

# Faculty of Business and Law

---

The Best of British Education in Dubai

## Programme Handbook

## PhD Project Management

**2021/22**

Dear Student

Welcome to your new Doctoral programme at the British University in Dubai. We are very pleased to have you join the programme and start your journey towards the highest academic qualification with us. We pride ourselves on being able to offer a high-quality and flexible approach to post graduate education. We look forward to getting to know you and travelling with you till you graduate and receive your PhD Degree. I commend this to you as your goal; our goal is to keep you moving in the right direction so you will achieve your goal in a timely manner.

A PhD degree in Project Management from the British University in Dubai will give you a deep knowledge in your chosen area of research and position you for new opportunities in academia or higher management. You will learn a broad spectrum of competencies in conducting rigorous and worthwhile research and how to apply the results of your endeavours in a myriad of contexts within the UAE, the Gulf region and more broadly at an international level.

Your supervisors come with a wide range of experience and specialisms – you can focus your research in a particular industry or sector and in areas as diverse as innovation management, finance, governance and leadership and global project management.

As well as three modules on research methods and four specialised elective modules, you will engage in a major doctoral-level research project of your own choosing – with guidance from your Director of Studies. In addition, scholarly workshops are offered throughout the year and all students are expected to benefit from these. A further requirement for all students is to develop publications of their work with members of their supervisory team, leading to joint papers in high calibre academic journals and presentations at international conferences.

In these first days and weeks, enjoy your first steps into this new world, get to know your fellow PhD scholars, your supervisors and module tutors, the administration staff and library staff – and, as a small university, you are sure to also have the chance to meet senior staff of the University. You will get student visitor status for the University of Manchester and, in due time, have your own University of Manchester Academic Advisor.

Finally, remember your continuing education is only part of a balanced life. Please get to know your Director of Studies and feel free to have a discussion with them about getting the work-study-life balance right for your own wellbeing, especially when your personal circumstances change. You cannot rush a PhD!

We wish you a fruitful experience and rewarding experience at the British University in Dubai.

Best wishes

Head of Programme – PhD Project Management

## The Project Management Team



**Professor Edward G. Ochieng**, is a Professor of Project Management, Head of Project Management Programmes at the British University in Dubai. Prior to joining the university, Edward taught in four different UK institutions: London South Bank University, Cranfield University, Liverpool John Moores University and Robert Gordon University. Edward has extensive experience and knowledge relating to organisational challenges and solution development for managing large capital and heavy engineering projects. Edward's research interest with people and organisational challenges continues but has now been complemented by the need for a wider understanding of infrastructure development, management of project processes, project value creation, capital effectiveness, project complexity and political economy and the management of projects. Edward has edited 31 book chapters and published 4 books, 28 book chapters and over 140 refereed papers in high-ranking journals and conferences. He collaborated with academics, industrialists and the Infrastructure Project Authority (IPA-UK) to examine frameworks that could be used to identify and estimate benefits and value (including capital effectiveness) at the front end of public sector projects. He has secured an estimated £717,825.00 from a range of funders for several projects and a consultancy in project management. In addition, he collaborated with academics and industrialists to investigate the promising new technology cryogenic energy storage (CES) to solve the problem of how to store excess renewable energy; the research team was awarded €7 million. He has supervised 10 UK PhD students to successful completion and over 300 MSc/MBA industrial projects by research. Edward is currently supervising 10 PhD students.

**Contact email address:** [Edward.ochieng@buid.ac.ae](mailto:Edward.ochieng@buid.ac.ae)

**Tel:** 00971 42791487



**Dr Khalid AlMarri** is an Associate Professor of Project Management and Dean of Research at the Business and Law department of the British university in Dubai. Dr Khalid is proclaimed for setting high standard of accomplishment by holding the first PhD award in Project Management in the region. Dr Khalid has an undergraduate degree in Civil Engineering from the University of Arizona and master's degree in Engineering Management from the Catholic University of America. Following which he commenced his engineering career in 1996 in the Dubai Municipality and has been in the government services in the Sewerage & Irrigation Department and the Roads Department as Head in the Roads Construction Section. Dr Khalid holds the credential of having produced, through a doctoral program, the first framework for developing projects through public

private partnerships (PPP) in the UAE. This framework is the first to lay the foundations for a standardized PPP practice in the UAE for practitioners. It highlights the most important factors for the success of PPP projects, such as value for money, risk sharing and allocation, renegotiations, and the roles of the public and private parties. Dr Khalid is also credited for developing a framework for establishing a nuclear research reactor project in the UAE through the utilization of public private partnerships, which was one of the first frameworks for PPPs in research reactor projects in the world and followed strict safeguards and required full awareness of nuclear safety, security & control of nuclear materials handling. Dr. Khalid has 5 BUiD PhD completion and 30 MSc completions.

**Contact email address:** [khalid.almarri@buid.ac.ae](mailto:khalid.almarri@buid.ac.ae)



**Dr. Maria Papadaki:** is an Assistant Professor at the British University in Dubai (BUiD) and a Managing Director for the Dubai Centre for Risk and Innovation (DCRI). She has over 10 years of experience in Risk Management from both academia and industry, with numerous years in the implementation, development, improvement and management of risk frameworks, tools and techniques. Dr. Maria worked previously at Rolls-Royce plc, leading different roles in the areas of Enterprise Risk Management, Project Management and Supply Chain Management. She was also appointed by the University of Manchester as a Senior Relationship Manager and a Head of the PMO office for BUiD. Maria initiated the idea and led the development of the first innovation Hub (H2B) in Crete, Greece, on behalf of the Heraklion Chamber of Commerce. She joined BUiD in 2016, as a Managing Director for DCRI, and lead the development of digital certificates for BUiD's graduates which made the University first in the Middle East and third in the world implementing blockchain technology in education. In 2018, she was appointed to the Board of Directors for the Institute of Risk Management in London. Under this portfolio she is leading the global education and training standards strategy for the Institute. Maria is a visiting Lecturer at the University of Manchester and her research focuses on innovation, blockchain, artificial intelligence, and enterprise risk management. Dr. Maria has 5 BUiD PhD completions and over 30 MSc completions.

**Contact email address:** [Maria.papadaki@buid.ac.ae](mailto:Maria.papadaki@buid.ac.ae)



**Dr. Sulafa Badi:** is Associate Professor of Management and Organisational Behaviour at the British University in Dubai and Honorary Senior Fellow at the Bartlett School of Construction and Project Management, University College London (UK). She started her career as an architect before joining academia and holds an MSc in Construction Economics and Management and a PhD in Project Management, both from University College London. Sulafa's research has explored the management of large infrastructure projects in a wide range of contexts. Her research has had both academic and practical impact and involved studies in the United Kingdom, China, India and the Middle East. She secured research funding from the UK Engineering and Physical Sciences Research Council (EPSRC), the Royal Institute of Chartered Surveyors (RICS), Transport for London (TfL), Innovate UK and the British University in Dubai. Sulafa has presented the findings of her research at many international research conferences, winning several Best Paper awards. She also published her research in leading international journals, including *Industrial Marketing Management*, *Project Management Journal*, *Construction Management and Economics*, and the *International Journal of Managing Projects in Business*. Sulafa is an Associate Fellow of the Higher Education Academy (UK) and has taught at both Master and Doctoral levels in the subjects of project management, supply chain management, social networks in project and enterprise organisations, organisational behaviour, operations management and managing change in organisations. Dr. Sulafa has 2 UK completions, 1 BUiD completion and supervised over 80 MSc thesis projects in UK and BUiD.

**Contact email address:** [Sulafa.badi@buid.ac.ae](mailto:Sulafa.badi@buid.ac.ae)

### **Professor Abubakr Suliman**



Dr Abubakr Suliman is currently a Professor of Management at the British University in Dubai. He authored and co-authored over 50 publications that appear in international outlets such as Routledge, Blackwell and Emerald. His publication address varieties of topics e.g. conflict management, emotional intelligence, organisational justice and leadership. He is a member of editorial board, referee and ad-hoc referee for some journals such as International Journal of HRM, Employee Relations, Personnel Management and Journal of Management Development. He also designed and delivered over 100 training courses for top, middle and lower levels of management in different topics, e.g. performance appraisal, job analysis and strategic planning. Suliman worked as an Advisor for the General

Secretary, UAE University during 2001-2004 and from 2000 to 2007 he was a faculty member, College of Business, UAE University and Faculty of Management, University of Sharjah. He first joined BUiD in 2007 as Senior Lecturer (Associate Professor) of HRM and was promoted to Full Professor in 2012. Suliman was appointed as Dean, Faculty of Business during Academic Year 2014-2015.

**Contact email address:** [Abubakr.suliman@buid.ac.ae](mailto:Abubakr.suliman@buid.ac.ae)

### **Dr. Muhammad Waris Ali Khan**



Dr. Muhammad Waris Ali Khan is a professional mechanical engineer who graduated in 2003 from NED University of Engineering & Technology, Pakistan. He then worked as an Assistant Manager of BMR Projects at a state-owned integrated iron and steel making complex and was actively involved in the project management of its expansion program. Later, he moved to Malaysia in 2009 to pursue postgraduate research studies. He completed his MSc (2011) and Ph.D. (2015) studies in civil engineering with a specialization in project management from Universiti Teknologi PETRONAS. He has served as a Senior Lecturer (2016-2021) at the Faculty of Industrial Management, Universiti Malaysia Pahang. He is certified in two prominent international project management certifications from PMI: CAPM® and PMP®.

**Contact email address:** [waris.khan@buid.ac.ae](mailto:waris.khan@buid.ac.ae)

### **Dr. Farzana Mir**



**Dr Farzana Asad Mir** is Assistant Professor in the Faculty of Business and Law and has expertise in the areas of project management and organizational leadership. She is also the Director of BUiD Doctoral Training Centre. Farzana's research interests are broadly within the field of management, and she is particularly interested in examining the individual and team-level factors that may play a role in improving project and organizational performance. Other areas of interest are accountability arrangements, management control systems, institutional theory, and change management. Her academic research interests are augmented by more than fifteen years of professional work experience in the fields of project management and quality assurance. Her previous work experience as the Head of Quality at BUiD gives her an edge in terms of enhanced understanding of the curriculum development and education management requirements of the UAE Higher Education sector.

**Contact email address:** [farzana.mir@buid.ac.ae](mailto:farzana.mir@buid.ac.ae)

## **1. This document**

This Programme Handbook is your guide to the PhD in Project Management at the British University in Dubai. It may be updated and revised from time to time. You will be informed of any changes or updates to this document by the Faculty Administrator. Please keep any and all such updates and revisions with your Programme Handbook. You may request the current version of this document at any time from the Faculty Administrator. In case of an appeal the current version of the handbook at the time the appeal is made shall apply.

The Handbook should also be read in conjunction with the current BUiD Policies and Regulations – maintained by the Office of Quality and Institutional Effectiveness.

## **2. Welcome to the Faculty of Business and Law**

Welcome to the Doctor of Philosophy (PhD) programme in Project Management offered by the Faculty of Business and Law at the British University in Dubai. This section will briefly explain what the aims of the British University in Dubai are and the way that the PhD programme fits in with these aims.

Broadly, the British University in Dubai aims to run high-quality research-based Masters and Doctoral Programmes, serving the entire United Arab Emirates. This is done in cooperation with leading universities in the UK. The Faculty of Business Programmes in Project Management are affiliated with the University of Manchester School of Mechanical, Aerospace and Civil Engineering (MACE), which has an excellent research assessment rating in the UK Research Assessment Exercise. This means that the modules you are taking have been designed in cooperation with the University of Manchester. The degree has also been accredited by the Ministry of Higher Education and Scientific Research (MOHESR) in the UAE to ensure that the qualification is recognised in all UAE Emirates and the GCC countries.

This PhD degree offered by the Faculty of Business and Law is designed to meet the needs and interests of aspiring researchers, academics and professionals working within a project related environment in any sector. This may be in public or private sector organisations of any size.

## **3. University Mission**

The Mission of the British University in Dubai (BUID) is to provide world class scholarship, education and research that make a distinctive British contribution to supporting the aspirations of the Dubai Government to become a hub for education and research in the region.



#### **4. University Goals and Objectives**

The goals of the University are to:

- Make a distinctive British contribution to the higher educational system in the United Arab Emirates (UAE) through the creation of a high quality research-led university.
- Develop leading-edge research capabilities in key disciplines.
- Offer the highest international competitive level of research-informed education in key modern disciplines.
- Interact with regional industry and play a leading role in stimulating a knowledge-based economy in Dubai and the Emirates.
- Provide opportunities for study and research for the purpose of gaining degrees in arts and sciences.
- Apply the systems of study and research that are used in distinguished British universities with the aim of enhancing the standard of university education in the UAE.
- Qualify and educate nationals who are scientifically and practically trained in all fields of knowledge, through advanced educational and training programmes.
- Serve the various sectors of society, especially the commercial and industrial sectors, by providing consultation, technical services and research in the various fields of science and technology and the other disciplines, which will be offered by BUiD.
- Consolidate educational, scientific and cultural links with distinguished British universities and institutions, and with other internationally distinguished universities.

#### **5. The PhD programme goals**

In pursuance of BUiD's goals this PhD programme is designed to:

- Make a distinctive contribution to the higher education system in the United Arab Emirates through the creation of a doctoral level programme of equivalent standard to that run in the UK.
- Develop leading-edge research capability in project management through the training of doctoral level students who will carry out research in the region.
- Support the Higher Education institutions in the region by training students at the doctoral level to teach in such institutions in the project management discipline.
- Support other research-led organisations and institutions by building their capacity to carry out distinctive research into project, programme and portfolio management in the region in order to provide sound policies based on research.

- Become a centre of excellence for research and the training of researchers in project, programme and portfolio management within the wider Gulf and Middle East (ME) region.

## 5.1 What this means for you

It means that:

- Your degree will make a distinctive contribution to the higher education system in the United Arab Emirates and the region.
- The modules are of the same standard as those at the University of Manchester. The curriculum is of the same standard in every respect as the UK degree although there will be opportunity to focus on issues of the region rather than the UK in addition to providing a foundation in Western theory and research literature.
- Faculty members are of equivalent standard to those who work at the University of Manchester and all are visiting lecturers at the University of Manchester.
- The thesis proposal and thesis portion of your work will also benefit from advisors from the University of Manchester to provide support and advice to ensure that your research is progressing well.
- The quality of your work and the grades awarded will be moderated by an External Examiner to ensure that your degree awarded is of the same quality as those awarded in the UK.

The guiding principles for a PhD programme are:

- A focus on the use of theories and research literature to critically examine, interpret and understand practice in the field.
- A focus on producing original research in theoretical and/or empirical form that will contribute to the development of knowledge and understanding within the field.
- In some modules there will be colleagues from other faculties allowing for a cross-fertilisation of ideas to create an active research environment.
- Two thirds of the work on the degree is devoted to conducting a major study, your thesis, which gives you the opportunity to develop leading-edge research in an area of relevance to your chosen field and context.
- The emphasis in grading is not on the repetition and display of knowledge but on analytical and critical thinking about module subjects and selected topics for assignments and the thesis.

Overall, the degree aims to provide resources and space for you to grow intellectually and to be able to carry out research in a project management related area, which is crucial for continued economic prosperity in the region and for your own academic and professional growth. Most sessions will consist of discussions and debate, often based on background readings to complement lecture sessions in modules. These sessions will stimulate ideas and are where the excitement and fun of doing the degree are located. Although the degree will involve hard work, the reward, satisfaction and enjoyment of taking part in

intellectual debate is, in the end, the major reward for following the degree. The quality of what you get from the degree is directly related to the work you put in. The degree is for your growth: take the opportunity and we assure you that you will benefit from and enjoy your study to the full.

Once again, welcome to an exciting learning experience.

## **6. Programme Structure and Duration**

The programme consists of 8 taught modules for 180 credit hours plus a thesis of 360 credit hours for a total of 540 credit hours. Detailed Module Descriptors can be found on the university's blackboard system once you have registered.

### **Programme Outline**

As specified below, the PM doctor of Philosophy is structured into three integrated stages:

**Stage one:** the taught stage which is designed to equip students with in-depth knowledge and critical skills to enable them to complete the subsequent stages successfully. At this stage the emphasis is placed on expanding candidates' knowledge on up-to-date topics of relevance to their research projects. This taught consists of two years of course work that covers knowledge management, evolution of research themes, solving problems using systems thinking approaches, innovation, qualitative and quantitative research methods and research design.

**Stage two:** the research proposal defence stage. This stage builds on the work produced in stage one. You are expected to produce a firm research proposal. The proposal includes theoretical background to the problem being proposed for investigation, research questions, hypotheses (if applicable), aims/objectives and the proposed research methodology to accomplish the proposed research objectives and questions. You will defend your proposal in front of a jury from BUiD faculty members.

**Stage three:** This stage allows you to use the knowledge gained from the previous stage to carry out the research set in your proposal. BUiD uses the British system whereby the thesis is the cornerstone on which the PhD research degree is awarded. Thus, candidates are expected to investigate problems that make an original contribution to their field of investigation. Candidates' research will be supported by a director of study. On the submission of the thesis candidates are examined by an external examiner, who is an expert in the subject matter, and an internal examiner.

**Table 1: Programme structure**

Module code	Module Title	Credits
RES604	Qualitative Research Methods and Paradigms	20
RES 605	Quantitative Methods	20
RES606	Research Design and Planning	40
	<b>Elective modules-Select Five</b>	
MGT601	Management of Knowledge in Projects	20
MGT602	Managing Large Programmes	20
MGT603	Managing Projects for Innovation	20
MGT604	Organisations, Projects and Sustainability	20
MGT608	Evolutionary Research Themes in Project Management	20
MGT615	Special Topics in Project Management	20
RES600	Thesis	360
<b>Total Credits</b>		<b>540</b>

### **Module Descriptions and Syllabi**

#### **Core Research Modules (all to be taken)**

<b>RES609 Qualitative Research Methods and Paradigms (20 CR)</b>	This module covers the underlying theory and forms of qualitative research approaches, methods and ethics as they apply to the context of the programme. This includes acquiring a critical and interpretive understanding of qualitative research approaches, theories and concepts, as well as methods and techniques that constitute the qualitative research realm. The emphasis in this module will be on an understanding of and rationale for adopting qualitative research, as well as controversies and debates about qualitative forms, the role of the researcher, the rights of the research subject, cultural and social norms, and research practices. The module will also cover the distinctions between qualitative and quantitative research and the role of mixed methods.
<b>RES605A Quantitative Methods (20 CR)</b>	This module introduces students to, and familiarises them with, a wide range of methods of data collection, analysis and interpretation. It will consider the strengths and weaknesses of experimental, quasi-experimental approaches, the proposal and testing of hypotheses and the suitability of such methods. In addition, the module appraises parametric and non-parametric methods. It will introduce students to a range of descriptive and inferential statistical techniques used for interpreting numerical data.

**RES606B Research Design and Plan Development (40 CR)**

This module concentrates on the development and design of the students' own research proposals, consisting of two main sections: first, developing the research question and objectives and designing the theoretical framework; secondly, designing the research methodology including the research approach, methods, instruments or information gathering guidelines, and method of results analysis. The first section will include developing the rationale for the research question and objectives, as well as a theoretical framework that will identify theories and concepts from relevant disciplines, and any relevant philosophical foundations or concepts, that is coherent and appropriate to the research question and will form part of the final thesis proposal. This section also includes a critical understanding of the general range of disciplinary and interdisciplinary approaches to the students' research topics, as well as an understanding of knowledge transfer and situating their research topic in national and international research and intellectual traditions.

The second section focuses on the selection and development of a methodology consistent with the theoretical framework including the approach, methods, instruments or information gathering guides, and guidelines for conduct of the study including a draft ethics proposal. The module will also discuss the development of theoretical sections of a thesis in addition to empirical research designs, and the implications of their research for professional practice. The module will conclude with a draft of a detailed research proposal for their thesis. Where relevant, students may conduct a pilot study.

**Project Management Elective Modules (5 to be taken)**

**MGT601 Management of Knowledge in Projects (20 CR)**

The aim of this module is to examine the principles and technologies of knowledge management in the context of project-based organisations. A case study approach, as and where appropriate, will be adopted in introducing the course contents. The module covers the fundamental concepts in the study of knowledge and its creation, representation, dissemination, use and re-use, and management. The focus is on methods, techniques, and tools for computer support of knowledge management, knowledge acquisition and knowledge sharing in project-based organisations.

<b>MGT602 Managing Large Programmes (20 CR)</b>	<p>This module addresses the special requirements of large programmes and mega-projects. A distinguishing factor is the inherent increase in complexity that requires a different, more advanced, skill set. The module draws from international large project and programme case studies in the public and private sector that cover manufacturing, construction, and service industries. Key differentiating factors for large programme management considered include: integrated programme plan and strategy; stakeholder management complexity; risk management for high risk profile programmes; cost estimating and whole life-cycle costs; and, programme governance complexity.</p>
<b>MGT603 Managing Projects for Innovation (20 CR)</b>	<p>This module addresses the need to manage projects to deliver innovations as well as provide the knowledge that would help students understand the purpose of projects and their relationship to corporate strategic objectives. Project managers need to understand the drivers for change and innovation in the way projects are managed and how the different models of innovation and change and their applicability in a project environment. The module advocates the need to view project management as the management of innovation, which in the past was limited to “new product development”. The module will examine the role of project managers in encouraging creativity, creating a climate of innovation and Innovation networks. The module will examine the relevant issues at team level and at supply chain level. In particular, using case studies, examine how an effective knowledge sharing and learning within the team and between the supply chain will create the support and incentive for innovation.</p>
<b>MGT604 Organisations, Projects and Sustainability (20 CR)</b>	<p>This module is designed to provide advanced knowledge and higher level understanding of concepts of organisation in relation to the public, private and not-for-profit sectors. The focus of interest is on projects and their implementation for achieving goals of strategic alignment, knowledge management, sustainability and corporate social responsibility.</p>
	<p>Managing projects and also multiple sets of projects simultaneously in drifting business environments is a challenge</p>

<b>MGT608 Evolutionary Research Themes in Project Management (20 CR)</b>	organisations have to master today in order to implement their strategic objectives. Despite decades of in-depth research into methods for improving project management, organisations are continually struggling to successfully achieve project goals and accomplish business results through projects. This module aims to examine project management theories and introduce students to key research themes in project management.
<b>MGT608 Evolutionary Research Themes in Project Management (20 CR)</b>	Managing projects and also multiple sets of projects simultaneously in drifting business environments is a challenge organisations have to master today in order to implement their strategic objectives. Despite decades of in-depth research into methods for improving project management, organisations are continually struggling to successfully achieve project goals and accomplish business results through projects. This module aims to examine project management theories and introduce students to key research themes in project management.

### Duration of the Programme

Mode of Study	Minimum Period of Study	Maximum Period of Study
Full time	Three years	Five years
Part time	Four years	Seven years

### Transferable Skills (Non-credit)

During the programme students are expected to successfully complete a number of hours of training through special sessions to develop competence and skills in targeted areas relevant to scholarly activity and project management practice as discussed with your Director of Studies.







### The Thesis (360 credit hours)

This element comprises the planning, development and submission of a doctoral research thesis of 60,000 – 80,000 words. This will draw on a major research investigation that you have carried out. It requires individual work under the supervision of a Director of Studies and second supervisor and critical feedback and oversight from an academic advisor. The PhD thesis will be expected to make a distinct and original contribution to the knowledge of the topic addressed.

Study at the doctoral level consists of a mixture of investigation, enquiry, interpretation and critique, presented in the taught modules, into the latest




research findings within an area combined with the ability to criticise and extend this knowledge, leading to a major piece of independent research. Please refer to the Assessment Section below to see how these skills and abilities are distributed across the assessment criteria.

The following diagrams represent the stages of the programme students must successfully complete in order to be eligible for the award of PhD. There are two tracks of study one can undertake: Full Time and Part Time.

Full-Time Structure over 3 Years			
	TERM 1	TERM 2	TERM 3
YEAR 1		Research Methods RES605B (20 credits)	Research Methods RES604A (20 credits)
	Subject elective (20 credits)	Subject elective (20 credits)	Subject elective (20 credits)
	Subject elective (20 credits)	Subject elective (20 credits)	
	Academic Success Unit / Scholarly Apprenticeship Sessions		
YEAR 2	Research  Methods RES606B (40 credits)		Proposal writing and defence 
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 3	Thesis work		
	Doctoral Training Centre / Scholarly Apprenticeship Sessions 		
KEY	Taught modules (3 RM modules + 5 electives)	Supervised independent research	Learning support activities
	Formal allocation of University of Manchester Academic Advisor (or earlier)		Oral examination to progress to thesis element and approval process for PhD option
			Final viva voce examination



### Part-Time Structure over 4 Years

	TERM 1	TERM 2	TERM 3
YEAR 1	Subject elective (20 credits)	Research Methods RES605A (30 credits)	Research Methods RES604B (30 credits) Subject elective (20 credits)
	Subject elective (20 credits)	Subject elective (20 credits)	Subject elective (20 credits)
	Academic Success Unit / Scholarly Apprenticeship Sessions		
YEAR 2	Research  Methods RES606B (40 credits)		Proposal writing and defence 
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 3	Thesis Work		
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 4	Thesis work 		
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		

KEY	Taught modules	Supervised independent research	Learning support activities
-----	----------------	---------------------------------	-----------------------------



Formal allocation of University of Manchester Academic Advisor (or earlier)



Oral examination to progress to thesis element and approval process for PhD



Final viva voce examination

## **7. Progression through the Degree**

Each student will prepare an Individual Study Plan with the allocated Director of Studies. This Plan will be monitored and revised if necessary each term. Students have the option of taking one or two modules per term, depending upon individual circumstances and supervision capacity.

There will be regular meetings with your Director of Studies, Second Supervisor and Academic Advisor throughout the programme. A full schedule of the expected meetings, the participants and outcomes are in Appendix 1.

All meetings with supervisors must be documented by students in a Student Log which forms an important source of evidence for the Board of Examiners.

Students must pass all taught modules successfully, as per the grading criteria defined in the Assessment Criteria Section below. Having passed all of the taught modules, students must also successfully pass the Proposal Defense before progression to the research element is permitted.

Although the normal period of study for full time students is 3 years and for part-time students is 4 years, students may have a further period to submit their thesis if approval is granted after a formal request to the Board of Examiners for an extension of time. Any such requests must have the support of the Director of Studies and must include details of why the extension is being requested, together with an agreed plan and timetable for the remaining work.

Students interrupting their studies must obtain Faculty approval to do so which will include agreement on the arrangements for return to study.

Students whose circumstances mean they will miss classes or submission due dates or reduce their performance significantly should immediately complete a Mitigating Circumstances form with as much detail as possible and documented evidence where available. This will be considered by the Board of Examiners.

## **8. Expected Workload**

Module hours vary depending upon the credit value. Please consult the module descriptors for a breakdown. Typically, a 20-credit module consist of 36 hours for classroom seminars and lectures, plus additional hours for group/meeting work and tutorial study. As a rough estimate, at the graduate level there should be 3 hours of private study for each hour of classroom and tutorial time. Module work includes the following:

- Reading for sessions and assignments
- Preparation of work for sessions (e.g. presentations)
- Face-to-face teaching in lecture and seminar formats
- Post-session follow-up work
- Online discussion with the tutor
- Preparation and research for assignments
- Writing up of assignments
- Group/ meeting work
- Other

Student ID :

Module title

Module code :

Following the initial meeting on entry to the programme, supervisory meetings will be held with the student each term. During the first year, usually in Term 1, an Academic Advisor from the University of Manchester will be appointed. End of term review reports will be completed by the student and Director of Studies which will be made available to the Dean of the Faculty, the Board of Examiners and to the Director of Studies. Throughout the programme, each student is required to maintain a Student Log. This should record your ongoing evaluation of the contribution to learning and research direction from your modules, notes from your supervisory meetings and general progress notes on your research experience, proposal and, later, thesis.

## **9. Attendance Requirements and Other Module Policies**

A minimum of 70% attendance in modules is required. The details of attendance policies and related procedures are listed in the BUiD Student Handbook. It is important that you familiarise yourself with the Handbook – please browse through it so that you know what range of policies are included.

## **10. Residency Requirements**

The residency requirements for full-time students are to remain in the UAE throughout the programme in order to allow for attendance at modules and face-to-face supervision and tutorial support. Part-time students should be resident for the full period of modules taken. Additional information is in the BUiD Student Handbook.

## **11. Assessment**

### **11.1. Criteria of Assessment and Grades**

All assignments and work on both the taught elements and in the thesis are assessed using the same criteria appropriate to the doctoral level.

**Table 3: Assessment Criteria**

QF EMIRATES LEVEL 10 OUTCOMES		PM PhD LEARNING OUTCOMES				
		KNOWLEDGE	SKILLS	ASPECTS OF COMPETENCE		
				Autonomy	Role in context	Self-development
		<b>PLO1:</b> Appraise theoretical and practical techniques for research and advanced academic enquiry in project management. <b>PLO2:</b> Conceptualise, design and implement a project for the generation of new knowledge, applications or understanding at the forefront of the discipline, and to adjust the project design in the light of unforeseen problems <b>PLO3:</b> a systematic acquisition and	<b>SK1:</b> Interpret and critically evaluate information <b>SK2:</b> Able to formulate	<b>AC1:</b> Develop capacity to think critically and to make informed judgements on complex issues in specialist fields, often in the absence of complete data <b>AC3:</b> Develop advanced skills to communicate their ideas and conclusions clearly and	<b>AC4:</b> Assume full responsibility in reflect on learning to substantially contribute to the development of new techniques, ideas or approaches	
KNOWLEDGE						
1	Comprehensive, deep and overarching knowledge at the frontier of a professional field of work or discipline and at the interface between different fields and disciplines	√	√			
2	New knowledge, as judged by independent experts applying international standards, created through research or scholarship, that	√	√			

Student ID :

Module title

Module code :

	contributes to the development of a field of work or discipline					
SKILLS						
3	A range of mastered skills and techniques, including synthesis, evaluation, planning and reflection, required to extend and redefine existing knowledge or professional practice or to produce original knowledge	√	√	√	√	√
4	Advanced skills in developing innovative solutions to critical problems in research using highly developed cognitive and creative expert skills and intellectual independence	√	√	√	√	√
5	Highly developed expert communication and information technology skills to present, explain and/or critique highly complex and diverse matters to specialist academic, peer specialists/experts and/or professional audiences	√	√	√	√	√
ASPECTS OF COMPETENCE (Autonomy and Responsibility)						
6	Can act with substantial authority, creativity, autonomy, independence, scholarly and professional integrity in a sustained commitment to the development of new ideas or processes or systems in challenging and novel work or learning contexts			√	√	√
7	Can account for overall governance of processes and systems			√	√	√

Student ID :

Module title

Module code :

8	Can lead action to build and transform socio-cultural norms and relationships			√	√	√
ASPECTS OF COMPETENCE (Role in Context)					√	
9	Can originate and manage complex professional processes				√	√
10	Can lead and take full responsibility for the development and strategic deployment of professional teams and self				√	√
11	Can initiate and deploy qualities associated with professional leadership of peer groups and teams				√	√
12	Can analyse and critique the state of learning in a specialised field and contribute to its advancement				√	√
13	Can self-evaluate and lead contributions to professional knowledge, ethics and practice including in unfamiliar and unpredictable learning contexts				√	√
14	Can consistently and sensitively manage highly complex and diverse ethical issues leading to informed, fair and valid judgements				√	√

Although your final transcript will show only PASS or FAIL, the University may provide information grades and/or percentage values for feedback purposes.

## Assignment FAQ

What is the purpose of the assignments? All modules in the programme have written assignments. Some modules also have an examination – see individual module descriptors. The assignments have three functions: to help in the development of critical and compositional skills necessary to the thesis; attaining a critical understanding of the module content at the doctoral level; and provide an opportunity to examine topics that you may wish to research in the thesis.

What can I expect from my module instructor? You will be provided with guidelines on the assignment. This will include help in the development of topics for module assignments. However, module instructors are not expected to supply the ideas for assignments.

Can I expect a tutor to read a draft? Yes, the instructor can read one draft of each assignment, however, drafts need to be given sufficiently ahead of the assignment due dates allowing for comments and guidance that can be used in redrafting. You should allow at least 4 days for the tutor to look at and comment on your draft. No drafts should be given to the tutor later than 10 days before the due date for the assignment. Full details will be provided by the module instructors.

Can I get my language checked? The Academic Success Unit is available to assist with compositional aspects of papers, however, the staff require sufficient time to do this. Please review the ASU's policies and requirements on Blackboard.

What feedback can I expect on my work? Once the work is graded, and a provisional grade is released, you will receive written feedback from the module instructor in about three weeks' time on the quality of the work and suggestions, where necessary, on how work can be improved. The final result will not be released until after the Board of Exam usually held about 6 weeks after the end of the term.

## 12. The Thesis

The thesis is the major element of your programme. It will be between 60,000 and 80,000 words.

The following are the stages to be undertaken:

1. A formal proposal together with an oral defense will form the progression to the thesis stage of the PhD.
2. A plan or timetable - indicating how the work is going to be undertaken and flagging deadlines and critical points when the advisory team and student should meet. While the details of the plan will vary, it is of paramount importance in all cases that draft chapters be submitted to the advisory team in enough time for feedback to be provided.
3. Regular tutorials will be scheduled with your supervisor(s) for you to discuss the progress of your research, including the gathering of data and to review the writing up of different sections of the thesis.
4. At an appropriate point in the last year of study, the supervisory team will meet to discuss the suitability of the work for submission to examination.

Student ID :

Module title

Module code :

5. Any thesis submitted must conform to the University's agreed standards for PhD theses.
6. Once submitted the thesis will be examined by one internal examiner and one external examiner.
7. Following initial consideration of the thesis the student will be required to attend a viva voce examination during which they will be expected to present and defend their research, as detailed in the thesis.
8. Following the viva voce examination the examiners, via a joint written report to the Board of Examiners, will make one of 5 recommendations, ranging from satisfying the degree requirements, without or with amendments, to failing.
9. Following a recommendation from the examiners that the PhD should be awarded, the University will confirm eligibility for the award following submission of two final, hard bound, copies of the thesis to the University and following the settlement of any debts to the University.

### **13. Who to go to for help**

#### **Head of Programme (HoP)**

The Head of Programme, has the ultimate responsibility for programme monitoring, development and review. Any notices concerning the overall programme will be posted on Blackboard or conveyed to individuals by the Faculty Advisor through email.

#### **Student Academic Tutor (SAT)**

Students are assigned a SAT from within the Faculty. The SAT selection will be based on student topic of research keeping in mind that the SAT is most likely going to end up becoming the student's DoS. This selection process will be completed at the start of the programme. The SAT takes full responsibility for the overall management and direction of the student's academic matters during the taught stage of the programme, with the exception of the proposal writing module (Research Design and Planning - RES606B), in addition to administrative issues relating to the student's registration and progress.

#### **Director of Studies (DoS)**

The DoS assumes full responsibility for the overall management and direction of the student's research programme from the start of the proposal-writing module (Research Planning and Design module - RES606B). The Director of Studies performs the main supervisory role for a doctoral student and will meet regularly with the student and advise on academic progress. During this period the DoS will also deal with any administrative issues relating to the student's registration and progress. The DoS will normally be from the faculty to which the programme belongs and have had previous experience of successful doctoral supervision.. If the student has any difficulties that they would prefer to discuss with someone other than their DoS, they can approach the Head of Programme.



Student ID :

Module title

Module code :

### **Second Supervisor (SS)**

A SS will be appointed for every student. The SS will be drawn from the staff of BUiD and will normally contribute specific expertise in assisting the DoS throughout the development of the student's research programme and may act as a supervisor of sections of work in progress in consultation with the DoS.

### **Academic Advisor (AA)**

The role of the AA, appointed by the University of Manchester (UoM), is to provide general guidance and support to the student. The role of the Advisor is to offer specialist advice on aspects of the work and on general research progress, but not to act as joint supervisor.

### **Module Coordinators/Instructors (MC/MI)**

The MC/MI (s) is/are responsible for all aspects of a module, and may at times co-teach or collaborate on parts of a module with another faculty member.

## **14. Communications with BUiD**

You will be registered with Blackboard which is a learning platform that can be accessed from the Internet. You will be registered on the:

1. Modules you are actually following at any point, and also
2. Doctor of Philosophy PM site.

You should check both. Any new announcements will appear on the general screen when you open Blackboard. You will also be assigned a BUiD email address, and will be added to a PhD list serve for additional information outside of module material, such as library news, request for information, organizing events, etc.

Each module instructor will post information about modules (schedule, weekly tasks, assessment guidelines etc.) for student access. Blackboard will also be used to send out emails to the BUiD email address.

## **15. Library and Access to e-resources**

All students will have the right to borrow 10 books at a time. These books are on loan for specified periods but can be renewed on-line. Books already on loan can also be reserved. For general loan policies see the General Student Handbook.

If you need the library to purchase books relevant to your research topic, contact the Programme Coordinator with the relevant information.

Access to full-text journal articles is available through the BUiD library and through the University of Manchester online library once you have been registered as a Visitor of the University of Manchester.

## **16. Board of Studies and Programme Evaluation**

The programme is governed by a Board of Studies (as are all programmes in BUiD). The Board of Studies consists of all the BUiD staff who teach in the programme,

Student ID :

Module title

Module code :

faculty adjunct to the programme who may serve as DoS or second supervisor, a faculty member external to Business, and student representatives. It meets twice a year, discussing all elements of the programme. It is the forum for discussion of any common issues which either the students or faculty wish to raise. Each cohort of students elects representatives who report to the Board on issues that have been raised with your representatives.

We are very interested in hearing your ideas about the programme and there will be opportunities for you to raise issues concerning your modules through student evaluations at the end of each module. There will also be opportunities for you to discuss collectively issues concerning the programme as a whole in the Staff Student Liaison Committee which is usually conducted via a group evaluation session.

## **17. Members of Academic Staff**

Profiles and curricula vitae are available for all BUiD faculty members on the BUiD website through links from the "People" page.

Student ID :

Module title

Module code :

**Appendices****Appendix 1: Mandatory Meetings Timetable****Table 4: Timetable Showing Mandatory Meetings with Candidates and Outcomes**

	<b>Formal meetings</b>	<b>Those present</b>	<b>Reporting to</b>	<b>Outcomes</b>
<b>Years 1 &amp; 2 or until successful proposal defense</b>	<i>Initial meeting</i>  To introduce supervisory team, and agree the full taught study plan.	SAT (year 1)  DoS + Second Supervisor (year 2 onwards)	Faculty Administrator who in turn reports to HOP, Dean and Board of Examiners	DoS and Supervisory team and full programme module plan established and recorded by Faculty Administrator
	<i>Regular meetings</i>  Once or twice a month with DoS and/or Second Supervisor to discuss progress during terms.	DoS and/or Second Supervisor		Meeting outcomes recorded by student in Student Log in consultation with DoS.
	<i>End of term meetings</i>  End of Term progress meeting with DoS and Second Supervisor to discuss Student Log and end of term progress evaluation forms and report from the Academic Advisor (if any).	DoS and Second Supervisor	Head of Programme, Dean	Completed progress forms go to Faculty Administrator who circulates them to Head of Programme and Dean. Taught module results, outcomes from evaluation forms and copies of any Academic Advisor reports submitted to BoE.
	<i>End of year meeting</i>  End of year progress meeting with DoS, Second Supervisor and Academic Advisor to discuss Student Log and end of year progress evaluation forms and report from the Academic Advisor.	DoS Second Supervisor AA from UoM	Head of Programme, Dean, Board of Examiners	Completed annual progress forms go to Faculty Administrator who circulates them to Head of Programme and Dean. Taught module results, outcomes from annual evaluation forms and copies of any Academic Advisor reports submitted to BoE.

Student ID :

Module title

Module code :

	<b>Formal meetings</b>	<b>Those present</b>	<b>Reporting to</b>	<b>Outcomes</b>
<b>Proposal defense</b>	<i>End of taught stage</i>  Oral examination to proceed to thesis stage.	DoS Second Supervisor, Academic Advisor (attendance else written feedback)	Head of Programme, Dean, Board of Examiners RDC	Examination result reported to Board of Examiners and RDC.
<b>All subsequent years following successful proposal defense</b>	<i>Regular meetings</i>  Regular meetings once or twice a month with DoS and/or Second Supervisor to discuss progress.	DoS and/or Second Supervisor		Progress status update reported to BoE each term and recorded in BoE minutes.
	<i>End of year meetings</i>  End of year annual progress meeting with DoS, Second Supervisor and AA from UoM to discuss progress and advise whether thesis is ready to be presented and arrangements for examination.	DoS Second Supervisor AA from UoM	Head of Programme, Dean, Board of Examiners	Annual progress report and decisions about continuation submitted to Board of Examiners. If appropriate, plans for submission, examination arrangements, including external examiner arrangements, submitted for agreement.
<b>Final examination</b>	<i>Viva Voce</i>  Oral examination to qualify for the award of PhD	One internal examiner (from UoM or BUiD) One external examiner	Head of Programme, Dean, Board of Examiners	Result reported to BoE

All meetings with supervisors will be documented by students in the Student Log and will form the core of the progress reports submitted to the Board of examiners. The Board of Examiners will meet at least twice per annum.

Student ID :

Module title

Module code :

## **Appendix 2: Extension Guidelines**

The Faculty of Business will operate the following policy as regards extensions/late submissions.

1. The Mitigating circumstances procedure (see General Student Handbook, Section 4.10) will be used for short-term lateness (up to 5 working days) which could not be foreseen.
2. However, an extension procedure will be used to grant longer term extensions which can be foreseen further in advance.
3. Such negotiated extensions should first be discussed with the Module coordinator for whom the work is going to be presented. If the Module tutor is in agreement, then the student should write formally to the Dean explaining the reasons for the request who will formally grant the extension. Evidence should be provided where possible.
4. Each case should be considered on its merits and below are examples of acceptable/unacceptable circumstances.

<b>Acceptable</b>	<b>Unacceptable</b>
<ul style="list-style-type: none"><li>▪ Major computer problems (e.g. failure of university IT systems, such as network or server failure)</li><li>▪ Significant medical problems</li><li>▪ Personal problems</li><li>▪ Compassionate, (for example, family bereavement)</li></ul>	<ul style="list-style-type: none"><li>▪ Minor Computer problems (e.g. lost or damaged disks, printer breakdown)</li><li>▪ Lost assignments</li><li>▪ Desired books not in library</li><li>▪ Unverifiable travel difficulties</li><li>▪ Not realising deadline imminent</li></ul>

Such extensions will not normally be granted for overwork, but special circumstances should be considered: Special consideration will be given to students who have had to re-submit earlier assignments.

Late submissions will be noted on your student progress reports and communicated to the Board of Examiners who will recommend whether or not you should continue.

### **Appendix 3: Useful information**

#### **Referencing Guide**

In your academic writing you will be using information from a variety of sources, mostly books, journals, and websites, but also lectures, handouts, official documents, magazines and possibly emails and unpublished dissertations and theses. All these sources from which you have gathered information and ideas must be acknowledged, both in the text and at the end of your essay or dissertation in a reference or bibliography. Certain conventions are used in writing bibliographies and references (including the Harvard Referencing System, APA, and MLA) – the style guide required at BUiD is Harvard. There are some differences between them. For example, the Harvard System does not use footnotes but incorporates the information into the main text using direct or indirect quotations. However the underlying principle is the same for all systems. You must name your sources. Not doing so is plagiarism. It is stealing someone else's work and ideas and therefore dishonest. If you have any doubts about what to do, it is always better to provide a reference.

Please download from Blackboard the BUiD Harvard Guide for Referencing.

#### **General points to remember**

1. The authors in a reference or bibliography must be listed in alphabetical order by their surname.
2. Titles such as Dr. and Prof. are not used.
3. All sources must be acknowledged.
4. Underlining or italics is used for the name of a book or journal.
5. The year of publication is required, not the date the book was reprinted.
6. A reference lists the sources we used, whereas a bibliography includes sources we read but did not use. Sometimes both are required. Find out from your dissertation supervisor.
7. The information you need from a book will usually be found on the first page inside the cover.
8. If you use an author's ideas or words you found in another book, in your text you write both names, but in the reference you only write the details of the second book (the secondary source).

#### **Study Skills**

Writing a bibliography or reference can be a tedious process. To make it easier make sure you remember to use the following study skills:

1. Note the details of the book, article or journal you are reading before you return it to your lecturer or the library.
2. Note the details of a useful website before you leave it.
3. When you make notes for an assignment take down the details of the book you are reading including the page numbers.
4. Clearly date your notes from lectures, adding the name of the lecturer.
5. Note the details of books, articles or journals you make photocopies from.
6. Consult your department and follow the guidelines they require

Student ID :

Module title

Module code :

7. Use templates provided if available.
8. Build your reference or bibliography as you write your essay.

Student ID :

Module title

Module code :

---

**The Best of British Education in Dubai**

*PO Box 345015, Dubai, UAE.*

*Tel: 971 4 279 1400*

*Fax: 971 4 279 1490*

*Email: [info@buid.ac.ae](mailto:info@buid.ac.ae)*