SPACE, FACILITIES AND SECURITY

STUDY SPACE
The University does not require that accommodation be provided for postgraduate students within the individual Schools. However, the School of Management is committed to providing full-time research postgraduate students with a workspace which includes desks, computers and filing cabinets. We endeavour to provide quiet study space to facilitate study and writing: although this will be communal space, the other occupants are similarly involved in the research process, and will be respectful of the need for quiet. The Doctoral Programme space and facilities area is on Level 2 of the Gateway, and has swipe card access. You are reminded that it is wise never to leave valuables in or on your desk. The staff common room (Level 2) is available for the use of both doctoral students and staff. Its facilities include a sink, refrigerator, kettle and microwave. Please be considerate when using this room, ensuring that it is kept clean and tidy.

Your personal belongings are left in with the School at your own risk and the School/University takes no responsibility for loss or damage of any items.

COMPUTING
Postgraduates have access to a computer cluster (see above) in which the computers are loaded with standard software (word processor, electronic-sheet, presentation software). There are additional computers for more basic use on the basement level of the Gateway. Any further additional and specific needs are to be negotiated with your supervisor.

INTER-LIBRARY LOAN (ILL)
You will be entitled to a limited number of ILLs each year of your registration so you are advised to use these carefully and seek out alternative ways of obtaining documents and texts wherever possible. Please visit the library or its website for further information on ILL.
ACADEMIC LIBRARIAN – SOCIAL SCIENCES
The University has a librarian who deals specifically with social sciences scholars. Her role will be explained at induction and full details are available on the library website. They can be contacted via Hilda McNae (hmm9@st-andrews.ac.uk)

SECURITY
Given the expensive equipment in the School, security is very important. After 7pm on weekdays and 5pm at weekends the School is locked. You will be provided with a personal swipe card to enable you to gain access out of hours and this will be through a different door. If you are remaining in the building after hours, you must re-sign yourself in at the main reception desk. These records of signing in and out are not kept: they are transient items, used for immediate safety concerns. You MUST NOT let people into the School or onto any of its levels unless they are well known to you. If they have right of access they should have their own card!

ADMINISTRATION

The Administrative Assistant for Research Postgraduate Programmes will be able to help you with most administrative matters and is your first contact in regard to most of the following aspects. Where responsibility would lie with someone else, direction is given in the appropriate section:

CONFERENCE AND EXTERNAL COURSE PARTICIPATION
Conference and external course participation are important parts of your personal and professional development. You should attend conferences appropriate to your subject interests and that can help develop your career. Where possible, you should attend doctoral symposia at these conferences. In making conference arrangements, transport must be by the cheapest reasonable means. Applicants are also expected to seek out the cheapest reasonable accommodation. Documentary evidence is required for fees. In outline, the School will provide funding for you to attend one major conference (e.g. AoM, EGOS) in your final year of study. Attendance at smaller, specialist conferences may also be considered.

Students are expected to attend Scottish Graduate School for Social Science events (see skills development, below) and funds will be made available to meet course and transport costs.

In the first instance, discuss your conference plans with your supervisor to ensure their support. Then make a realistic budget and timetable for your trip. Doctoral student applications for travel money must be supported by your supervisor. In addition to any support that might be given by the School, students are expected to seek external support. There is not a maximum sum for conference participation over the period of study, but the PhD directors will make sure that funds are evenly distributed across the cohort. Detailed guidance is available from the PGR administrator.

For conference travel there will only be support for students who:
• are presenting work, and
• have supervisor support to attend

All claims must conform to the University Expenses Policy: https://www.st-andrews.ac.uk/students/money/otherinformation/paymentofstudentexpenses/

You MUST complete the PGR Conference Request Form (this can be downloaded from http://www.st-andrews.ac.uk/management/student/) PRIOR to arranging travel etc. and submit an electronic copy to phdres@st-andrews.ac.uk.

After the conference you must complete the Student Expenses Claim Form, this can be downloaded from the University website: http://www.st-andrews.ac.uk/students/money/otherinformation/paymentofstudentexpenses/
Submit the completed form and original receipts to the PGR Admin Assistant for processing.

POSTAGE
The School mail basket is situated at the Level 1 reception desk. We receive a delivery of mail twice a day. Internal mail is collected twice a day (am & pm) and external mail is collected once a day. The mail is sorted at 3:15pm. Any mail put in the tray after this time will be collected the following day. Please note that the mail service must be used only for mail in relation to University business. Priority services such as Swiftair, Special Delivery and Recorded Delivery are also available. These items should be clearly marked with the service required, and placed in the mail basket. Queries regarding mail and priority services should be directed to the Administrative Assistant for Research Postgraduate Programmes.

PRINTING AND PRINT & DESIGN
The University’s Print & Design Unit is ideally set up to print and/or bind your dissertation and thesis. You can send your material in PDF format (with a note of pages to be printed in colour) to: printanddesign@st-andrews.ac.uk and then they will be in touch when your job is ready. Price lists and further information: www.st-andrews.ac.uk/printanddesign/

ROOM BOOKINGS
Please speak with the Administrative Assistant for Research Postgraduate Programmes if you need to make a room booking.
HEALTH & SAFETY

First-aid boxes are located on all levels of The Gateway.

Notices are posted throughout the School indicating who the current First Aiders are and how to contact them.

Notices are also displayed detailing your exit routes and assembly points in the event of fire. All students should familiarise themselves with this information.

The School Safety Co-ordinator is Lynn Balfour. Any hazards or safety-related incidents should be reported to the School Safety Co-ordinator or the School of Management Administrative team immediately.

Students are reminded that the misuse of any Safety, Fire or First Aid equipment will result in disciplinary action.

FIRE – EMERGENCY INFORMATION

Events can move rapidly when a fire occurs so you must know your fire routine before a fire breaks out i.e. what to do if the fire alarm sounds and what to do if you discover a fire.

If you discover a fire you should:

1. Sound the alarm by breaking the nearest glass fire call point. This will set off the building fire alarm. You or someone else must then phone 9-999 (or 999 from phones out-with the University) and request the attendance of the Fire Service. The sounding of a building fire alarm does not mean the Fire Service is automatically alerted. In fact this is not the case in most instances so you must assume the alarm has not alerted the Fire Service and you should make the emergency call EVERY TIME.

2. Only fight the fire if you can do so without endangering yourself or others - a water extinguisher can throw a jet of water up to 6 metres. If one extinguisher does not put the fire out, GET OUT AND CLOSE THE DOOR BEHIND YOU AND STAY OUT UNTIL TOLD BY A FIRE SERVICE OFFICER IT IS SAFE TO RETURN.

3. Do not fight a fire which is large and/or spreading or if you are unsure of the type of extinguisher to use on the fire.

If you hear the fire alarm you should:

1. Leave your place of work, closing windows and doors behind you if this can be done quickly.
2. Follow your nearest exit route to the agreed place of safety/assembly point and stay there until authorised to return by a Fire Officer.

*The fire exit route in The Gateway Building is via either staircase down to the basement level (-1) where you will exit via the fire doors in the stairwell and proceed to the safety/assembly point on the grass area away from the building. Evacuation from Lecture Rooms 3 and 4 in the basement is via the glass doors in the rooms which exit directly to the paved area outside of the building.*

3. If your usual exit route is blocked by smoke, **STOP - CHANGE DIRECTION - FIND AN ALTERNATIVE EXIT ROUTE.** You should still muster at the normal assembly point for your workplace.

**DO NOT**

(a) Stop to collect personal belongings

(b) Use any lifts

(c) Re-enter the building until authorised by a Fire Brigade Officer

**Actions by Persons Requiring Assistance:**

It is expected that, on entering the building for the first time, a person who for any reason will require assistance:

- Should familiarise themselves with the established procedures of the building. (Fire action notices detailing this procedure are sited throughout the building);

- Contact a member of staff to arrange for the appropriate nominated person to discuss an agreed fire evacuation plan;

- Co-operate with the agreed managerial procedures for safe evacuation in the event of fire.
PART B
RULES AND REGULATIONS

RESEARCH ETHICS

ETHICAL REVIEW OF RESEARCH PROPOSALS

The School’s Ethics Committee must approve all studies involving human participants and conducted by the School’s postgraduate students. The ethics form is available from: http://www.st-andrews.ac.uk/utrec/

You must be aware of the procedure to follow in order to obtain ethical approved and must obtain necessary clearance for your intended work. As an indication of best practice in securing an ethical framework for your research, please refer to the ESRC’s Research Ethics Framework: http://www.esrc.ac.uk

In cases that involve participants from other institutions, ethical approval may also be required from the ethical committees of these institutions, for example, case studies involving NHS patients (the Tayside Committee on Medical Research Ethics if the study involves patients from Ninewells Hospital and controls in St Andrews). If you are not sure to which committee to apply, then consult the School Ethics Committee. All researchers should give thought to the ethical implications of their work throughout the duration of the project, even after approval has been granted by an ethics committee.

Your supervisor is the first port of call for any discussions about research ethics. In case of difficulties, please feel free to contact the Director of Postgraduate Research or the School’s Ethics Committee at management.ethics@st-andrews.ac.uk

GOOD ACADEMIC PRACTICE POLICY

Academic integrity is fundamental to the values promoted by the University. It is important that all students are judged on their ability, and no student will be allowed to unfairly take an advantage over others, to affect the security and integrity of the assessment process, or to diminish the reliability and quality of a University of St Andrews degree.

Academic misconduct includes the presentation of material as one’s own when it is not one’s own; the presentation of material whose provenance is academically inappropriate; and academically inappropriate behaviour in an examination or class test. Any work that is submitted for feedback and evaluation is liable for consideration under the University’s Good Academic Policy irrespective of whether it carries credit towards your degree. All work submitted by students is expected to represent good academic practice.
You should be aware that the University takes academic misconduct offences extremely seriously and any student found guilty of a repeat offence may be expelled from the University either temporarily or on a permanent basis.

The University’s Good Academic Practice Policy (see link below) covers the behaviour of both undergraduate and postgraduate students.

All students are required to undertake the Training in Good Academic Practice (TGAP) module. Further information on Academic and Study Skills can be found at the following link:

https://www.st-andrews.ac.uk/capod/students/studyskillsandadvice/academicskills/

Students who are unsure about the correct presentation of academic material should approach their tutors, and can also contact CAPOD, which is the University’s Centre for Academic, Professional and Organisational Development, via email on learning@st-andrews.ac.uk.

RESPONSIBILITIES: SCHOOL AND STUDENT

In seeking to achieve our objectives, there are levels of input from the School and students which should be regarded as minimum requirements.

STUDENT RESPONSIBILITIES

Students are expected to:

- Pursue their research diligently and to the highest standards of their discipline taking into account the advice and criticism offered by their supervisor(s) and other scholars in their field.

- Discuss with their supervisor the type of guidance and comment that they find most helpful and agree a schedule of meetings. These should occur at least 10 times annually, but probably more in the early stages of the project.

- Agree with the supervisor a mutually satisfactory means of communication and contact. If the student expects to be unavailable for more than a week, they must inform the supervisor, and Director of Postgraduate Research as soon as possible.

- Check their University Email Account on a daily basis – this is very important as email is the primary means of communication between the University, the School and students.

- Participate in training courses and events regarded as compulsory components of the School's Doctoral Programme and any others as agreed with their supervisor.
These will be identified through the annual Development Needs Analysis (see Appendix).

- Keep appointments punctually and be diligent in meeting deadlines for work to be submitted, including that to enable discussion in supervisory meetings.

- Take responsibility in raising problems, issues or difficulties with either their supervisor(s) or other staff members. If more appropriate, the Director of Postgraduate Research or the Pro-Dean of Arts can be approached.

- Respond in a positive and developmental manner to critique of their work and all advice concerning its progress made by their supervisor(s).

- Discuss with their supervisor(s) the opportunities available for the presentation of their work within and out with the University in order both to enable feedback from other appropriate scholars, and to gain experience of different forms of research presentation.

- Have ultimate responsibility for the form and content of the thesis that they will submit. They also have ultimate responsibility for deciding the appropriate time for submission, bearing in mind the regulations for this (MPhil: 24 months full-time/36 months part-time; PhD 36 months full-time/72 months part-time), and taking into account the supervisor's opinion.

- Provide written, and if possible, prior notification of unavoidable inability to attend meetings. If this is on health grounds students should complete a self-certification of absence form which can be obtained from the University website: http://www.st-andrews.ac.uk/students/rules/selfcertification/

- Maintain strict compliance with University regulations relating to academic offences (e.g. academic fraud/misconduct) and accept the penalties for non-compliance. Please refer to the University Code which can be found at following website: http://www.st-andrews.ac.uk/students/rules/academicpractice/

- Adhere to health, safety and security guidelines operative within their place of study or research, both in and away from St Andrews. Please refer to the following website: http://www.st-andrews.ac.uk/staff/policy/Healthandsafety/
SUPERVISOR RESPONSIBILITIES

The supervisor(s) will:

• Meet with their research students frequently as required but no less than 10 times annually for substantive discussion of the students’ work. It is likely that, in the early stages of the research, meetings will be held more regularly than this.

• Give particular attention to part-time students to enable them to attend regular meetings with supervisors as well as devoting enough time to their research. Any problems compromising this must be addressed and dealt with sympathetically to enable progress of the project.

• Provide guidance in the choice of a suitable topic for research, bearing in mind the completion requirements (MPhil: 24 months full-time/36 months part-time; PhD 36 months full-time/72 months part-time). They are also responsible for providing guidance on: the nature and techniques of research; the necessary standards to be achieved; the planning of the research programme; literature and other sources of information, and required participation in training events and courses.

• In association with the student, establish and maintain mutually agreed means of communication and contact with each other. Each must be accessible to the other at appropriate times for supervision sessions, providing information and, in the case of the supervisor(s) providing advice.

• Provide detailed advice on necessary completion dates and requirements for successive stages of the work (e.g. annual review reports and presentations and the upgrade process), to enable timely completion of the project.

• Provide written and/or verbal feedback on any submitted work within a reasonable period after submission. Such feedback should contain constructive criticism to enable students to both develop their work and appreciate where there are potential problems. It is advisable to keep appropriate records of advice and action points for subsequent monitoring purposes.

• Facilitate networking opportunities for their research students in order to encourage full engagement with the intellectual and social life of the School, the University and the wider research community. This would include encouraging their students to present in staff/student research seminars, doctoral conferences, and other such internal and external events.

• Inform the Head of School and the Director of Postgraduate Research if they are to be absent for any length of time to enable arrangement of alternative supervision.

• Discuss students’ career intentions with them. Where appropriate, help them to acquire the skills necessary for their career development.
POSTGRADUATE STUDY REGULATIONS

The University's regulations for postgraduate research may be consulted here:
https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/postgraduate/research/

DEGREE REGULATIONS

A regulatory structure determined by Senate and Court governs the award of all degrees. Postgraduate Resolutions and Regulations are online at:
http://www.st-andrews.ac.uk/pgstudents/rules/

ADDRESSING ISSUES WITH THE DOCTORAL PROGRAMME

RAISING GENERAL RESEARCH POSTGRADUATE ISSUES WITHIN THE SCHOOL

The research postgraduate students elect two research postgraduates to represent their interests in the School’s Postgraduate Research Staff-Student Liaison Committee (PGRSSLC). The Committee meets twice a semester and comprises the Postgraduate Representatives, Director of Teaching and the Director of Postgraduate Research (DPR). This is the place to raise any issues that might affect the postgraduate community as a whole. Finally, if there is a problem that must be addressed immediately, the Postgraduate Representative can ask to meet with the DPR, any member of the Postgraduate Committee, or with the Head of School. Therefore, if you would like to raise an issue that is of general interest to the postgraduate community, please contact the Postgraduate Representative.

RESOLVING STUDENT/SUPERVISOR DIFFICULTIES

Minor differences of opinion and difficulties in the student-supervisor relationship are normal and are often highly creative! However, the following steps are to be followed in order to resolve any problems that concern you:

1. Arrange a meeting with your supervisor(s) so that all directly-related parties can be made fully aware of the issues, and steps can be taken to resolve them.
2. If Step (1) fails, arrange a meeting with the DPR who is responsible for dealing with any grievances, and for co-ordinating any School response to such disagreements.
3. If step (2) fails, the DPR will refer the matter on to the Head of School. Supervisors who experience difficulties with their students should follow the same steps in attempting to resolve the problem.

RESOLVING PROBLEMS WITH DOCTORAL TRAINING

If you are experiencing problems with any aspect of the Programme, you should discuss this with your supervisor, unless the issue relates to your supervisor and then
you should contact the DPR. The DPR will negotiate with supervisors and students where a potential problem has arisen either in terms of the Programme or submission of work (where appropriate).

The role of the DPR is to provide advice, support and guidance in relation to most aspects of being a postgraduate student. You are encouraged to voice your concerns to the DPR when a problem arises. This includes anything that might adversely affect your work – issues concerning your life within or outside the School as well as specific issues related to your academic relationship with your supervisor or the progress (or lack thereof) of your work. The DPR is essentially a resource that can be called upon to assist you by, for example, appropriately directing your complaint, making representation on your behalf or providing a listening ear. Any issues that you raise will be treated in strict confidence.

**PROGRESS MONITORING: UPGRADES AND REVIEWS**

The Annual Review and Upgrade (initial review) panels are currently held in June with presentations in April. Students will submit a piece of written work and will present their research to staff and student colleagues from their thematic group. Detailed instructions will be provided to students in advance of the process; students should consult their supervisor as to the best way to present their work.

Academic Progress is assessed by the panel committee, which is made up of the DPR, 2 reviewers of your written work from the School, and the Administrative Assistant for Research Postgraduate Programmes, in consultation with supervisors and thematic group colleagues. The upgrade and review panels are designed to be a constructive experience for students, offering guidance from a wider audience, and developing the candidate’s presentation and discussion skills. The panels take place in a supportive environment within the School of Management.

In some cases students, particularly those seeking an upgrade to Ph.D. status, may be required to revise their material and present at a follow-up panel. These panels will be convened on an ad hoc basis and students will be given appropriate supervisory support to help them meet the objectives set for them.

For students seeking upgrade to PhD status, usually in the May/June of their first year of study, the panel will require that:

1. the candidate has developed a practically feasible research project on the basis of academic literature in the chosen area to
2. the candidate has the knowledge, skills and potential to conduct that project.
THE PROPOSAL

A good proposal should comprise:

- A detailed literature review that can be expected to form the basis of a Ph.D. chapter
- Well-specified research questions
- A plan of proposed empirical (or theoretical) work
- Where appropriate (e.g. students writing PhD by papers), a first year student may submit a draft paper in place of the literature review.

It should:

- carefully outline the elements of the intended research project
- succinctly communicate to an informed non-specialist audience
- clarify and justify the research question
- provide a simple outline of the work undertaken so far
- also be presented as a one-page abstract

The proposal should be 7/8,000 words in length.

The principal components of a proposal can be thought of as answering a series of questions that include:

**What am I going to do?** The proposal will specify the research area and, ideally the research question(s). The importance of the area and its context within the extant understanding of social science will be provided. The literature to which the research is addressed will probably be indicated.

**Why am I going to do it?** The proposal will begin to address “why?” and “so what?” questions. Consider how the research project is motivated, how it is to be justified and, most importantly, evaluated. These questions should answered by reference to prior literature and theory.

**What has been done before?** The literature review is a cornerstone of any proposal. It locates the questions, methodology and methods in a scholarly context and digests what is known (e.g. the empirical work) and what is thought (e.g. the theoretical development) in the prior literature. The proposal will explain why this new project is not a simple replication and how the work will be framed and understood.

**How am I going to do it?** What is the research design? What are the methodological and method choices that have been made and why? What data will be sought and how and why? How might difficulties regarding the intended data be overcome?

**What do I expect to find?** Views differ on whether or not one should speculate about outcomes at this stage but some thought about the likely form of the outcomes and how they will relate to the research questions is a valuable exercise.

**The candidate should have a fairly clear vision of the nature of their project and how it might develop, and the proposal should succinctly convey this to the audience.**
DOCTORAL STUDENTS WHO TEACH

The opportunity to participate in teaching can be a valuable experience for doctoral students, allowing them to develop additional skills that will be useful in a wide range of careers. The policy (link below) outlines the requirements of Schools and the University in terms of selecting and supporting postgraduate teachers and all other hourly-paid teaching staff.

https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/

PERSONAL DEVELOPMENT AND SKILLS TRAINING

The University offers a range of research and skills training for post-graduate research students. These are provided through two main routes:

- MRes (Masters in Research) Faculty level courses: social science training modules provided by the University for all Masters by Research students in the Arts and Humanities Faculty. It is highly recommended that you attend some or all of these modules (depending on your level of experience to date) in consultation with your supervisor.

- GRADskills courses provided through CAPOD (Centre for Academic, Professional and Organisational Development): these are generic research training courses open to PhD students from across the University. Students can also apply to CAPOD’s Research Student Development fund to attend external courses that develop their transferable skills: https://www.st-andrews.ac.uk/capod/funding/student_funding/researchstudentdevelopment/

- The Scottish Graduate School for Social Science provides skills training for doctoral students in Business and Management across Scotland. There is an annual summer school, with training for all ESRC disciplines, held in Edinburgh each June. The summer school is the central part of social science research training available to PhD students in Scotland, and students should try to attend. It is residential and heavily subsidised. Finally, there is an annual colloquium, held in the Spring of each year. Students should regard SGSSS events as an essential part of their training. Funds will be available from the School to cover attendance. You can find out more about the SGSSS here: http://www.socsciscotland.ac.uk/

MRES FACULTY LEVEL MODULES

You may audit these courses, which means attending and participating in them (but not undertaking the assessed part of the modules). In order to do this, you need to be enrolled in these modules by the DPR staff at the beginning of the academic year. Your attendance will be recorded for each module upon which you are enrolled. If you successfully audit the module, by attending/participating for a minimum of 60% of the time, it will appear on your University transcript.
Semester 1

SSS5104 Quantitative Research in Social Science
SSS5101 Being a Social Scientist

Semester 2

SSS5102 Philosophical and Methodological Issues in the Social Sciences
SSS5103 Qualitative methods in the Social Sciences

For detailed timetable information on SSS000 MRes Modules see the online timetable: http://timetable.st-andrews.ac.uk/webtt/

PERSONAL DETAILS

You are responsible for ensuring that your contact details are kept up to date. You may do this at any time during the year via MySaint. This is the online portal through which you can access a variety of information sources relevant to your studies with us. MySaint can be accessed from the Current Students section of the University home page.

ACADEMIC APPEALS, COMPLAINTS AND DISCIPLINARY ISSUES

The University is committed to ensuring a student experience that is as high quality as possible while studying at St Andrews. Occasionally things may go wrong and if you are experiencing a difficulty, or are dissatisfied with your academic experience, you should raise concerns as soon as possible. This allows effective resolutions to be worked out quickly.

Such issues normally fall into one of three categories:

- An appeal requesting a formal review of an academic decision - where, for example, the University has made a judgement about your assessed work or progression within a course of study which you have grounds to query (see the relevant Policy on Student Academic Appeals);
- Complaints - where you are dissatisfied with the quality or standard of service that you have received from any part of the University, either academic or non-academic (see the University’s Complaints Handling Procedure);
- Disciplinary cases - where the University has grounds to believe that you have conducted yourself in an unacceptable manner in either an academic or non-academic context. Academic Misconduct is dealt with under the Good
Academic Practice Policy; Non-Academic Misconduct is dealt with under separate procedures.

If there are extenuating personal circumstances that may affect your academic performance or impact on your progression you must bring these to the attention of an appropriate member of staff (for example your Supervisor, Director of Postgraduate Research or the appropriate Pro Dean) as soon as possible and normally prior to completing any assessment. If you base a subsequent academic appeal on such extenuating personal circumstances, you will be required to provide valid reasons to explain why you failed to notify the examiners or other relevant persons of these circumstances prior to completing the assessment.

Using the Right Procedure
If you are unsure whether to use the Appeals procedure or the Complaints procedure, there is a key question to ask yourself. What kind of outcome are you seeking? If you are seeking to have an academic decision changed (such as a mark or grade, a decision about progression, or termination of studies), then you must use the Appeals procedure. The permissible grounds for submitting an appeal are clearly detailed therein. If you are dissatisfied with the level of service you have received from the University, or if you believe that a service needs to be improved, or that the University has failed (for example) to follow one of its administrative processes properly, then the Complaints procedure is normally more appropriate. For matters involving teaching in general, there are also feedback opportunities through Staff-Student Consultative Councils, module questionnaires and School presidents.

You can make both a personal Complaint and an Appeal, by using both the Appeal and Complaints procedures, but it must be emphasised that changing an academic judgment or decision is not one of the outcomes from the Complaints procedure used alone.

Further guidance and support
The Students' Association provides independent and confidential help and advice for students who are contemplating submitting an academic appeal, complaint or are having discipline proceedings taken against them. The Students' Association employs Iain Cupples, the Student Advocate (Education), whose job it is to ensure that you receive help with writing and submitting a submission. Iain can also accompany you to any hearing. He should be your first point of contact as soon as you feel you need help.

Contact
Iain Cupples
Student Advocate (Education)
Telephone: 01334 462700
Email: inc@st-andrews.ac.uk
**ABSENCE REPORTING**

Students are responsible for providing information about medical or personal conditions affecting their study promptly and completing a Self-Certificate of Absence form (through e-Vision) as soon as possible. These will be monitored and frequent absences will result in a request to see a member of the Faculty of Student Services.

**NB** If you experience a period of significant illness when you are unable to work, it is important that you inform the School in writing and at the time. If you fail to do this the School will not be able to support any subsequent application you make for an extension as a result of such illness.

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**PARENTAL LEAVE FOR POSTGRADUATE RESEARCH STUDENTS**

The University is committed to accommodating appropriate adjustments to postgraduate research students to support them in their studies due to pregnancy or adoption of a child. The policy enables postgraduate research students to take time away from their studies while remaining registered with the University, thereby allowing students to maintain links with their research supervisor and make use of University facilities including the Library. No tuition fees are due during a period of approved Parental Leave. Postgraduate research students would not undertake teaching or tutoring during a period of Parental Leave. The policy intends that research supervisors and students can keep in touch; normal levels of supervision would resume at the end of the Parental Leave period. In line with an existing agreement with Fife Council, students would be exempt from Council Tax if they remain resident in Fife.

The policy applies to postgraduate research students who become pregnant, have partners who are pregnant, and students who are adopting a child.

[https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy](https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy)

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**LOCATION OF STUDIES**

The University of St Andrews expects all students to live at a term address within a commutable distance from St Andrews during their period of study, from the beginning of Orientation Week and up to and including the full period of your dissertation. If a student is required to be away from St Andrews for more than 10 consecutive days for either academic or non-academic reasons, they must request permission using the location of studies tool on MySaint. Full details of these requirements are contained in the University of St Andrews Policy on Location of Studies:

[https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/](https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/)
WITHDRAWAL FROM STUDIES

If you are considering withdrawing from your studies at the University you should discuss the matter with Student Services in the first instance. You should arrange to do this as early as possible as there are often alternative options open to you that would not require the final step of permanent withdrawal from the University. If you do decide you wish to withdraw from your studies you must contact your Registry Support Officer who will be able to offer guidance on your options and who will ensure that the process is completed correctly. You should be aware that there are fee implications, as well as implications to your leave to remain in the UK if you are an overseas student, when you withdraw from your studies part of the way through an academic year. You should therefore ensure you contact the Money Adviser and the International Adviser in Student Services to obtain early advice on the final implications of your decision before you complete your withdrawal. Further information available at:

https://www.st-andrews.ac.uk/students/academic/academic-advising/glossary/withdrawal/

If you require further assistance you should seek assist from the Administrative Assistant for Postgraduate Research – phdres@st-andrews.ac.uk

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LEAVE OF ABSENCE

Leave of absence involves deletion of a period for which you would otherwise have been studying for a degree. The deleted period is then discounted when calculating time limits for a degree or programme. Leave of absence is most commonly granted to cover a period of illness when a research student is unable to study, or if a research student has to take a period of full-time paid employment that is unrelated to their studies. Leave of absence may not be granted retrospectively, so in the case of interruption to your studies, whatever the cause, try to speak to the School sooner rather than later. If you require further assistance you should seek assist from the Administrative Assistant for Postgraduate Research – phdres@st-andrews.ac.uk

Further information can be found on the University website:

https://www.st-andrews.ac.uk/pgstudents/academic/advice/changes-pg/

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EXTENSION

If a thesis is not submitted within the time limit (including the continuation period), an extension may be granted by the Pro Provost in exceptional circumstances. Fees are payable for extension periods.

If you require further assistance you should seek assist from the Administrative Assistant for Postgraduate Research – phdres@st-andrews.ac.uk
Further information can be found on the University website:
https://www.st-andrews.ac.uk/pgstudents/academic/advice/changes-pg/

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**TERMINATION OF STUDIES**

If your academic performance is unsatisfactory you may be at risk of having your studies at the University terminated. For more information on this matter please see: https://www.st-andrews.ac.uk/students/advice/academic/termination/

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**STUDENT SUPPORT & GUIDANCE**

There are a number of support and guidance facilities available to you during your time as a student with us. These include:

- Staff in the School of Management;
- The University’s Advice and Support Centre (ASC), see page 6;
- The Student Association: http://www.st-andrews.ac.uk/studentservices/
- Student Services: http://www.st-andrews.ac.uk/studentservices/

In seeking advice and guidance from colleagues in the University, please be assured that personal matters will be dealt with confidentially and information will only be passed on to other members of staff in accordance with the University Student Confidentiality Code:

http://www.st-andrews.ac.uk/students/rules/dataprotection/
PART C
EFFECTIVE LEARNING

REFERENCING GUIDE

This section of the Student Handbook sets out the Harvard system of referencing to be used in tutor-marked assignments and research reports submitted to the School of Management, University of St Andrews. It is important to reference published material that you wish to use in your written work. While referencing is a standard that is used to avoid plagiarism, it also supports a strong scientific method. To build arguments and provide evidence you must reference any published resources you use. The spirit of referencing is embodied in Isaac Newton’s famous 1676 quote, “If I have seen further it is by standing on the shoulders of giants”. It means that Newton’s great discoveries were made by building on the previous work of scientists. This reference guide sets out how to reference other authors’ work properly.

For each type of material you are referencing (e.g. books, journal articles, newspapers, internet sites), this guide presents two parts, and how to write the full reference at the end of your work. The section at the end of the work should be called a reference section and only include those references cited in the essay. For the purposes of this guide these two sections will be called in-text referencing and the reference list format.

A note on paraphrasing and quoting: quotations are direct transcriptions of text from other sources while paraphrasing uses your own words to express others’ ideas. You should attempt to paraphrase where possible and only use quotations sparingly and strategically. Both paraphrasing and quoting require referencing, and quotations must refer to the page number from which they were taken (see Books section overleaf).

Generic Format
The Harvard system has a generic format for in-text referencing and the reference list. While this guide provides a range of examples for books, articles, Internet sources etc, the generic format below should be used where adaptation is necessary.

In-text
Author (year) or (Author, year)
e.g. Sillince (1996) or (Sillince, 1996)

In-text (direct quote)
Author (year: page number) or (Author, year: page number)

Reference list
Books
Author (Year) Title. Place Published: Publisher.
Articles

Books
The following exemplifies several in-text references for books with one author, two authors, more than two authors, and authors cited by another author. When citing more than two authors, list all authors’ surnames the first time, then use et al. (see example; et al. is an abbreviated version of the Latin phrase et alii, which means “and others”). Note the different formats for the in-text referencing of paraphrasing and quotations (with page number) and the complete references in the reference list.

In-Text
One author
The development of bureaucratisation in the UK was fundamentally different from that of the US. The Taylorist efficiency movement occurred in the US during an expansionary period while the same movement occurred in the UK during one of the worst ever recessions (Littler, 1982). Littler (1982) concludes that for these reasons the labour movements in the UK are fundamentally different from those in the US. These differences in capitalist development had important consequences, ‘This affected the pattern of resistance, and British capitalism still carries the scars of this historical conjuncture’ (Littler, 1982: 195).

Two authors
Managerial skills are a key focus for Whetton & Cameron’s (1991) introductory text.

Three or more authors
Smith, Child & Rowlinson’s (1990) case study of Cadbury’s Ltd revealed that the corporate culture’s resistance to change was diminished by the use of new concepts and symbols. The new vision embodied in the transformation was also facilitated by key change agents located strategically throughout the organisational structure (Smith, et al., 1990).

Author cited by other author: secondary sources

Reference List
Alphabetically ordered list of references.

**Journal Articles**

In-text referencing of journal articles uses the same format as books (see above). Notice that the reference list includes the name of the journal article and the name of the journal. Be wary of electronic journals or articles retrieved from the Internet, as some formats may not include the original page numbers you might need for direct quotations.

**In-text**

Broadbent, Jacobs, & Laughlin’s (1999) comparison of the organisational accountability of UK and New Zealand Schools reveals important distinctions. Broadbent, et al. (1999) discuss how management accounting in UK schools results in an individualistic focus in contrast to the socialising focus of an integrated financial accounting in New Zealand schools. An individualising focus may result in undermining ‘the capacity for communal action and alienate the organisational members from the activities that they are required to undertake’ (Broadbent, et al., 1999:358).

**Reference list**


**Internet Sites**

The variability of Internet site quality is problematic for referencing in academic essays. However, access to annual company reports, press releases, and daily news services provide ample reasons to utilise the Internet in essays. Journal articles obtained over the Internet should use the standard journal format unless the journal is solely in electronic format.

**In-text**

Wiegran & Koth’s (1999) article on successful online commerce focuses on customer loyalty, increasing purchases, and higher margin products. They propose five website features to achieve successful online commerce; value added information, personalisation, intelligent communication, user generated content, and loyalty incentives (Wiegran & Koth, 1999).

Since 1991, the price of oil has reached its highest in February 2000 and this rise is due to OPEC restrictions on oil production (BBC, 2000).

**Reference list**


**Other formats**

Again, use the generic system when you encounter material to be referenced that does not fit clearly into the previous or following examples.

- **Newspapers**  *In-text* Use same as Books (i.e. Author, year). If no author is found then use full name and date as follows. The oil crisis has caused parents to ‘consider home education’ *(The Times. 9 July 1973: 3).*

  **Reference list**

- **Chapter in edited collection**

  *In Text*
  Note that the author’s cited chapter is taken from pages 138 to 157 from Pollert’s Book, *Farewell to Flexibility*. Smith’s (1991) examination of flexible specialisation focuses on production and consumption.

  **Reference list**

- **Company Publication**

  *In-text*
  Flexible work technologies are a key focus for British Telecom. BT has set up a consultancy unit that specializes in employing flexible working practices with respect to technology *(British Telecom, 1999).*

  **Reference list**

- **Author with more than one publication in a year**

  *In-text*
  Haslam, Williams, & Williams (1990a) is distinguished from Haslam, Williams, & Williams (1990b).

  **Reference List**
• Interviews and personal communication
  Students are advised not to reference personal communication (e.g. lectures or meetings) unless as part of a submitted field research project with a relevant section on methods. Lecture material should be traced back to original sources.

  *In-text*
  One respondent believed that post modern research methods were indicated by the use of computers and quantitative algorithms with traditionally qualitative textual analysis (Innes, 2000).

*Reference list*
Innes, P. (2000) Interview, no.01, 22 March.

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**GUIDELINES ON ACADEMIC INTEGRITY**

It is critical to the reputation of the School of Management and of the University that everyone associated with the programmes behaves with the highest academic integrity. As the programmes help create individuals who will take up responsible positions in business and government, we have a special responsibility to ensure that our academic standards are beyond reproach.

All programmes encourage students to work together and discuss ideas, this is an integral part of the learning process. However, we should caution you that discussion and collaboration should be clearly separated from the written preparation and submission of individually assessed work.

Please make sure you have read the section on “Good Academic Practice” in Part B of this handbook.

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**FURTHER HELP WITH STUDY SKILLS AND ASSESSMENTS**

**CAPOD** is the University’s Centre for Academic, Professional and Organisational Development. CAPOD provides support for students in developing academic and study skills (e.g. essay writing, referencing and notetaking), support with any maths/stats elements of your course, IT skills, and professional skills (e.g. presentation skills, time-management, teamwork) to help you get set for the workplace.

For academic/study skills support you can book an individual appointment with one of our experienced postgraduate tutors or attend a drop-in session every Thursday afternoon in the Main Library.

If you require support with maths/stats skills, you can book an individual appointment with one of our postgraduate mathematicians or statisticians. More information and
booking details can be found here: http://www.st-andrews.ac.uk/capod/students/pgtaught/

You can also take part in the Academic Skills Project, a series of subject-specific workshops delivered by postgraduates. To find out more about the project see: https://www.st-andrews.ac.uk/capod/students/studyskillsandadvice/asp/

Information about resources to help you develop your professional skills and IT skills (including the ability to study for a Microsoft Office Specialist qualification), as well as detail on the M-Skills programme for Masters students, can be found on the MSkills webpage: http://www.st-andrews.ac.uk/pgstudents/academic/advice/mskills/

Finally, you can contact CAPOD by: e-mail learning@st-andrews.ac.uk or telephone on 01334 (46)2141 or visit in person at the Hebdomadar’s Block, St Salvator’s Quad.

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**ENGLISH LANGUAGE TEACHING**

The purpose of **In-sessional English Language Service (iELS)** is to help you acclimatise to academic study in the UK. This includes:

- understanding your lecturers’ expectations
- developing and organising arguments
- encouraging critical thinking
- enhancing your language accuracy and fluency

iELS tuition comes in the form of:

- one-to-one tutorials
- workshops
- a bank of 150+ online lessons

In your induction session in orientation week, enrolment will be explained. You can also visit our website and enrol on our Moodle site for the latest information about iELS, and for access to a number of language competence diagnostic tools.

**Contact details:**

**Email:** iels@st-andrews.ac.uk
**Moodle:** https://moody.st-andrews.ac.uk/moodle/course/view.php?id=241
**Website:** https://www.st-andrews.ac.uk/elt/iels/
**Address:** iELS, English Language Teaching Centre, Kinnessburn, Kennedy Gardens, ST ANDREWS, Fife, KY16 9DJ
THESIS SUBMISSION

The University’s Print & Design Unit is ideally set up to print and/or bind your dissertation and thesis. This Print & Design web page provides information not only about the printing and binding service on offer but also a new link to information about thesis preparation:

http://www.st-andrews.ac.uk/printanddesign/dissertation/

FURTHER INFORMATION

The University is registered under the Data Protection Act and reserves the right to enter personal student data on its computer systems.

Equal Opportunities: The School and University are committed to a comprehensive policy of equal opportunities for students, in which individuals are selected and treated on the basis of their relevant merits and abilities and are given equal opportunities within the University. No student should receive less favourable treatment on any grounds which are not relevant to academic ability and attainment. The University is committed to a programme of action to make the policy fully effective.

Special Consideration: will be given to students who are subject to medical illness or extenuating (social/personal) circumstances which are likely to affect academic performance. Students should submit relevant documents and inform one of their Programme Directors of all such circumstances as soon as possible. Please also note the procedures in earlier sections of this document.
# ACADEMIC CALENDAR: SCHOOL OF MANAGEMENT 2017/18

## SEMESTER 1: MARTINMAS SEMESTER (Monday 18 September 2017 - Friday 22 December 2017)

<table>
<thead>
<tr>
<th>Week</th>
<th>Week beginning</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-sessional</td>
<td>Monday 11 September 2017</td>
<td>Orientation week</td>
</tr>
<tr>
<td>Week 1</td>
<td>Monday 18 September 2017</td>
<td>Teaching begins</td>
</tr>
<tr>
<td>Week 2</td>
<td>Monday 25 September 2017</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>Monday 2 October 2017</td>
<td></td>
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<tr>
<td>Week 4</td>
<td>Monday 9 October 2017</td>
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<tr>
<td>Week 5</td>
<td>Monday 16 October 2017</td>
<td></td>
</tr>
<tr>
<td>Week 6</td>
<td>Monday 23 October 2017</td>
<td>Independent Learning Week (ILW)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Raisin Monday: Mon 23 Oct</td>
</tr>
<tr>
<td>Week 7</td>
<td>Monday 30 October 2017</td>
<td></td>
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<tr>
<td>Week 8</td>
<td>Monday 6 November 2017</td>
<td></td>
</tr>
<tr>
<td>Week 9</td>
<td>Monday 13 November 2017</td>
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<tr>
<td>Week 10</td>
<td>Monday 20 November 2017</td>
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<tr>
<td>Week 11</td>
<td>Monday 27 November 2017</td>
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<tr>
<td>Week 12</td>
<td>Monday 4 December 2017</td>
<td>Revision Week</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduation: Thurs 7 Dec and Fri 8 Dec</td>
</tr>
<tr>
<td>Week 13</td>
<td>Monday 11 December 2017</td>
<td>Semester 1 examinations</td>
</tr>
<tr>
<td>Week 14</td>
<td>Monday 18 December 2017</td>
<td>Semester 1 examinations</td>
</tr>
<tr>
<td>Vacation</td>
<td>Monday 25 December 2017</td>
<td>Christmas vacation</td>
</tr>
<tr>
<td>Vacation</td>
<td>Monday 1 January 2018</td>
<td>Christmas vacation</td>
</tr>
<tr>
<td>Inter-semester</td>
<td>Monday 8 January 2018</td>
<td></td>
</tr>
<tr>
<td>Inter-semester</td>
<td>Monday 15 January 2018</td>
<td></td>
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</tbody>
</table>

## SEMESTER 2: CANDLEMAS SEMESTER (Monday 29 January 2018 - Friday 1 June 2018)

<table>
<thead>
<tr>
<th>Week</th>
<th>Week beginning</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-semester</td>
<td>Monday 22 January 2018</td>
<td></td>
</tr>
<tr>
<td>Week 1</td>
<td>Monday 29 January 2018</td>
<td>Teaching begins</td>
</tr>
<tr>
<td>Week 2</td>
<td>Monday 5 February 2018</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>Monday 12 February 2018</td>
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<tr>
<td>Week 4</td>
<td>Monday 19 February 2018</td>
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<tr>
<td>Week 5</td>
<td>Monday 26 February 2018</td>
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<tr>
<td>Week 6</td>
<td>Monday 5 March 2018</td>
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<tr>
<td>Week 7</td>
<td>Monday 12 March 2018</td>
<td></td>
</tr>
<tr>
<td>Vacation</td>
<td>Monday 19 March 2018</td>
<td>Spring vacation</td>
</tr>
<tr>
<td>Vacation</td>
<td>Monday 26 March 2018</td>
<td>Spring vacation</td>
</tr>
<tr>
<td>Week 8</td>
<td>Monday 2 April 2018</td>
<td></td>
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<tr>
<td>Week 9</td>
<td>Monday 9 April 2018</td>
<td></td>
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<tr>
<td>Week 10</td>
<td>Monday 16 April 2018</td>
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<tr>
<td>Week 11</td>
<td>Monday 23 April 2018</td>
<td></td>
</tr>
<tr>
<td>Week 12</td>
<td>Monday 30 April 2018</td>
<td>Revision week</td>
</tr>
<tr>
<td>Week 13</td>
<td>Monday 7 May 2018</td>
<td>Revision week</td>
</tr>
<tr>
<td></td>
<td></td>
<td>May Day Holiday: Mon 7 May</td>
</tr>
<tr>
<td>Week 14</td>
<td>Monday 14 May 2018</td>
<td>May examinations</td>
</tr>
<tr>
<td>Week 15</td>
<td>Monday 21 May 2018</td>
<td>May examinations</td>
</tr>
</tbody>
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