

**School of
Business and
Management**

**Guide for
PhD
Students**

2016-17

WELCOME TO
THE PHD PROGRAMME
SCHOOL OF BUSINESS AND MANAGEMENT
QUEEN MARY UNIVERSITY OF LONDON

This guide will introduce you to the School and to Queen Mary in which you will be working over the next few years. It should be read in conjunction with Queen Mary's *Code of Practice for Research Degree Programmes*:

<http://www.arcs.qmul.ac.uk/docs/research-degrees/122192.pdf>

The Queen Mary academic regulations, Code of Practice for Research Degrees and all necessary forms relating to the submission process can be found on the Queen Mary Research Degrees Office website: <http://www.arcs.qmul.ac.uk/research-degrees/research-degree-students/index.html> .

This guide provides information specific to the School of Business and Management, while the Queen Mary academic regulations and Code of Practice for Research Degree Programmes gives information common to all research students at Queen Mary.

The PhD progression time-points in this handbook apply to students commencing from the 2010/11 academic year onwards.

GUIDE FOR PHD STUDENTS 2016-17

1	INTRODUCTION	3
2	COMPLETION	5
3	SUPERVISION AND SUPERVISORS	7
4	RESEARCH TRAINING	11
5	MONITORING AND PROGRESS	13
6	COMPLETING THE THESIS	19
7	DISSEMINATING YOUR RESEARCH FINDINGS	22
8	SCHOOL ARRANGEMENTS AND PRACTICES	23

1 INTRODUCTION

It is a great pleasure for me to welcome you to the School of Business and Management at Queen Mary University of London. You are joining one of the leading research institutions in the UK. Queen Mary University of London has been ranked 9th in the UK for research quality in the latest Research Excellence Framework. We are one of 24 leading UK universities represented by the Russell Group. Once you start your doctoral study, you will quickly realise that the School of Business and Management, is a Business and Management school with a difference. Not only are we positioned at the cutting edge of research, but also our research is characterised by interdisciplinarity, diversity, critical rigour and commitment to the values of social justice, sustainability and good governance.

Studying a PhD will be one of the most exciting and challenging stages in your life, and you have made an excellent decision by choosing the School of Business and Management as your home during this period. I have been in your shoes once as a PhD student in the School of Business and Management. During your time with us, I sincerely hope that you will enjoy the dynamic research environment in the School, collegiality of the academic staff and your peers, beautiful canal-side location of Queen Mary campus, and multicultural vibrancy of East London as I did.

Our PhD programme currently comprises around 30 full- and 10 part-time students. You, as PhD students, are the life-blood of the dynamic research culture that we nurture in the School. You are joining a community of internationally renowned researchers that make up the School of Business and Management. As members of the School, you will work closely with academic staff at the forefront of their discipline and be part of an intellectually stimulating, friendly and supportive environment that can help you realise your full potential.

Doing a PhD is not easy, particularly given the necessity to submit your thesis within four years of initial registration (full-time) or seven years (part-time). The supervisory system and the research training programme in which you will be engaged, are designed to provide you with the foundations for successful completion and for going on beyond the research degree. Students at the start of their studies can learn a good deal about the process of research and how to tackle it from research students closer to the completion of their PhD. It is also useful and reassuring to talk to students in different institutions. Above all, talk to each other repeatedly and at length about your research, its fascinations (and its frustrations!).

I as the Director of PhD Programme have oversight of the PhD programme as a whole with the support of Ms. Monira Begum, who is our PhD Programme Administrator. I will help you in any way I can, from an informal chat to a discussion of any more serious problems. You are always welcome to e-mail for an appointment: a.tatli@qmul.ac.uk

Welcome to the School of Business and Management! Welcome to the SBM research community, where together we will to ask novel, sometimes difficult, questions, conduct interesting and meaningful research, and practice scholarship with commitment.

Professor Ahu Tatli
Director of PhD Programme

2 COMPLETION

It may seem strange to begin this guide with an event which for many of you seems a long way off. But successful completion within four years for full time-students and seven years for part-time is the guiding objective of your work here. This is not because our sole interest is getting you through the School as quickly as possible, quite the contrary; we place a high priority on helping you achieve your personal goals through the PhD programme. According to Queen Mary regulations, you **must** submit your thesis within four (full-time) or seven (part-time) years.

Aside from the regulations, prompt submission is vital for you. It is closely associated with success in the examination for the PhD qualification and it enables you to plan effectively for your post-doctoral career. Focusing on the objective of prompt and successful completion makes research more satisfying and purposeful and is also a helpful form of motivation and of sustaining your enthusiasm when things are difficult, as they will be from time to time.

It is also vital for the School. Submission and completion rates are a crucial performance indicator influencing School eligibility to receive Research Council and Queen Mary Studentships. Studentships are, in turn, a critical determinant of our ability to attract talented research students and so your performance will directly affect the research future of the School and the possibilities of others following in your footsteps.

The School therefore places great emphasis on timely submission of the thesis and will do everything possible to assist the process.

Attendance Requirements

Attendance requirements foster conditions conducive to timely and successful completion. Full-time students are expected to devote their full attention to their research and related training programme. The workload for part-time students is pro-rata. All PhD students are also expected to attend in person regular supervision meetings (to be decided between the supervisors and student) throughout their programme of study, including during any 'writing-up' period, unless involved in research in the field or overseas. The Head of School or PhD Director may approve the termination of registration where a student's general attendance is not satisfactory. For full-time students the annual holiday entitlement is 30 working days plus the eight UK public holidays and the four QMUL closure days. Holiday entitlement is pro rata for part-time students and for parts of a year. Holiday periods should be agreed with your supervisors. Full-time students may not undertake work outside of the PhD without their supervisors' approval. Part-time students usually have other commitments, such as employment, but are expected to devote roughly half the normal working week (i.e. 2.5 days or equivalent) to their studies and to maintain regular contact with supervisors in order to ensure continued progress.

If you are prevented from working on your PhD by illness for a continuous period of more than two weeks, you must inform your supervisors immediately and send in a medical certificate. You should also inform your supervisors if you suffer frequent short absences for medical reasons.

Please see the Code of Practice for circumstances under which an interruption of studies may be granted:

<http://www.arcs.qmul.ac.uk/policy/index.html>

Good supervision and establishment of a good working relationship between the student and the supervisors is especially important in the PhD.

Extensions and interruptions

Extension of thesis submission date

Students may request an extension of their thesis submission date of up to one year if they have writing-up status (see below) and their studies have been affected by circumstances beyond their control. Extensions may be permitted for a number of reasons, including illness, maternity/paternity/adoption leave, personal reasons and financial difficulties. Extensions will not be permitted in order to 'stop the clock' for students who are not making sufficient progress. There are various restrictions and conditions attached to extensions and students should seek further advice from the PhD Director, the PhD Administrator or the Queen Mary Research Degrees Office (http://www.arcs.qmul.ac.uk/research_degrees/extension.html). Students who do not have writing-up status cannot request extensions, but may apply to interrupt their studies.

Interruption of studies

Students may request interruption of studies if their studies are being affected by personal circumstances. During a period of interruption, the student is **not enrolled** with the College. Students should be advised to **discuss the implications of interrupting their studies with Queen Mary's Advice and Counselling service before completing this form**, particularly if their tuition fees are paid by a sponsor or they hold a Tier 4 visa where QMUL issued a CAS. If a student is in receipt of a studentship, then the terms and conditions of the award take precedence over the College's Regulations.

Students are permitted to interrupt their studies for **up to one year** in the first instance on the grounds of illness or other good cause with the permission of the PhD Director and the approval of the Deputy Dean for Research. Please note that PhD students are permitted to interrupt their studies for **whole months only**, and must re-enrol on an agreed date. Interruptions may be permitted for a number of reasons, including but not limited to: illness, maternity/paternity/adoption leave, personal and family reasons, employment, financial difficulties, and teaching commitments. Interruptions of study will not be approved as a means of 'stopping the clock' for students who are not making adequate progress. Students should seek further advice from the PhD Director, the PhD Administrator or the Queen Mary Research Degrees Office (<http://www.arcs.qmul.ac.uk/research-degrees/research-degree-students/interrupt/index.html>)

3 SUPERVISION AND SUPERVISORS

Supervision and research

No matter how detailed the codification of supervisory practice may be it is difficult to capture the delights, complexity, delicacy and difficulties of supervision in a set of guidelines. The relationship between student and supervisors should be one of the most fruitful in the development of a graduate career. A close and trusting meeting of minds around a common interest is, in many ways, what academic work is all about. Although undertaking a postgraduate degree can appear to be an individualistic process, the supervisory arrangements and the other collegiate relationships that spring up around it offer a constant reminder that academic work is also intensely collaborative.

Supervisors must offer clear guidance and support without stepping across the line of taking responsibility for the work and writing involved in postgraduate research. This line varies from individual to individual but the Queen Mary Code of Practice for Research Degree Programmes stresses that the thesis is a piece of independent research, for which you must take full responsibility.

Supervisory arrangements

When you arrive, you will already have arranged a **Principal Supervisor and a 2nd Supervisor** (see below) in negotiation with the PhD Director. These people provide you with your main point of contact in the School/Queen Mary. Invariably the Supervisors will be experts in your chosen field. Induction into the School is partly formal (a session is held early in your first semester) and partly informal – your Supervisors and/or the PhD Director will introduce you to the people and facilities in the School and deal with any initial questions.

The role of the Principal Supervisor and 2nd Supervisor

Your Supervisors will be expert in your field of study. You will meet with them according to a mutually-agreed schedule (for full-time students this is typically weekly meetings in the first few months and fortnightly or so thereafter – see below) to monitor the progress of your work and to review programmes of future work. Their principal role is to:

- [a] Give advice on scheduling work so that the thesis will be submitted within the four year timeframe, and provide advice and help when difficulties occur.
- [b] Advise you on the principal aspects of your research: the specification of research questions; literature, methodology and data/sources; data collection; analysis and interpretation; and writing strategies.
- [c] Provide rigorous, full and prompt assessments of a clearly specified programme of written work and return that work to you. The School encourages the production of draft chapters throughout the research period so that writing is interleaved with project formulation, and data processing and analysis, rather than left to a separate period of writing. Written work will be returned promptly (normally not later than one month after submission) with constructive criticism, either orally or in writing.

[d] Assist you in identifying research and other training needs (including transferable skills) at the beginning of the research programme, and review these needs over the course of the programme's duration through the format of your **Doctoral Record** (see below).

[e] Advise you on discussions with third parties (bearing in mind the need to maintain confidentiality), and introduce you to other scholars in the field so as to help build your academic networks.

[f] Advise you on modes of dissemination for your research (for example, conference presentations and publications).

[g] Monitor your progress and inform you if it is not satisfactory, and complete the periodic Progress Reports (in conjunction with you) for submission to the PhD Director/School.

[h] Help you prepare for **Progression** from Year 1 to 2.

[i] Advise you on obtaining research ethics approval and in completing a risk assessment.

[j] Guide the writing of the final version of the thesis and offer critical, supportive and prompt comments throughout the drafting of the thesis, most especially perhaps on the first draft. You should agree with your supervisor the form of commentary which will be most useful to you and the timetable for feedback in the form of written comments.

[k] Organise a mock viva ahead of the completion deadline to allow you to make any subsequent revisions.

[l] Nominate potential internal and external examiners for your final examination, and arrange a mutually convenient date and place for the oral examination.

[m] Offer direction and support in moving on to the next stage of your career, academic or otherwise.

If supervision is working well, supervisors should offer this variety of guidance and support in a way which makes the offer increasingly redundant through the period of postgraduate research and beyond. The role of the student should be to (want to) respond positively to and critically evaluate the supervisors' interventions. Over the period of supervision, a shift of certain kinds of authority should be discernible, with the postgraduate assuming more and more responsibility for the substantive content of the research. It is this kind of shift which adds great depth to the collaboration that is supervision.

Frequency of Supervision

It is difficult to lay down very precisely how frequent contact should be between student and supervisors — much depends on the nature of the research and the stage it is at. However, there **should** be a minimum of ten supervisory meetings per academic year for full-time students (pro rata for part-time students) held at regular intervals. You should negotiate the exact schedule with your supervisor(s). Meetings should be scheduled for times which suit both you and your supervisor(s), and for an appropriate and uninterrupted length of time. Reasons should be given for cancellation or rescheduling.

Preparing for Supervision

The meetings themselves should be well prepared for. You should take notes during the meeting. This will provide you with the material for a written summary of each supervision session to be sent to your supervisor and included in your Doctoral Record.

Supervision Logs

All students are required to maintain supervision records on the College MySIS system

https://mysis.qmul.ac.uk/urd/sits.urd/run/siw_lgn .

This ensures both you and your supervisor(s) are clear about understandings arrived at during the meeting. Some of the most fruitful meetings are those where your written work is being discussed, and a carefully and properly presented draft is clearly a key factor. This must be submitted in good time (as agreed with your supervisor) ahead of the meeting, giving your supervisor(s) sufficient time to read it before the supervision. You need to submit a report on the Supervision Log, ideally within one week, after each supervision meeting. Full-time research students must submit a minimum of ten reports on the Supervision Log per academic year. Part-time students must submit a minimum of six reports on the Log per academic year, i.e. one every two months. Reports should cover topics discussed at supervisory meetings and include any relevant training undertaken/courses attended.

Research Ethics

All research, but especially that involving ‘human subjects’ (i.e. other people), needs to pay careful attention to ethical considerations. All research involving human subject must have **prior research ethics approval**. Professor Maxine Robertson (m.robertson@qmul.ac.uk) oversees all SBM research ethics applications and is available to advise students where necessary. Research that falls under the category of ‘High risk’ on the Indicators of Risk will need to be scrutinised by the Queen Mary Research Ethics Committee (REC) before being taken in to the field (See: <http://www.arcs.qmul.ac.uk/research-degrees/research-degree-students/ethics/94438.html>). Even if your research does not involve interviewing or similar face-to-face methods, it might require ethical consideration (e.g. secondary analysis of data on individuals, observational studies) so you should discuss this with your supervisors. Any questions about research ethics should be initially directed to your supervisors.

Supervisory Problems

If you are unhappy with any aspect of your supervision you should discuss this with the PhD Director (Professor Ahu Tatli) or (in cases of a conflict of interest) SBM's Research Director, Professor Gill Kirton (g.kirton@qmul.ac.uk).

You should also feel that all the staff of the School are available to you for consultation on specific or general points in your research. Engaging in discussions of ongoing research is one of the most attractive features of academic work. It is your responsibility to keep your supervisors informed about problems and difficulties (personal or academic) which may affect your progress. Having said this, it is hoped that the relationship with your supervisors will enable you to feel that problems can be dealt with as part of the normal process of supervision.

If you are experiencing problems which mean that your work is delayed you **MUST** consult your supervisors and provide **written details** to your Principal Supervisor so that any delays are fully documented. We aim to deal sympathetically with any problems that students may be facing due to illness or personal difficulties. In serious cases, it may be possible to grant a period of extension, or interruption, to your studies. The request for an extension or interruption must be made by your Principal Supervisor to the PhD Director in the first instance – for ultimate approval by the Deputy Dean of Research, in the Faculty of Humanities and Social Sciences.

PhD Student Representatives

The student reps are volunteers roughly from each full-time year group and from the part-time group. They represent all PhD students at Staff Student Liaison Committee meetings. These meetings are held in the autumn and spring terms. PhD student reps consult their cohort/group regarding any problems, issues or concerns that they would like to feed back to the PhD Director and the School.

4 RESEARCH TRAINING

The training needs of research students are assessed initially when the application is received and an offer is made, at interview and during the induction programme and supervisions in the first month of doctoral research. Initial assessments are made through discussion between the research student and supervisors, and targets are set. Targets, and students' participation in research training, are recorded and regularly reviewed via the **Supervisions Logs** and through **Periodic Progress Reports**, and at **Progression**.

Training may usefully be divided into two main components: relating to **research and methods skills** (for example, research design, methods of data collection and analysis); and **research methodology and philosophy of social science**.

The Centre for Academic and Professional Development at Queen Mary has established a points-based system for recording training and development activities. See <http://capd.qmul.ac.uk/what-we-offer/researcher-development/postgraduate-research-students/>

Every PhD student is expected to take part in approximately 210 hours of development activities over the course of their three years full-time study (adjusted appropriately for part-time students). This is roughly equal to two weeks training and development for each full-time year of study. Students can claim points for participation in the School PhD Taught Programme, School Seminar Series and the PhD Symposium as well as courses offered by the Centre for Academic and Professional Development and external conferences and training activities.

The formal **PhD Taught Programme** provided by SBM is a compulsory component of your work as a postgraduate in your first year. After the first year students are encouraged to attend selected components of the training programme. In addition, each student is responsible for formulating their own training programme, in consultation with their supervisors, from the different sources (School, Centre for Academic and Professional Development, ESRC Doctoral Training Partnership, QM Thinking Writing, Queen Mary Careers Service, and externally) available to them – their participation in training is reviewed via the CAPD Skills Point Record.

Queen Mary Research Training

Queen Mary provides two main outlets for training. The **Centre for Academic and Professional Development** provides a comprehensive set of training sessions and workshops relating to PPD which are free to students. Queen Mary's Thinking Writing department organises a range of writing retreats and thesis bootcamps for PhD students. The PhD Administrator, Monira Begum will circulate details of training courses to students via email throughout the academic year. The **Careers Service** provides advice on an individual basis by appointment on a range of career opportunities for postgraduates. The School of Business and Management has 2 dedicated Careers Consultants; Dr Tracy Bussoli (t.j.bussoli@qmul.ac.uk) & Gemma Garrett (g.garrett@qmul.ac.uk). They are available to

provide advice on CV writing, application forms, interview preparation as well as information on jobs and careers in your chosen field.

Students are expected to identify (in consultation with their supervisors) and attend the sessions relevant from these sources at the beginning of each semester, for recording and review in their Skills Point Record.

IT Training

An introduction to School computing facilities is included as part of the induction programme at the start of the academic year for all members of the School. Queen Mary Computing Services run a programme of courses throughout the year and you are expected to attend those that are of particular relevance to your research.

5 MONITORING AND PROGRESS

Responsibility for monitoring your progress is held by the PhD Director, who reports to the School's PhD Programme Committee. This committee in turn reports to the Faculty's Deputy Dean of Research.

Nine Month Progression Point

After nine months' registration (full-time) or 18 months (part-time), it is Queen Mary policy to formally monitor a student's progression. A student may only continue on the PhD programme if Queen Mary is satisfied that the student is working at a level appropriate to a PhD and in a manner that will enable them to submit the PhD within the time allowed (whether full- or part-time). The assessment of Progression is made by a panel and the final decision as to whether or not Progression is granted is made by the PhD Director.

Progression must be successfully completed no later than 12 months after initial registration (for full-time students) or 24 months (for part-time students). Queen Mary allows two attempts at Progression. Therefore, the School's policy is that the first attempt at Progression must be made no later than nine months after initial registration (in the case of full-time students) or 18 months (in the case of part-time students), providing a further three or six months for a second attempt where necessary. A student may resubmit a revised version of their original Progression documents for re-examination at the second attempt, and where possible the Progression panel will comprise of the same individuals as at the first attempt.

Progression Procedures

In applying for Progression students must submit the following written documentation to their Progression panel (see below) two weeks prior to the date set for the panel meeting:

Progression procedures (documents for students working on qualitative research projects)

- An up-to-date copy of your Supervision Logs Summary
- An up-to-date copy of your CAPD Skills Point Record
- A written paper, normally comprising:
 - an Introduction (c1000 words) setting out the intellectual and substantive context and rationale of your proposed research, your research questions and its role in advancing the discipline/subject field
 - a Literature Review (c7000-9000 words) providing an overview of the field(s) within which the research lies, and identifying and critically analyzing in detail the key debates to which the research will contribute
 - an Outline Methodology section (c1000 words) setting out the proposed research design, methodologies and methods which will be used to undertake the research
 - consideration of ethical issues particularly where the research involves human subjects, including a timescale for submission of an application for ethical review by Queen Mary Research Ethics Committee (c250-500 words)

Progression procedures (documents for students working on highly quantitative research projects)

- An up-to-date copy of your Supervision Log Summary
- An up-to-date copy of your CAPD Skills Point Record
- A written paper, normally comprising:
 - An Introduction (c1000 words) setting out the intellectual and substantive context and rationale of your proposed research, your research questions together with the proposed methodology and data, your findings and a piece regarding the importance of your study in advancing the discipline.
 - A Literature Review section (c3000-4000 words) providing an overview of the field(s) within which the research lies, and identifying and critically analyzing in detail the key debates to which the research will contribute.
 - A Methodology/Data Description/Research Question section (c2000-2000 words) setting out the proposed research design, methodologies and data which will be used to undertake the research.
 - An Empirical Findings section (c3000-4000 words) discussing the findings as a result of the preliminary analysis of data using the proposed methodology
 - A Next Steps section (c250-500 words) outlining the how your PhD is likely to progress and the outline of the empirical chapters.
 - An Appendix or Appendices (that do not count towards the word limit) if necessary.

Whilst it is recognized that, to reflect the requirements of different projects, it may be appropriate to vary the word length of individual sections within the parameters set out for each above, taken together the components of the written paper – Introduction, Literature Review and Outline Methodology, Empirical Findings and Next Steps– should be around 9,000-11,000 words. You should discuss your written paper in detail with your supervisors before submission for the panel’s consideration.

Criteria for progression and progression panel

Copies of the above documentation must be submitted in good time to your Progression panel – at least two weeks before the agreed date. The Progression panel consists of the PhD Director, your Principal Supervisor and two other independent academics normally from within the School **who are knowledgeable of the field, but who are not connected with the student’s research**. It is the two independent academics who will pose questions about your research.

The decision whether or not to recommend Progression is made by the Progression panel according to their view of the submitted documentation, and the defence of that documentation made by the student at a viva (a meeting of about one hour in which you discuss your research with the panel). At the progression viva, you are required to deliver a **10-15 minute PowerPoint presentation** summarising your research and what you have achieved to date.

When assessing your documents, and performance at viva, the panel is in essence seeking to reassure itself and you that you:

- have successfully completed the necessary research training;
- have designed what can clearly become a PhD thesis;
- are properly prepared for it both intellectually and practically;
- are working at the appropriate level; and
- have set a realistic timetable for completion.

All students presenting for Progression are assessed according to the same criteria, namely that you:

- have completed all necessary compulsory research training (assessed via your record of attendance of PPD and research skills training sessions, as reported in your Supervision Logs & Skills Point Record, and the quality of your methodology)
- demonstrate a clear ability to have conceived and designed a viable project of PhD proportions, or in cases where the topic has been identified already by the supervisor(s), to have demonstrated a significant personal contribution to project development;
- show a deep knowledge, understanding and critical appraisal of the relevant literature and ability to summarise and review it appropriately;
- have developed an appropriate outline methodology by which to undertake the research and are knowledgeable and skilled enough in the use of the proposed methods to undertake the methodological work so outlined;
- convince the panel that the data collected/to be collected and analysis of it will be of sufficient quality and quantity to satisfy the requirements of a PhD;
- demonstrate to the satisfaction of the panel that the completed thesis will meet all the requirements of a PhD in terms of the level of the work and quality of presentation;
- demonstrate that the thesis can be submitted within four years of full-time research (seven years for part-time students);
- demonstrate the ability to both defend ideas and accept constructive comments in the spirit in which they are made.

The panel's report will recommend one of the following:

1. That you should be allowed to Progress;
2. That you are referred and future consideration for Progression within the timeline set out above should be made after you have completed further work (to be specified by the panel);
3. That your registration be terminated on the grounds of academic insufficiency and/or inadequate attendance.

Progression Referral

If the panel decides to refer you, you will be given a maximum of three months (full-time) or six months (part-time) in which to meet the conditions set out in writing by the panel. Referral usually involves redrafting sections of the written paper, but can include other conditions such as attending specific training courses, meeting specific attendance requirements, drafting a research ethics approval application. The panel will tell you whether or not it will be necessary for you to attend another viva or simply to re-submit written work or other documentation as laid down in the referral for its consideration. The outcome of the referral will normally be communicated to you by the PhD Director within one month of re-submission. The panel will recommend either:

1. That you be allowed to progress
2. That your registration be terminated on the grounds of academic insufficiency and/or inadequate attendance

Request for a Review of Recommendation

If you are dissatisfied with the decision of the Progression panel, you should raise your concerns first with the PhD Director. If you are still concerned, then you may request a review of the decision. This request, to the Academic Registrar, can be made only on procedural grounds: that the procedures outlined above were not followed or that the Panel did not act in accordance with the University of London's and Queen Mary's Charter, Ordinances and Regulations. A Queen Mary panel will be constituted to hear a valid request and its decision will be final.

Periodic Progress Reports

As well as the regular monitoring carried out as part of research supervisions (and reported in the Doctoral Record) and nine month progression, all postgraduates and their supervisors must complete periodic Progress Reports at 18 and 36 months for full-time students (36 and 72 months for part-time students). These reports are jointly completed and signed by each student and their Principal Supervisor, and submitted for monitoring to the PhD Director. Completed forms should be agreed mutually between you and your supervisors before submission to the PhD Director. The PhD Director will discuss any problems you might be having with your progress either with you and/or your Principal Supervisor and help devise an appropriate response to them. The forms for each are available electronically and they will be sent to you and your supervisors at the appropriate times.

One of the main ways of monitoring your progress are the **Supervision Logs** and **Skills Point Record**. This takes the form of a regularly updated 'learning log', containing a record of supervisions, of training (in both PPD and research skills), and of other research activities (for example, conference presentation and publications). You should get in to the habit of updating these on a regular basis, and certainly after each supervision meeting. You must submit a completed supervision report to your supervisors after each supervision meeting.

Academic Offences

Plagiarism - All assessed work submitted in connection with your PhD must be your own work and expressed in your own words. Plagiarism – i.e. the presentation of another person’s thoughts, words or experimental results as if they were your own – MUST be avoided. Where you use quotations from published or unpublished works of other persons, they must always be clearly identified by being placed inside quotation marks, with a full reference to the source (for example, in a footnote or other reference system and including a page number) and the source work listed in the bibliography at the end of the piece. Equally, if you refer to another person’s ideas, judgements or experimental results, you must acknowledge clearly their origin in the same way. Any person reading your work should be able to distinguish clearly between your own contribution to the work and the ideas and formulations that have been obtained from other sources.

If you ignore these rules, and fail to acknowledge any material or ideas obtained from other sources, you could be accused of plagiarism (the theft of another person’s work, with the intent to pass it off as your own). There is no need to prove that you *intended* to pass off other people’s work as your own: the fact that it is not properly acknowledged is the offence. Therefore sloppy referencing or bad proof-reading could have potentially serious implications. All cases of plagiarism will be treated extremely severely: the punishment for plagiarism can be expulsion.

Students are therefore expected to be familiar with Queen Mary rules concerning plagiarism. You must always cite your sources of literature or empirical material in the approved fashion. If you are unsure about what plagiarism is, or whether your work might contravene the rules on plagiarism, you should seek advice from your supervisor.

Examiners of PhD theses may use “Turnitin” (plagiarism detection software) at their discretion if there is any suspicion of plagiarism. If plagiarism is detected it will be immediately referred to the relevant member of staff in the Academic Registry and Council Secretariat.

If there is thought to be plagiarised material in non-assessed work (e.g. material submitted to supervisors or items considered for Progression, or Thesis Review), the Head of School (HoS) will be informed and will investigate to establish that EITHER there is no case of plagiarism to answer, OR, if there is, depending on the degree of severity of the plagiarism (amount of material involved, proportion of total work submitted, whether or not the student has been found to plagiarise material before or has been warned of possible plagiarism) the HoS has the option to:

- a) Give the student a verbal warning
- b) Require the student to resubmit the work in a non-plagiarised form by a given date
- c) Nullify any recognition/internal mark given for the work (e.g. might nullify Progression decisions if they were based on plagiarised work).

Scientific Fraud – is the falsification of results, the ‘invention’ of experiments or surveys, or the invention of source material in order to support the argument in your thesis. This is one of the most serious of academic offences: a person who is prepared to fabricate results shows that s/he cannot be trusted to undertake independent research. This will be regarded extremely seriously by Queen Mary and, if proved, will almost certainly result in your expulsion.

6 COMPLETING THE THESIS

‘Writing up status’

'Writing up' refers to the stage of the thesis (normally beyond three years' full-time work; six years' part-time) when no new evidence is being gathered. If you have completed this required minimum period of study, with the approval of your supervisors **you can apply** to transfer to 'writing up status'. This means that for the following 12 months (for both full-time and part-time students) you remain eligible for supervision and can use the normal School/Queen Mary facilities but no fee is payable. You **must** submit your thesis within the 12 month period. For more information see; <http://www.arcs.qmul.ac.uk/research-degrees/research-degree-students/writing-up/index.html>

Submission of the Thesis

Theses undertaken full-time must be written up and submitted for examination within four years after the date of initial registration. Part-time students must submit for examination within seven years after the date of initial registration. **Failure to do so will result in termination of registration.**

Whilst some, especially early individual chapters, will be read through by supervisors (and all draft chapters will have been fully discussed as they are produced), the norm should be that a complete draft is read, commented on and revised before a mock viva is held (see below). It is important to complete an early full draft because it is only when the thesis is in a complete form that a considered judgement can be made about its major strengths and weaknesses, overall cohesion and suitability for PhD.

Requirements for the thesis

The thesis must:

- be the candidate's own work
- make a contribution to the knowledge of the subject
- provide evidence of originality
- be an integrated whole and present a coherent argument
- give a critical assessment of the relevant literature, describe the research methods and findings, include discussion of findings, show how the researcher advances the study of the subject
- be written in English
- not exceed 100,000 words (excluding the bibliography)
- include a full bibliography and references
- demonstrate relevant research skills
- be of a standard to merit publication

‘Mock Viva’

Before the thesis is submitted candidates will be offered the opportunity to go through a 'mock *viva voce* examination' in which 'examiners' drawn from within the School will undertake an oral examination based on their reading of the thesis and its defence by the author. Ideally, the mock viva should be held a good time before submission, so that

comments from the 'examiners' can be incorporated in to any final revisions to the thesis. The mock viva should sort out any remaining problems and increase self-confidence for the real thing.

Submission of the Thesis for Examination

The University regulations insist that the final responsibility for submission of the thesis is held by you as the candidate. Nevertheless, the decision finally to submit should be taken by you in close consultation with your supervisors.

Application forms to submit the thesis are available from the Queen Mary Research Degrees Office. They must be completed by you and by your supervisor, and approved by the PhD Director, AT LEAST 3 MONTHS PRIOR TO SUBMISSION and sent off to Queen Mary Research Degrees Office for the appointment of examiners and the transmission of the bound thesis to the examiners. Further details are set out in the Queen Mary Regulations. The web link is:

<http://www.arcs.qmul.ac.uk/research-degrees/research-degree-students/thesis-submission/index.html>

You should discuss the choice of potential examiners with your supervisors. However, your supervisors are ultimately responsible for nominating, with the approval of the PhD Director, examiners to the University.

The Examination

Two soft-bound versions and a PDF version of the thesis must be submitted to Queen Mary Research Degrees Office for entry to the PhD examination. The thesis is normally examined by *viva voce* examination and usually involves an examiner from Queen Mary, University of London and an external examiner. Your supervisor(s) may be present if you wish, but cannot intervene in the examination process. The result of the examination would normally be one of the following:

1. Pass - award of PhD
2. Resubmission after minor amendments taking no more than three months
3. Resubmission after major amendments taking no more than six months
4. Resubmission after substantial revisions taking up to 18 months; possibly involving a second viva
5. Resubmission of same thesis, but with a second viva within 18 months
6. Recommend award of MPhil
7. Fail

See the Queen Mary Regulations for further details:

http://www.arcs.qmul.ac.uk/policy_zone/

Binding the Thesis

Once the examination has been completed successfully, you are responsible for having the thesis hard bound. You must submit one hard bound copy and one PDF version to the Research Degrees Office, QMUL.

For information regarding local bookbinders contact the Postgraduate Administrator or the Queen Mary Research Degrees Office.

7 DISSEMINATING YOUR RESEARCH FINDINGS

Research has meaning only if it is disseminated. Furthermore, the wide dissemination of your work in progress (as well as some of your finished work) can prove to be enormously helpful in generating feedback and evaluation and in building up a network of contacts.

Presentation of Papers

The School encourages students to prepare their research for publication and/or delivery at conferences as soon as possible. It is expected that all research students will have presented their work at least one external conference or seminar by the end of their third year (full-time) or sixth year (part-time).

It is also expected that all students will contribute at least once to the School's series of lunchtime PhD seminars.

Giving papers at conferences may be stressful but enables students to build confidence and develop presentation skills. It is also a highly effective method of extending an active network of contacts. Contributing to the PhD seminars allows you to develop your presentation skills in a safe and friendly environment.

Publication of Academic Work

It is considered desirable that, as part of their personal, academic and career development, research students should publish material from their doctoral research and should present their work to a range of audiences that are considered appropriate. It is one of the responsibilities of supervisors to aid and encourage this process.

It is recognised that the requirement of the PhD process is to produce an original and independent piece of research and, more importantly, the aim of the process is to produce researchers who can operate independently. In this respect the relationship may differ from that entered into by other research associates or contract researchers. This means that independent publication and dissemination of research findings is encouraged, particularly in the later stages of PhD research. It is also recognised that research students can benefit from publishing jointly with their supervisors in terms of learning about the process of academic writing and the publication process, and in opening up possibilities that may not be available to them in other ways. A programme of publication should be planned by student and supervisor.

8 SCHOOL ARRANGEMENTS AND PRACTICES

Workspace and access to the School

All SBM students have access within the School to computers and desk space, possibly on a shared basis. The School aims to provide students who normally work in SBM at least 4 days per week with a dedicated computer and desk; students who normally work less than 4 days but at least 2 days per week in SBM have access to a shared computer/desk space. Students working in SBM less than 2 days per week will have access to computers/desks on a 'hot-desking' basis. Your ID badge will allow you to have 24 hour access to the School. Your workspace needs will be discussed with you on enrolment and reviewed regularly.

PhD students are granted access to the Lockkeepers Cottage Graduate Centre, which borders Regent's Canal and holds a seminar room, a common room with kitchen facilities and three work rooms with additional computing resources.

Computing Facilities

Queen Mary has excellent computing facilities to which the School of Business and Management has full access. Queen Mary provides e-mail and internet access for all students.

If you require any IT assistance you may email ITS-helpdesk@qmul.ac.uk. Students should state in their email that they are PhD student from the School of Business and Management. IT staff are here to ensure best possible assistance with regards to IT within the School. The IT Helpdesk can provide advice on a wide range of problems from how to use the applications available, connecting laptops to the Queen Mary network and purchasing computer equipment.

Telephones, email, stationery, postage, photocopying etc.

Please note the following points:

- You will be given an e-mail address. This is an excellent means of tapping into and developing academic networks. E-mail is used extensively for communication within the School and Queen Mary. Please make use of it and do take advantage of its speed, cheapness and efficiency. Communication between the School and PhD students is only by QMUL email
- You have access to School telephones, photocopiers, stationery and postage for research purposes

Inter Library Loans

If you need to order reading material from a Library off the campus the library operates an inter-library loan system. These are charged to the School which will pay for up to 20 loans a year. Beyond this number, the student must pay for the loan. Students are personally responsible for meeting the costs of any inter library loan items that are lost while in their possession.

Teaching and other work outside of the PhD

Wherever possible, SBM PhD students are offered opportunities to assist with teaching, usually in the form of tutoring seminar groups under the guidance of a member of academic staff. This is valuable experience and preparation for academic life beyond the PhD. Students may also be offered opportunities to participate in research work undertaken by SBM academics. Full-time students are not permitted to work outside of the PhD in the first year. Thereafter, any work outside of the PhD should not extend beyond 4-6 hours per week (for full-time students) and arrangements must be made with the agreement of supervisors. Contracts for paid work are signed off by the PhD Director. Part-time students must ensure that they are able to commit sufficient time to their PhD to enable timely progression and submission – details should be discussed with the supervisors.

Annual Allowance for Research Expenses

The School provides an annual budgetary allowance to full-time and part-time students while you remain a registered student. Full-time students are entitled to £1,000 per year to contribute towards the costs of their research and to enable their participation in external developmental events. This must be spent within the year of allocation and cannot be carried over to the next year. The College financial year runs from 1st August to 31st July. The Personal Research Allowance is available for up to a maximum of four years.

The allowance for part-time students is £500 per year. Part-time students may merge their funds from the following academic year in order to pay for expenses such as flight and conference fees. This is available for a maximum of seven years.

Research related expenses may include expenditure on books, conferences, training courses, travel and subsistence for research activities and in certain cases specialist software. Annual allowances may not normally be used for the purchase of laptops or other IT hardware.

Students must obtain prior authorisation by the PhD director for the chosen activity/item before making any financial commitments above £50. Students must follow the Purchasing Procedures in the School Guide on Personal Research Allowances by paying for expenses using the appropriate methods. E.g. School Purchasing Card/Invoice/Expense Claims. For travel and subsistence expenses within the UK, students must complete an expense claim form for reimbursement and supply original receipts for the expenditure. These should be submitted to the Operations Officer, Buse Guralp (b.guralp@qmul.ac.uk), who is located in room 4.22, Bancroft Building. Queen Mary's financial regulations must be adhered to when spending from the School Personal Research Allowance; <http://qm-web.finance.qmul.ac.uk/procedures/index.htm>

PhD Seminar Series and Annual Symposium

The School holds regular lunchtime **PhD Seminars** which students are expected to attend and contribute to. Each student is expected to present their research at least once in the lifetime of the PhD. All students, except those who are in the final stages of writing-up their thesis, are required to attend the School's annual **PhD Symposium** normally held in the autumn period. You must seek exemption from the PhD director if for any reason you think you will be unable to attend.

Please feel free to contact us if you have any queries about the PhD Programme;

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