Welcome to the School of Management. This booklet has been produced to addresses matters specific to the School of Management rather than anything covered in information packs you may have already received from the University. There will inevitably be some things that you wish to know about (or know more about) but which are not included here. In this case please don’t hesitate to ask colleagues in the School who will be happy to help.

Please note that the School and University regularly update policies, so a periodic review of the Current Staff section on the University website and of the School web pages is recommended. In addition, new School policies are often proposed at Staff Council, a forum where Staff have the opportunity to comment on drafts.

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General information

University Website
The University Website is a great reference point. It has maps, lists the University executive, useful dates, all the academic schools and other University units. Certain parts of the site require you to insert your username (i.e. the letters/numbers that form the first part of your St Andrews email address) and then your password. [http://www.st-andrews.ac.uk/staff/](http://www.st-andrews.ac.uk/staff/)

Telephone
To make an outside call dial 9 before the number. The switchboard is 0. Staff phones have unlimited access, and we don’t differentiate between private and business calls, provided the former are kept to a minimum. Directory Enquiries is 1120. The staff telephone directory is found on the University home page [http://www.st-andrews.ac.uk/contacts/](http://www.st-andrews.ac.uk/contacts/)

Press Office
You may get the occasional enquiry from the press. The University Press Office (Corporate Communications) is situated in St Katherine’s West, the building next to the Arts building on the Scores. You are required to tell them of any contact with the press. They also have a list of experts to refer press enquiries to and would be happy to hear from you if you would like to be added to it. The Press Office can be contacted via proffice@st-andrews.ac.uk

New Staff Induction Resources
The School Manager (Lynn Balfour) will provide a School induction on your first day in the School. The University runs induction sessions to provide all new staff with information on various aspects of its management and you will receive details from HR. They are also a useful way of meeting other new staff in different parts of the University. Details of Induction sessions and other development workshops can be found at the Personal Development Management System: [https://www.st-andrews.ac.uk/pdms/](https://www.st-andrews.ac.uk/pdms/)

The University has created an on-line induction resource to provide useful information to new staff. This can be accessed via this link: [https://www.st-andrews.ac.uk/capod/staff/inductionresources/](https://www.st-andrews.ac.uk/capod/staff/inductionresources/)

The University’s handbook for new staff can be found at: [http://www.st-andrews.ac.uk/printanddesign/publications/](http://www.st-andrews.ac.uk/printanddesign/publications/)

The Student Handbook also contains useful information on various topics (e.g. Academic Information, Academic Regulations and Codes of Practice, Employment, Financial Information, Health, Library and Information Services, Student Organisations, Student Services and Student Support and Guidance): [http://www.st-andrews.ac.uk/printanddesign/publications/](http://www.st-andrews.ac.uk/printanddesign/publications/)

Communication within the University
Staffs receive weekly ‘In the Loop’ emails with information, including upcoming events. Staff memos can be accessed via this link [http://memos.wp.st-andrews.ac.uk/category/staff/](http://memos.wp.st-andrews.ac.uk/category/staff/).

Information on news, events and memos can be found at the bottom of the Current Staff webpage.

College Gate
You will hear frequent reference to College Gate. This is where the central University executive offices are located. Specifically, it is the building to the east of St Salvator’s Chapel where the Principal’s Office and some administrative bodies are located. Other central
university admin bodies such as HR, finance and registry are in the Old Burgh School in Abbey Walk.

University Calendar
Details of key dates for the academic year can be found via this link http://www.st-andrews.ac.uk/semesterdates/.

Map 1 Directions from the Gateway Building (A) to Human Resources (Old Burgh School) (B)

Other maps for the University are available here www.st-andrews.ac.uk/maps and hard copies are usually available at the Reception Desk in the Gateway building.
School of Management

Professor John Ferguson and Professor Ruth Woodfield are our Co-Heads of School. Lynn Balfour is the School Manager. For general information on many aspects of the school’s policies, practices, minutes and notes of meetings, advice/guidance and much more, please see: http://www.st-andrews.ac.uk/management/staff/.

Governance

The School is governed by the Co-Heads of School and Management Group informed by the Staff Council. Figure 1 below details various committees within the School. A copy of the School’s constitution can be found here: http://www.st-andrews.ac.uk/management/staff/.

Figure 1: School Governance

- **MANAGEMENT GROUP (MG)**
  - Co-Hos, DoO, DoI, DoT, DoPGT, DoPGR, School Manager
  - Responsible for executive decision-making, strategy, HR, finance etc.

- **STAFF COUNCIL (SC)**
  - All Staff
  - Consultative body regarding School policies, procedures and general issues relating to the School.

- **TEACHING COMMITTEE (TC)**
  - DoO, DoT, Directors of UG & PGT Programmes
  - Considers all matters relating to teaching, learning and assessment at both UG and PGT levels.

- **RESEARCH DEVELOPMENT COMMITTEE (RDC)**
  - Co-Hos, DoR, DDoR, DPGR, DoO
  - Considers all matters relating to the research of staff and PGR students in the School.

- **STUDENT STAFF CONSULTATIVE COMMITTEES: UG, PGT & PGR**
  - All teaching staff; and Student Representatives
  - Provides a forum for students and staff to communicate and to raise issues relating to teaching, learning and assessment.

- **ETHICS COMMITTEE**
  - Staff Representatives
  - Considers all ethical issues relating to the work of staff and students in the School.

- **EQUALITY DIVERSITY COMMITTEE**
  - Staff and Student Representatives
  - Considers all equality and diversity issues relating to the work of the staff and students in the School.

- **SHORT LIFE WORKING GROUPS ON SPECIFIC TOPICS**
Table 1: Key School Responsibilities

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Heads of School*</td>
<td>Professor John Ferguson</td>
</tr>
<tr>
<td></td>
<td>Professor Ruth Woodfield</td>
</tr>
<tr>
<td>Staff Council Co-Chairs</td>
<td>Anna Brown</td>
</tr>
<tr>
<td></td>
<td>Mr Martin Dowling</td>
</tr>
<tr>
<td>School Manager*</td>
<td>Lynn Balfour</td>
</tr>
<tr>
<td>Director of Operations*</td>
<td>Mr Martin Dowling</td>
</tr>
<tr>
<td>Director of Taught Postgraduate Programmes*</td>
<td>Ms Julie Brooks</td>
</tr>
<tr>
<td>Director of Postgraduate Research*</td>
<td>Dr Alina Baluch</td>
</tr>
<tr>
<td>Director of Research*</td>
<td>Professor John Wilson</td>
</tr>
<tr>
<td>Director of Teaching*</td>
<td>Dr Sandra Romenska</td>
</tr>
<tr>
<td>Disabilities Faculty Liaison Officer</td>
<td>Dr Eleanor Burt</td>
</tr>
<tr>
<td>Employability Link (Careers Liaison)</td>
<td>Dr Shiona Chillas</td>
</tr>
<tr>
<td>Environmental Facilitators</td>
<td>Rhona McLaren and Dr Shona Russell</td>
</tr>
<tr>
<td>Equality and Diversity Officer*</td>
<td>Dr Boyka Btatanova</td>
</tr>
<tr>
<td>Examinations Officers</td>
<td>Dr Kirstie Ball (UG)</td>
</tr>
<tr>
<td></td>
<td>Dr Dimitris Chronopoulos (PG)</td>
</tr>
</tbody>
</table>

**Staff Council**
The Staff Council comprises all members of staff. It meets every 4-6 weeks during term time.

Minutes for Staff Council and other committees are available here [https://www.st-andrews.ac.uk/management/staff/schoolcommitteeminutesandpapers/](https://www.st-andrews.ac.uk/management/staff/schoolcommitteeminutesandpapers/). The Management Group frequently discusses confidential matters and its minutes are not posted.

Working Groups are periodically established in relation to issues of research and teaching. These groups will report back to Management Group and/or the Staff Council.

**Staff – Student Liaison Committee**
There are committees for undergraduate and postgraduate programmes. More information about the Committees and the role of the School President is available here [https://www.st-andrews.ac.uk/management/internal/student/staffstudentccmeetings](https://www.st-andrews.ac.uk/management/internal/student/staffstudentccmeetings) (University login required).

**Mentoring**
The Academic Review and Development scheme is the University’s Staff Development annual review process. Further information is available here [https://www.st-andrews.ac.uk/staff/policy/hr/academicreviewfornewstartsallacademicstaff/](https://www.st-andrews.ac.uk/staff/policy/hr/academicreviewfornewstartsallacademicstaff/)

It is University practice to assign a mentor to staff. The Co-Heads of School will discuss mentoring with you shortly after you arrive. More details can be found at [https://www.st-andrews.ac.uk/capod/staff/coachingandmentoring/mentoring/](https://www.st-andrews.ac.uk/capod/staff/coachingandmentoring/mentoring/)
**Professional Services Team**
The School has a number of Professional Services staff, all with different responsibilities. Our administrative staff can assist with all enquiries however their main areas of responsibility within the School are:

Jacqui Angus  
Taught Postgraduate Programme Applications Administrator (Part-Time)  
+44 (0)1334 46 2878  
pgmgmt@st-andrews.ac.uk

Lynn Balfour  
School Manager  
+44 (0)1334 46 2450  
mgmtsm@st-andrews.ac.uk

Eleanor Brown  
Postgraduate Taught Administrator (Part-Time)  
+44 (0)1334 46 2871  
manpgt@st-andrews.ac.uk

Dorothy Campbell  
Receptionist and Finance Assistant  
+44 (0)1334 46 1991  
mgmt-accounts@st-andrews.ac.uk

Hazel Grapes  
Undergraduate Administrator (ID1004)  
+44 (0)1334 4614099  
id1004@st-andrews.ac.uk/manug@st-andrews.ac.uk

Fiona Harrison  
Taught Postgraduate Programme Applications Administrator (Part-Time)  
+44 (0)1334 46 2200  
pgmgmt@st-andrews.ac.uk

Jennifer Kerr  
I.T. Support Officer (Part-time)  
+44 (0)1334 46 2802  
jbk@st-andrews.ac.uk

Sam Letham  
Postgraduate Research Administrator  
+44 (0)1334 46 1969  
phdres@st-andrews.ac.uk

Paul Matthew  
Undergraduate Administrator  
+44 (0)1334 46 2800  
manug@st-andrews.ac.uk

Hazel White  
Postgraduate Taught Administrator (Part-Time)  
+44 (0)1334 46 7211  
manpg@st-andrews.ac.uk
Teaching, Learning & Assessment

For the most up-to-date information on policies concerning teaching, learning and assessment please consult the University website’s Learning and Teaching pages at https://www.st-andrews.ac.uk/staff/teaching/.

For specific information on aspects of teaching, learning and assessment within the School, we recommend using the Programme Handbooks http://www.st-andrews.ac.uk/management/student/#hbooks along with the University’s Learning and Teaching pages as above.

Detailed learning and assessment policies, including examination procedures and good academic practice, are available here https://www.st-andrews.ac.uk/staff/teaching/.

The school’s Director of Teaching and Examinations Officer liaise with staff regarding all matters of teaching, learning and assessment for undergraduate and postgraduate modules, including periodic reviews and ensuring coverage of teaching requirements in conjunction with Co-Heads of the School.

The Examinations Officers are responsible for liaising with staff and external examiners over draft examination papers and other forms of assessment, arranging for samples of marked assessments to be reviewed by external examiners and for the conduct of the School's examination board meetings.

For information and advice about general teaching and student assessment matters speak with the Director of Teaching. The general information here is complemented by information in Student handbooks for each programme which can be accessed here: http://www.st-andrews.ac.uk/management/student/#hbooks. The University’s learning and teaching webpages contain a wealth of advice and guidance, see: http://www.st-andrews.ac.uk/staff/teaching/.

Good Academic Practice
Details on the Good Academic Practice policy and guidelines can be found via this link: http://www.st-andrews.ac.uk/students/rules/academicpractice/. Julie Brooks is the School's Academic Misconduct Officer and will offer advice and guidance to staff if they suspect student work has involved academic misconduct.

Proposing New Modules and Module Amendments
If you wish to propose new modules or amendments to existing modules (e.g. to assessment requirements, delivery schedule, etc.) please see the Director of Teaching in the first instance. Note that such additions/changes are subject to a School and University procedure. For University policy and practice see:

http://www.st-andrews.ac.uk/staff/teaching/curriculum/approval/

Information about the School processes will be circulated to all staff.

Undergraduate Teaching Programmes can be undertaken and linked to the Faculty of Arts (MA) or the Faculty of Science (BSc). Students can take either Single or Joint Honours. Students are “advised” onto modules relating to their intended programmes of study.

In order to enter the Honours programme in Management (years three and then four of their studies), students take First and Second Level modules in their sub-honours years and must achieve an agreed standard at the end of Year Two. The third year of study (Junior
Honours) may be spent abroad as part of the University's exchange programmes with European and North American universities.

Further information:

http://www.st-andrews.ac.uk/management/programmes/maandbsc/
http://www.st-andrews.ac.uk/management/programmes/exchanges/

Postgraduate teaching programmes are currently offered in the following areas. Details of programme directors are listed beside each programme in Table 2 below.

Students have an opportunity to also take The Master’s Extra (MX) Programme that offers a range of professional, personal and employment/career activities.

Further information: https://www.st-andrews.ac.uk/management/programmes/pgtaught/

The Director of Postgraduate Programmes is Julie Brooks who has overall responsibility for the School’s Postgraduate Taught portfolio. In addition each PGT programme has a Programme Director as indicated below:

<table>
<thead>
<tr>
<th>PGT PROGRAMME</th>
<th>DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc in Banking and Finance</td>
<td>Dr Pejman Abedifar</td>
</tr>
<tr>
<td>MSc in Finance and Management</td>
<td>Dr Jimmy (Xing) Chen</td>
</tr>
<tr>
<td>MLitt in Human Resource Management</td>
<td>Dr Shiona Chillas</td>
</tr>
<tr>
<td>MLitt in International Business</td>
<td>Dr Ross Brown</td>
</tr>
<tr>
<td>MLitt in Management</td>
<td>Dr Francois-Regis Puyou</td>
</tr>
<tr>
<td>MLitt in Marketing</td>
<td>Ms Julie Brooks</td>
</tr>
<tr>
<td>Research (Management Studies)</td>
<td>Dr Alina Baluch</td>
</tr>
</tbody>
</table>

Programme Handbooks
Information about teaching programmes is available in the Student Handbooks for each programme. The School’s student handbooks are available at http://www.st-andrews.ac.uk/management/student/#hbooks and have lots of information about assessments, marking and guidelines for students.

Timetables
In June, staff are sent a form requesting information about teaching requirements for each of the modules they are to be coordinating in the subsequent session. Information includes resources (including software) that may be required for the module, requests for a particular room (i.e. computer room) and any module specific requirements. The collated information is reviewed by the Co-Heads of School.

Provisional module and programme timetables are circulated at the end of July and a finalised timetable is circulated by the end of August.

If you have any questions about timetables, send an email to the pgtmgmt@st-andrews.ac.uk.

Information about timetables for academic years can be found via this password protected link http://www.st-andrews.ac.uk/staff/teaching/timetabling/.

Teaching Activities: Lectures, Seminars & Tutorials
All students attend module lectures that are held at specific times. Tutorials for a module may be spread over several separate hours depending on how many students have
registered for the module. Most modules at undergraduate and postgraduate levels operate this type of lecture/tutorial arrangement. Some modules operate over a continuous teaching session (e.g. three hours), which will usually combine elements of both lecture and tutorial.

There are generic email addresses for our undergraduate, taught postgraduate and research postgraduate programmes:

manug@st-andrews.ac.uk
manpgt@st-andrews.ac.uk
phdres@st-andrews.ac.uk

These email addresses are regularly monitored and any queries sent them will be directed to the appropriate source of help. Where separate tutorials operate, students choose their tutorial slot on the Module Management System (MMS) (see below for more details).

Tutorials and action learning groups used on the PGT programmes will be available to students in week 1.

**The University’s Virtual Learning Environment (VLE): Moodle**

Each of the School’s modules has a Moodle site devoted to it where students can access lecture slides and other teaching-related resources. Moodle sites for all modules are initially prepared by Jennifer Kerr who gives teaching staff access to Moodle sites for each module, and can assist with upload of files and troubleshooting. Please contact Jennifer to discuss specific requirements for your modules. See [https://moodle.st-andrews.ac.uk/moodle/](https://moodle.st-andrews.ac.uk/moodle/) for details of your own Moodle sites and for information on using Moodle please see: [http://www.st-andrews.ac.uk/itsupport/academic/learningtechnology/](http://www.st-andrews.ac.uk/itsupport/academic/learningtechnology/)

*Figure 1: Example Screenshot of Moodle*

*Note that it is not School practice to provide copies of overheads for lectures. If handouts are essential to teaching, the standard format would be 2, 3, 4 or 6 to a page in a printer-friendly style (i.e. with background graphics removed).*
The University's Module Management System: MMS

MMS is the system used by the School for administration of teaching, including tutorial/group sign-up, notes of any students who have special circumstances relating to their notes studies, student upload of coursework, and recording marks. It is particularly important that module co-ordinators review MMS to see if any of their students are recorded as needing additional learning support, e.g. lecture slides with large fonts, extra time for class tests, etc. The Administrative Assistants for Undergraduate and Taught Postgraduate Programmes use and support this tool, and its interface with Turnitin plagiarism detecting software.

Please see: https://mms.st-andrews.ac.uk/mms/

One of its most useful functions is the MMS mail-a-module facility, which enables you to send messages to whole modules. Please include relevant Administrative Assistants in messages to all modules.

![Example Screenshot of MMS](https://mms.st-andrews.ac.uk/mms/stan/400CMNN/)

**Figure 2: Example Screenshot of MMS**

Talis Aspire

This is the Library’s tool to generate reading lists and provide links direct to materials in and accessible to the Library. The tool can be used with Moodle and MMS. Speak to Hilda McNae about the use of this tool (hmm9@st-andrews.ac.uk).

Data Warehouse

The Data Warehouse is the University’s electronic record system for all student records. This can be used in conjunction with MMS, for example, to see who is on your module or the academic records of students. For further details see: http://www.st-andrews.ac.uk/dware/

Office Hours

Please notify your students of your weekly office hours when you will be available for them to come and see you to raise any issues of concern. Staff typically identify two hours a week when they can meet with students. Please include a note of your office hours on the Moodle page for each of your modules. Wednesday afternoons are reserved for students’ sporting activities, so office hours are not held then. It is not appropriate to set meetings with students before 8am or after 6pm.

Assessments: Coursework & Examinations

Two copies of coursework assessments need to be submitted: one is to be submitted electronically via MMS (see below) and one hard copy is to be submitted to the School of Management Office. The exceptions are the undergraduate Management Project and the taught Postgraduate Dissertation which require two hardcopies to be handed in. Submission guidelines are included in the Programme Handbooks and Module Outlines.

Coursework is to be marked, a sample moderated by another member of staff and returned to the School’s Office. Staff must make use of the School’s standard Assessment Feedback Form when providing assessment, advice and guidance to students regarding their submitted coursework, Student work should be assessed according to the University 20
point scale; School guidelines on the use of the 20 point scale and the Assessment Feedback Form can be found here: http://www.st-andrews.ac.uk/management/staff/, please scroll down to “Procedures and Policies”. You will be notified of the dates by which the coursework is to be returned to the Office. It is School policy that marked coursework should normally be returned to students within 15 working days of the date of submission.

If your modules have examinations as part of their assessment, draft examination papers need to be prepared and moderated by a colleague by around the end of Week Five in each semester. The School’s Examination Officer will provide required dates by which draft examination papers should be submitted to Jo McGinlay (undergraduate papers) and Eleanor Brown (postgraduate) in each semester. When examinations have been sat marking and moderation turnaround times have to be strictly observed – again, the School’s Examination Officer will provide required dates.

Turnitin
The University uses Turnitin to detect academic plagiarism. Turnitin is an online “plagiarism detection” service. It enables academic staff to carry out text-based comparisons of student work against a vast archive of electronic resources such as:

- an archived database of student submissions (internal and external to the University)
- current and archived instances of internet web pages
- commercial databases of journal articles and periodicals

All School of Management coursework is submitted through MMS - which is set up by the relevant administrator - and automatically put through Turnitin. Turnitin can easily be enabled for assignments in MMS. For assistance on activating Turnitin student submissions, please contact the IT Service Desk. Further information can be accessed via this link: https://www.st-andrews.ac.uk/capod/staff/learning-technology/plagiarism/.

Examinations: Boards & External Examiners
The School holds Module Exam Boards for undergraduate and postgraduate modules in late January/early February and June. One additional Module Exam Board is held in late September to review decisions concerning Masters Dissertations. Members of staff have an opportunity to meet with External Examiners before each Module Exam Board. Details of Module Exam Boards will be provided via email.

Student Evaluation: Module Evaluation Questionnaires (MEQs)
Students are asked to evaluate every module they take towards the end of each semester by completing an online MEQ. These confidential evaluations are used by module co-ordinators as part of their review of module delivery and may result in planned changes and developments to modules.

Library
Hilda McNae (hmm9) is the School’s Academic Liaison within the University Library. Dr Linh Hoai Nguyen (ihn2) is the School’s library representative.

Books and other hardcopy sources can be ordered via an online ordering system, called OASIS. Hilda can arrange for you to get a username and password for this and will send instructions. Orders go through to Library Representatives who ratify the order before it goes through to the Library’s Acquisitions Department.

Reading lists: For each module they co-ordinate, staff are asked to prepare reading lists which are uploaded to Moodle. The Library sets a deadline for submission of Reading Lists
before each semester starts. Hilda sends an email with details and submission dates. Please submit reading lists before this date to ensure everything is ready for Week 1 of the semester. The module reading lists are put into the Talis Aspire system so that students can access it easily: (http://www.st-andrews.ac.uk/library/information/subjectguides/readinglists/)

This means all readings are electronically available to students and you do not need to give hard copies of readings.

Short Loan Collection: The Library asks you to indicate how many items that you would like to be in the Collection and whether there are items that you would like scanned and placed. The Library’s CLA license allows us (Library staff) to scan one chapter from a book or obtain a copyright cleared copy of a journal article which is not in stock. We then attach the appropriate cover sheet and record it as is required by the CLA. The digitised readings go into MMS where students can easily access them.

If you are developing a new module, please contact Hilda during the proposal stage as that allows the Library to look at resource issues and plan accordingly.

All the key resources for the School are listed on the Management Subject Guide at: http://libguides.st-andrews.ac.uk/management

Student Support
Details can be found via the Advice and Support Centre http://www.st-andrews.ac.uk/students/advice/

Careers Centre
Shiona Chillas (sac30) is the School’s Employability Link and Bonnie Hacking (bonnie.hacking@st-andrews.ac.uk) is the Careers Centre Contact for the School of Management. See http://www.st-andrews.ac.uk/management/student/careers/ for Career Centre resources for Management students.

Disabilities
The School’s Disability Faculty Liaison Officer and the UG Administrator deal with student related disability requests within the School. Staff access to the University’s Disability Information Flow (EDIF) can be given, where details of students taking their modules can be found. Information can also be accessed in the MMS system. This will tell you if any student in your module needs large print handouts or overheads in advance etc. All staff are also required to attend a session on diversity awareness to bring them up to date on current discrimination legislation. The Disability Coordinator has information that can be consulted which relates to the various requirements of students with special needs. Under the law we are obliged to provide whatever the student needs if their case is properly documented by Student Support.

You may be contacted occasionally by Student Services asking you to exercise leniency in various ways with students who have a problem of some kind. It is best to discuss these contacts with DoT.
Further information is available at:

http://www.st-andrews.ac.uk/staff/studentadmin/disabilities/.

Equality and Diversity
There is a School Equality & Diversity Committee which meets throughout the academic year to discuss relevant matters pertaining to both staff and students in the School.

Freedom of Information
The Freedom of Information Act came into full force in January 2005. All staff are required to undertake training in relation to the Act, details of which you will receive. Further details can be found at www.st-andrews.ac.uk/foi.

Data Protection
Students’ personal details are protected by data protection laws and cannot be given to anyone, without the student’s consent. This includes students’ parents. More information can be found on http://www.st-andrews.ac.uk/dataprot/.

Student Attendance Monitoring
Staff are required to keep records of student attendance at lectures and/or tutorials. Where staff teach in a “teaching block” of say three-hours each week, attendance should be taken each week. Where staff operate separate teaching sessions for lectures and tutorials, attendance records should be taken at all tutorials. Records of attendance for undergraduates should be passed to the relevant administrators in the School office who will help with the production of sign-up attendance lists. Records of attendance should be regularly reviewed and if students miss more than two or three classes in a row they should be contacted to ascertain reasons and appropriate action taken (e.g. provision of additional School support; a referral to Student Services; issuing of an Academic Alert, etc.). Programme Directors and the Director Teaching should also be consulted and kept informed accordingly.

Online tools
The University uses various online tools to support teaching, learning and administration. Moodle, MMS, Talis Aspire and Data Warehouse are described above. Jennifer Kerr (jbk@st-andrews.ac.uk) is the School’s IT officer and will provide guidance and advice about each system when you start.

Research

Postgraduate research
The Masters in Research in Management Studies (MRes) programme is designed for students who intend to pursue doctoral study. Further information is available here http://www.st-andrews.ac.uk/management/programmes/pgtaught/mres/

Doctoral Research
The PhD programme in the School has students undertaking original research across a wide range of areas. Supervision can involve staff from outside the School of Management (e.g. Geography & Geosciences, Psychology).

Doctoral students are required to present annually to thematic groups alongside a panel discussion with supervisors and Directors as part of on-going development of individual research projects.
PhD students are usually invited to participate in seminars and activities of the Thematic Groups (see below).

**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:

- Creative and Cultural Industries
- 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/)

**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/).

**Conference Budget and Expenditure**
The school provides an allocation to academic staff for conference attendance. Details can be found at [http://www.st-andrews.ac.uk/business/staff/ConferenceRequestForm.docx](http://www.st-andrews.ac.uk/business/staff/ConferenceRequestForm.docx). Staff should forward completed pre travel / conference forms to the School Administrator prior to authorisation by the Director of Research. This should contain accurate estimates of costs and exhibit a responsible use of public money (e.g. using 3 star hotels).

Further information on School Policy is available via the Management Staff webpages [http://www.st-andrews.ac.uk/management/staff/](http://www.st-andrews.ac.uk/management/staff/)

**Research Leave**
Staff may apply for Research Leave. Information is available here [http://www.st-andrews.ac.uk/staff/policy/hr/Researchleaveguidance/](http://www.st-andrews.ac.uk/staff/policy/hr/Researchleaveguidance/). To view a number of recent research leave report examples, please see the following link [http://www.st-andrews.ac.uk/management/staff#researchleavereports](http://www.st-andrews.ac.uk/management/staff#researchleavereports).

**Research Excellence Framework 2020**
Preparation for the 2020 REF is underway and Professor John Wilson can answer questions that you may have.
PURE
The University uses PURE as a Research Information System covering publications, activities and statements concerning the impact of your research.

Please ensure your PURE page is kept up to date.

Further information is available here http://www.st-andrews.ac.uk/staff/research/pure/

Ethics
All research activities that involve data collection from, interview of, interactive investigation of, experimentation upon or demonstrations involving living human subjects require formal ethical approval from the School Ethics Committee and/or UTREC (The School Ethics Committee is a sub committee of UTREC.). The School has some special arrangements for ethics approval, particularly in relation to Masters Dissertations. Further information is available on http://www.st-andrews.ac.uk/management/student/ in the Taught Postgraduate section (scheduled for update summer 2014 – see Ethics Committee Chair Juliette Summers or Director of PG Programmes Julie Brooks if you have a question).

The UTREC web pages have further information and guidelines on this matter. http://www.st-andrews.ac.uk/utrec/.

Research Seminars
The School of Management Seminars host respected scholars presenting cutting edge research. If you have an idea for a speaker, take it to your thematic group, as invitations to speak are made via the thematic groups. Our seminar audience comprises staff and students from the School, peers from other schools within the University and colleagues from nearby institutions.

A typical Research Seminar begins at 3:15pm on a Wednesday (with coffee served from 2:45pm) and lasts until 5pm. At the start of each seminar the discussant introduces the speaker and highlights the relevance of the presentation for the School in general and for the thematic groups. Subsequently the speaker gives a 30-50 minute presentation, which may be followed by a 10-15 minute talk by the discussant. The remaining seminar time is reserved for questions, comments and discussion with the audience. After the seminar, the speaker and audience are invited to a wine reception, following which the speaker is invited to dinner. Seminar series guidelines are available via this link: http://www.st-andrews.ac.uk/management/news/events/seminars/.

Other useful information

School Calendar
The School Calendar for each academic year is available via the Staff pages of the School’s website. http://www.st-andrews.ac.uk/management/staff/

Email
All outgoing communications such as emails from tablets, smartphones and computers (home and work) should contain the wording ‘The University of St Andrews is a charity registered in Scotland, No: SC013532’.

The School’s generic, multiple addressee, email is mgmt-all@st-andrews.ac.uk. All school academic and professional services staff are included in this list. There is also a separate academic staff email list mgmt-academic@st-andrews.ac.uk and a PhD student list mgmt-phd@st-andrews.ac.uk.

Each teaching programme also has its own generic email address, which is listed here http://www.st-andrews.ac.uk/management/contactus/
The University’s email policy can be found here:
http://www.st-andrews.ac.uk/staff/policy/computer/

Mail
Each member of academic staff has a pigeonhole. These are located in the Staff Room. Outgoing mail can be left at the School office for collection. Mail is uplifted twice a day.

Telephone
An up-to-date School telephone list will be circulated when changes are made.

Instructions to set up voicemail can be found here: 
https://www.st-andrews.ac.uk/telephones/system/voicemail/

Room bookings
Rooms can be booked by speaking to any member of the Professional Services team.

Reducing our Environmental Impact
The School of Management is committed to reducing its environmental impact. There is a bin at each office for paper recycling. The recycling bin gives details of what should not be put in it. There are also plastic bins at various points for plastic containers and cans. Any confidential paper should be put through the shredder in the School Staffroom. Please try not to leave lights or PCs on more than necessary and switch your PC and monitor off at the mains if you will be away for more than a few days. Any printer toner (ordering and) recycling is done through the School IT Officer. Batteries can be recycled in a box beside the front door to the Gateway Building. For more information about the School’s environmental activities, please contact the Rhona McLaren (rmm9) or Shona Russell (sr65) as the Environmental Facilitators for the School.

Business cards, Stationery, Photocopying
If you would like your own business cards Dorothy will be happy to order them for you and you will receive the proofs for approval before the print run is made. Nearly all procurement that comes out of School funds needs to be ordered through the office as order forms and numbers are needed, as well as financial authorisation.

Stationery is kept in a locked cupboard on the ground floor. Keys are available from the Professional Services team.

"Uniprint" is the networked print/scan/photocopy service in the School and University (Library, etc.). See http://www.st-andrews.ac.uk/itsupport/help/printing/ . The Print & Design Unit http://www.st-andrews.ac.uk/printanddesign/ provides design, printing and photographic services for larger or more complex work.

The School of Management uses five Uniprint machines:
- an HP machine by the admin area
- a RICOH machine by the Staffroom
- an HP machine on the top floor
- two machines on the lower ground floor (primarily for use by students, but also available for staff)

Each machine has a notice saying which specific features are available. After typing in your access details (email username and password) once, you should be able to access the machines with your ID card. The same system is used in the University Library. Jennifer will set up the relevant drivers on your computer and is the contact for use of Uniprint. School Administrative Staff are able to help with any queries. The School is charged per printed
copy; there is no charge for scanning. **Please use black/white (and double-sided) printing unless colour is essential.** Use of desktop printers is being scaled down across the University.

**IT Equipment**
IT purchases are made through the IT Officer.

**Security**
If you wish to use the Gateway building out of hours the entrance is by swipe card. It is also recommended you keep your office door locked, and that you don’t leave valuables lying around. Access within the building out of hours (i.e. evenings, weekends, holidays) is by swipe card to each floor

Lynn Balfour will provide you with a key to your office soon after starting.

Please look after the security of your IT equipment by rigorous use of password, setting a short time before screen saver kicks in, and password protecting the screen saver.

New staff will undergo a brief safety induction with Lynn Balfour, the School’s Safety Coordinator and will be directed to the School’s Safety Policy. This is available under “Policies and Procedures” on [http://www.st-andrews.ac.uk/management/staff/](http://www.st-andrews.ac.uk/management/staff/).

**Booking travel**
University Travel Policy states that self-booking is permitted for travel less than £300 (excluding VAT). This will generally cover requirements for most local, UK and other near Europe destinations. Travel (including that below £300) can also be booked via the travel provider known as DP & L.

Details of the Travel Policy can be found here:
[https://www.st-andrews.ac.uk/media/restricted/procurement/intranet/travel-policy.pdf](https://www.st-andrews.ac.uk/media/restricted/procurement/intranet/travel-policy.pdf)

Should you have any queries in relation to this please contact Procurement (x2523) or e-mail: procurement@st-andrews.ac.uk

**Risk Assessment**
Anyone travelling on university business is required to undertake a risk assessment. This should be done at the time of booking travel.
Information and forms can be found at:
[https://www.st-andrews.ac.uk/utrec/guidelinespolicies/riskassessment/](https://www.st-andrews.ac.uk/utrec/guidelinespolicies/riskassessment/)

**Insurance**
The University’s insurance covers staff travelling on University business, including research-related trips, but some countries need prior clearance with the underwriters so again please check with the Foreign & Commonwealth Office [www.fco.gov.uk](http://www.fco.gov.uk). The University’s insurance policy does not cover the personal possessions of staff or students against theft or accidental damage (or any other loss). While you are welcome to use your own equipment (subject to the University’s IT policies, available on the website), please be aware that you do so at your own risk and take sensible precautions to protect your property.

**Other expenses**
Other expenditure is reimbursed by completing a staff expense claim form, which is completed on line and downloaded from: [http://www.st-andrews.ac.uk/hr/salariesandpensions/expenses/](http://www.st-andrews.ac.uk/hr/salariesandpensions/expenses/). All receipts must be attached. The completed, signed form is then given to the School Administrator for processing. Claims
submitted by the 14th of the month will be reimbursed with your salary at the end of that month.

Staff need to retain a copy of each expense claim submitted and to be aware themselves of their annual expenditure in order to keep within the relevant limit.

**School of Management Website**
Jennifer Kerr (jbk@st-andrews.ac.uk) is the manager of the School’s website.

Jennifer will help create a 'people page' within the School website for all new colleagues. As IT Officer, she will also help in setting up your IT equipment.

When you are preparing your page, it is a good idea to look at the People section of the School website to see what other staff that are doing similar work to yours have on their pages.

An academic's 'people page' should include, along with contact and teaching details, the following information:

- Title (Dr etc)
- Name
- Degrees and other postnominals
- Job title (i.e. Professor of Banking and Finance)
- Biography (a paragraph or two)
- Research specialisms/interests
- Publications (especially from 2009 to present).
- Selected Other Information (journal editor etc).

Office hours may also be included here, in addition to Moodle.

Note that the Publications section will usually be populated via a direct feed from the University’s Research Portal “Pure” [http://www.st-andrews.ac.uk/staff/research/pure/](http://www.st-andrews.ac.uk/staff/research/pure/). (See under "Research" above.) Jennifer will show you how this can be done.

Finally, Jennifer would welcome from you any items of news that would be relevant to publicise via the School website (e.g. guest speakers as part of module teaching or research meetings; collaborative initiatives with outside organisations, publications news etc).
