The Best of British Education in Dubai

Professional Doctorate in Business Administration (DBA)

Programme Handbook

2021/22

LETTER FROM THE HEAD OF PROGRAMME

Dear Doctoral Student

Welcome to your new Doctoral programme at the British University in Dubai. We are very happy to have you join the programme and start your journey with us towards the highest academic qualification. We pride ourselves on being able to offer a high-quality and flexible approach to postgraduate education. We look forward to getting to know you and advising and assisting you until you graduate and receive your DBA Degree. Our aim is to keep you moving in the right direction so you will achieve your goal in a timely manner.

A DBA 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 the international level. Your academic 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, strategy, finance, governance, sustainability, human resource management, marketing, leadership and global business management.

As well as three modules on research methods, three core modules and one specialised elective module, 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 the first days and weeks, enjoy your initial steps into this new world, get to know your fellow doctoral scholars, your SAT tutor (Student Academic Tutor) and module tutors, the administration staff and library staff – and, in our organisation culture, you are sure to have frequent opportunities to meet senior staff of the University.

Finally, remember your continuing education is only part of a balanced life. Please get to know your SAT Tutor and feel free to chat with them about getting the work-study-life balance right for your own well-being, especially when your personal circumstances change. You cannot rush a DBA!

Have a great DBA experience!

Best wishes

Professor Stephen Wilkins
Head of Programme

1.   This document

This Programme Handbook is your guide to the Professional Doctorate in Business Administration (DBA) 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. This 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 DBA programme 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 DBA 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 have 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 DBA 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 business 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 DBA programme goals:

1. Evaluate relevant theoretical and specialised academic and professional knowledge of their chosen area of research in management and cognate disciplines

2. Develop critical understanding of methods, knowledge, skills and capabilities that are necessary to undertake higher level research in the chosen specialist area and to make an effective contribution to scholarship and professional practice

3. Categorise, evaluate, conceptualise, plan and undertake applied research at an advanced level, contributing substantially to the development of new techniques, ideas and approaches to real world problems in a relevant professional practice area

4. Improve, contribute to and advance the body of knowledge and professional practice in the chosen specialist area within management and cognate disciplines

5. Act with authority, creativity and professional integrity to undertake independent rigorous, leading edge research in a relevant professional context

6. Develop candidates' ability to formulate ideas, hypotheses and design, develop, implement and execute plans by which to evaluate these for the creation of new knowledge and manage their learning activities

7. Critically evaluate relevant theory and concepts, and current debates which are at the forefront of business administration discipline within an area of professional practice in business administration

8. Apply advanced analytical, and evaluative research skills to synthesise and interpret business administration knowledge through seminal publications and make original contribution to the forefront of the theory and professional practice that merit publication

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 in the UK. 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 in the UK.
- The thesis proposal and thesis portion of your work will also benefit from advisors from the UK 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 our DBA 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 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 presentation 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 business 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 studying for 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 Learning Outcomes

	On completion of a Professional Doctorate candidates will be able to:
Knowledge	• *Develop originality and creativity to evaluate specialised management theories and principles and their application in practice*: based on the fundamentals of modern management as practiced today, marketing, human resources, organisational behaviour, organisation structure, organisational roles, organisational culture, governance, change management, risk and quality management, sustainable social responsibility, planning and strategy formulation • *Evaluate innovation and entrepreneurship theories and their application in practice*: innovation theories, applied innovation to projects, tools to support innovation, innovation strategy, innovation life cycle, entrepreneurship, entrepreneurship process, business models and intellectual property, innovation management, venture capital and growth finance • *Critically examine management science and its application in professional practices:* value management techniques, decision making techniques and tools, resource optimisation, business analysis • *Critically examine project and operation management theories and their application in practice*: manage changes, performance measurement (identify needs for corrective action, obtain approvals, perform appropriate actions and evaluate effectiveness), budgeting and cost management, health, safety and environmental management • *Evaluate specialised management theories and their application in professional practices*: financial/cost management, investment appraisal, sources of funding, financial accounting, capital budgeting techniques, risk and return, financial analysis • *Analyse complex adaptive systems and their application to solve real world problems*: systems thinking, complex systems, emergent behaviour, adaptation, dynamic change, competition and corporation, bifurcations, system dynamics • *Critically appraise people aspects of management*: personal, ethnic and cultural differences, communication, conflict management, delegation, influencing leadership, competence communities of practice, ethics frameworks, and personnel management • *Critically assess existing research methodologies*: qualitative and quantitative research methods, reporting writing, research ethics, communication and presentation • Develop critical evaluation and understanding of current research developments, findings and professional practices within a specific area of in business administration which is at the forefront of existing knowledge • Adopt originality and creativity in the development and application of new knowledge understanding in business administration
Skills	• Evaluate information from academic papers, books, practitioner journals, and other sources • Assess and apply appropriate research instruments and techniques of enquiry • Evaluate and deploy advanced skills to present written work, ideas in seminars, discussion and debate using an array of advanced and specialised communication, computing, visualisation and/or numeracy skills as appropriate to the discipline • Formulate and evaluate independently and proactively research plans, ideas and hypotheses and design, develop, implement and execute plans by which to evaluate these • Evaluate and apply acquired skills to undertake rigorous research that contributes to theory and practice in business administration • Develop creative and original responses to real world business administration problems and practices • Categorise, evaluate and conceptualise and offer new insights into complex issues within the area of research interest in business administration

On completion of a Professional Doctorate candidates will be able to:		
Aspects of competence	Autonomy and responsibility	• Develop high levels of autonomy in carrying out research and professional activities • Develop leadership and originality in tackling and solving real world problems • Act with authority, creativity and professional integrity in the evaluation of academic performance through self-discipline, self-direction, time management, prioritisation of workloads, and recognition and management of stressful situations • Evaluate standards of good research practice and ethical governance • Assume independent critical thinking to manage ethical/professional issues and concerns relevant to the business administration discipline
	Role in context	• Assume full responsibility for own work, personal and professional learning and development (and a significant proportion of the work of others if appropriate) • Act with authority, creativity, innovation and originality in initiating and developing research ideas to enhance professional practices • Develop creativity, innovation and originality in initiating and leading change, consulting transforming entities/organisations and adopt innovative and creative solutions to the business administration and cognate discipline problems and opportunities
	Self-development	• Develop critical reflection and evaluation of own learning in an evidence-based way • Apply advanced skills to manage complex ethical and professional issues and make informed judgements • Develop critical reflection and self-evaluation to identify and generate new and readily applicable knowledge and training needs in a chosen area of business administration

7.   Programme Structure and Duration

The programme consists of seven taught modules constituting 180 credit hours plus a thesis of 360 credit hours producing a total of 540 credit hours. Detailed Module Descriptors can be found on the University's blackboard system after you have registered.

Module Descriptions and Syllabi

Core Research Modules (Mandatory - All to be taken)

Qualitative Research Methods (RES604)	This module covers the underlying theory and forms of qualitative research approaches, methods and ethics as they apply to the context of the programme. It develops acquisition of a critical and interpretive understanding of qualitative research approaches, theories and concepts, as well as methods and techniques that constitute the qualitative research realm. This incorporates an introduction to epistemology, ontology, and research ethics. The module will also cover the distinctions between qualitative and quantitative research and the role of mixed methods.

	The emphasis in this module is on developing knowledge and understanding of practical and applied research contexts. This involves examining some of the more prominent forms of qualitative research work in internal and externally commissioned government research projects, qualitative research published in academic journals and in publications by professional institutes, and qualitative research in the contexts of technical, management and commercial consultancy projects.
Quantitative Methods (RES605)	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. It will introduce students to a range of descriptive and inferential statistical techniques used for interpreting numerical data.
Applied Research Design and Planning (PDRM608)	This module is designed to enhance candidate's ability to develop a critical understanding of formal methods of enquiry, select and design appropriate methods for investigating practice research-based projects. The module is based on based on extensive critical analysis of key bodies of literature and some use of primary source material to evaluate the interdisciplinary methodologies relevant to the chosen topic of the research proposal being developed. The research topic will have been chosen in consultation module tutor research advisor. The research must be suitable for research at doctoral level.
	This module concentrates on the development and design of student educational 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

module will also cover the distinctions between qualitative and quantitative research and the role of mixed methods.

The second section focuses on the selection and development of a methodology consistent with the theoretical framework including the approach, methods, instruments or data 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 the defence of their full research proposal for their thesis. Where relevant, students may conduct a pilot study.

Business Management Core Modules (Mandatory – All to be taken)

Core Readings in Management and Business Research PDBA601	The purpose of this research-based module is to introduce students to the latest seminal research publications. This is necessary so that the candidates will develop a deep understanding of the core disciplines and research streams within the management and its cognitive disciplines. This will assist the candidates to acquire a strong disciplinary knowledge foundation based on recent publications and direct the candidates to the current research themes in each discipline in the portfolio of professional doctorate. The module will cover the major research streams and fundamental disciplines in each of the four subject areas within management discipline.
Innovation Theories/Models and Entrepreneurship PDBA602	This module aims to promote awareness on research in innovation. The module aim to prepare students for exiting their doctorate research topics from the point of view emerging research in innovation and entrepreneurship in their fields. The module will introduce students to a variety of ongoing research innovation and entrepreneurship and related themes. The module will also assist students to develop a profound literature review of theories and scientific bases most relevant for the research questions that are planning to investigate. The module will introduce a range of specific research themes relevant to the students' research projects. In particular, using case studies, to critically examine and discuss specific research papers to help students develop their research aspirations. The module content will have personalised to the students' research field of interest.

Business Excellence MGT609	The purpose of this module is to provide a solid understanding of different theories of excellence, approaches and models in the UAE and beyond, such as the Baldridge framework for performance excellence and UAE excellence models, statistical methods in quality management and Business Excellence and leading, building & sustaining business excellence.

Business Management Elective Modules (One to be taken)

Global Management MGT610	The purpose of this module is to provide a solid understanding of theories and debates in global management relevant to doctoral thesis research. This will involve consideration of the challenges of globalisation and varieties of capitalism, and will attend to identifying differences between countries in government regulation, societal and industry contexts, organisational cultures and management practices. Special consideration will be given to alternative ways of theorising globalisation, internationalisation, product innovation, service innovation and business viability. The second half of the module will concentrate on class presentation and peer evaluation of individual proposed research designs in thesis topic areas incorporating relevant aspects of: 1. globalisation, 2. management, and 3. Innovation.
Organisation, Projects & Sustainability MGT604	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, corporate social responsibility, and sustainability.
Management of Knowledge in Projects MGT601	The aim of this module is to teach the principles and technologies of knowledge management in the context of projectised 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 projectised organisations.
Managing Large Programmes MGT602	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 sectors that cover manufacturing, construction, and service industries.

Note:
- Your Director of Studies (DoS) & second supervisor (SS) are appointed at the end of Year Two.
- All proposal defence cases are assessed by an external academic.
- All students must submit and present at least one conference paper.

Programme Structure and Completion Requirements

	Programme Modules ☐ Compulsory	Credit
Core knowledge acquisition modules	Core Readings in Management and Business Research	Total
	Innovation Theories/Models and Entrepreneurship	20
	Business Excellence	20
Total		60
Core research skills	Qualitative Research Methods and Paradigms	30
	Quantitative Methods	30
	Applied Research Design and Planning	40
Total		100
Elective modules (select one)	Global Management	20
	Management of Knowledge in Projects	20
	Managing Large Programmes	20
	Organisation, Projects & Sustainability	20
Total		20
	Thesis (40,000 – 50,000 words)	360
Total		540

Professional Doctorate Stages

All Professional doctorate students will successfully complete 3 stages to be eligible for award:

1   Taught Stage

2   Proposal Defence Stage

3   Final Dissertation Stage

DOCTORAL BUSINESS MANAGEMENT – MODULE DELIVERY 2021-2022

	DBA Year 1	DBA Year 2	PhD BM Year 1
Term 1	Core Readings in Management and Business Research (PDBA601) *Core* **And** Global Management (MGT610) *Elective* **Or** Organisation, Projects & Sustainability (MGT604) *Elective* **Or** Managing Large Programmes (MGT602) *Elective*	Applied Research Design and Planning (PDRM608) – Part 1 *Core*	Global Management (MGT610) *Core* **And** Organisation, Projects & Sustainability (MGT604) *Elective* **Or** Managing Large Programmes (MGT602) *Elective*
Term 2	Innovation Theories/Models and Entrepreneurship (PDBA602) *Core* **And** Qualitative Research Methods (RES604) *Core*	Applied Research Design and Planning (PDRM608) – Part 2 *Core*	Qualitative Research Methods (RES604) *Core* **And** Innovation Theories/Models and Entrepreneurship (PDBA602) *Elective*
Term 3	Business Excellence (MGT609) *Core* **And** Quantitative Methods (RES605) *Core*		Business Excellence (MGT609) *Core* **And** Quantitative Methods (RES605) *Core*

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 business management practice as discussed with your Director of Studies.

Doctoral Training Centre (DTC) Workshops

MANDATORY	WORKSHOP	DURATION	OBJECTIVES/CONTENT
Mandatory	Referencing, Acknowledging sources and avoiding plagiarism part 1	2.5 HOURS	This workshop will enable learners to explore why, what and how to reference using the BUiD Harvard System. It will also help students use different techniques in referencing, cite accurately and learn the value of attribution.
Mandatory	Referencing, Acknowledging sources and avoiding plagiarism part 2	2.5 HOURS	Part 2 of the Referencing workshop will enable students to apply what they have learnt in Part 1, practice quoting, paraphrasing and summarising, and writing reference items correctly. This workshop will also demonstrate the plagiarism detection software used by BUiD and guide students on how to interpret the originality report.
Mandatory	Critical thinking and problem solving	2 hrs.	This workshop is of benefit to all levels of doctoral students as it focuses on the process of critical thinking and problem solving and provides an opportunity for networking, team building and developmental thinking. The primary purpose of this two-hour workshop is to develop the researchers' background and experience in exploring simple problems using the creative process. This is an interactive workshop. By the end of this course students will have experience of: • employing idea generation strategies to introduce new approaches to your problem solving

		15	• identifying the stages of the creative and problem solving process • considering strategic methods to team and individual tasks
Mandatory	Technical writing and getting published	2 hrs.	This two-hour workshop is designed to benefit all doctoral students and support their writing practice and approach to publishing. This course provides practical advice and guidance on how to structure academic writing and how best to engage with submitting research for publication. The session is practical and interactive and will enable students to develop their writing practice, understanding of their research approach and familiarity with the publication process. By the end of this course students will have: • identified individual sections or building blocks of the thesis • practised writing an introduction and received feedback from a partner on this draft • understood the mechanics of getting published

The Thesis (360 credits)

This element of the programme comprises the planning, development and submission of a doctoral research thesis of **40,000-50,000 words**. The student will carry out a major research investigation. The student will work under the supervision of a Director of Studies and second supervisor from BUiD and an external academic advisor. The thesis will be expected to make a distinct and original contribution to the practice 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.

Part-Time Structure over 4 Years

	TERM 1 (Sep)	TERM 2 (Jan)	TERM 3 (Apr)
YEAR 1	Subject Core	Research Methods 1	Research Methods 2
	Subject Core	Subject Core	Elective
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 2	Research Methods 3		Research Proposal writing and defence
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 3	Thesis Stage – Data collection and data analysis		
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		
YEAR 4	Thesis Stage – Writing up results, discussion and conclusions		
	Doctoral Training Centre / Scholarly Apprenticeship Sessions		

KEY	Taught modules	Supervised independent research	Learning support activities

Oral examination to progress to Thesis Stage (independent working – data collection, data analysis and writing up) – Two internal (BUiD) examiners

Final viva voce Examination – 2 examiners: 1 external and 1 internal

To progress to Thesis Stage, the Research Proposal must also be approved by an external adviser – usually a senior academic at a UK university

8.   Progression through the Degree

Each student will prepare an Individual Study Plan with the allocated Student Academic Tutor (SAT). 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. In the first year, students are advised to take two modules each term.

There will be regular meetings with your Student Academic Tutor (SAT), Academic Staff in the Faculty and at thesis stage, your Director of Studies and 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 the Director of Studies and Second Supervisor 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, according to the grading criteria defined in the Assessment Criteria Section below. Having passed all of the taught modules, students must also successfully pass the Proposal Defence 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.

9.   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

Following the initial meeting on entry to the programme, supervisory meetings will be held with the student each term. End of term review reports will be completed by the student and Student Academic Tutor (SAT) or Director of Studies which will be made available to the Dean of the Faculty, Head of Programme, the Board of Examiners and 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 on, the thesis.

10. 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.

11. 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.

12. Assessment

12.1 Criteria of Assessment

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

Assessment Criteria

<u>**Knowledge and Understanding**</u>

1. Identification of key issues and recognition of leading edge ideas

Wide range of background reading including classic and contemporary sources; explicit identification of theoretical foundations; explicit identification of significant themes and of areas of dissonance between studies/authors/domains within the overall field.

2. Awareness of a variety of standpoints

Attention drawn to the level of consistency evident within the accounts of leading authors/researchers/commentators; attention drawn to the chronology of ideas and practices; challenges to prevailing views highlighted.

<u>**Application, Argument & Analysis**</u>

3. Extension and application of theoretical knowledge to generate new understandings

Integration and synthesis of accounts of published authors; extrapolation from theory to generate further hypotheses; attention to the ways in which theoretical arguments and/or research findings have been or could be used to inform practice and make an original contribution to knowledge.

4. Critical analysis of the sources or evidence bases

Depth of background reading with attention to genre and epistemological assumptions; independent critical evaluation of the reliability of 'evidence'; independent critical evaluation of the validity of claims made; quality of evidence to support claims; attention to features of research and design methodology.

<u>**Communication & presentation**</u>

5. Suitability and/or potential for dissemination / publication
Purpose, audience, message, quality of presentation and communication; overall coherence and attention to detail.

For each piece of assessed work, the module tutor/assessor will provide feedback comments, usually within two weeks, and a pass or fail decision outcome. No marks or grades are provided.

For each module, your final transcript will show only PASS or FAIL.

12.2 Assignment FAQ

<u>What is the purpose of the assignments?</u>   All modules in the programme have written assignments. 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.

<u>What can I expect from my module instructor?</u> 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.

<u>Can I expect a tutor to read a draft?</u> 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 five working days for the tutor to look at and comment on your draft. **No drafts should be given to the tutor later than 14 days before the due date for the assignment**. This allows five working days for your tutor to read your work and offer feedback, and five working days for you to make improvements to your work.

<u>Can I get my language checked?</u> The Doctoral Training Centre is available to assist with compositional aspects of papers, however, the staff require sufficient time to do this. Please review the Doctoral Training Centre's policies and requirements on Blackboard.

<u>What feedback can I expect on my work?</u> Usually within two weeks of submission, you will receive written feedback from the module instructor in Blackboard, on the quality of the work and suggestions, where necessary, on how your work can be improved. The final result will not be released until after the Board of Examiners meeting, which is usually held about four weeks after the end of the term.

13. The Thesis

The thesis is the major element of your programme. It will be between **40,000 and 50,000 words**.

The following are the stages to be undertaken:
- A formal proposal together with an oral defence will form the progression to the thesis stage of the DBA.
- 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.

- 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.
- 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.
- Any thesis submitted must conform to the University's agreed standards for doctoral theses.
- Once submitted the thesis will be examined by one internal examiner and one external examiner.
- 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.
- 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.
- Following a recommendation from the examiners that the DBA 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.

14.   Who to go to for help

Student Academic Tutor (SAT)
During the first year of your study in the programme, most queries and issues may be discussed and resolved with your SAT. Your SAT can advise on programme progression issues, and may offer advice and feedback on ideas you have for your thesis research. It is most common for your SAT to become your DoS in Year 2.

Head of Programme
Professor Stephen Wilkins, 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 Administrator through email.

Director of Studies (DoS)
Upon completion of RES606 in Year 2, the DoS takes full responsibility for the overall management and direction of the student's research programme in addition to administrative issues relating to the student's registration and progress and for the pastoral care of the student, providing advice when students encounter problems that may have an impact on their programme. He/she provides guidance about the nature of the research, maintains contact, as well as holding regular meetings, requesting written work or reports, as appropriate, and returning it in

reasonable time with constructive feedback. The DoS will ensure that the student is made aware when progress is not satisfactory and give advice and guidance on how to improve it. The DoS also provides first level pastoral support to the student. 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.

<u>Second Supervisor</u>
A Second Supervisor will be appointed for every student. A Second Supervisor 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.

<u>Module Coordinators/Instructors</u>
Module Coordinators or Instructors 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.

The advisory team consists of all of the above.

15.   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 modules you are actually following at any point

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 DBA listserve 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 emails to your BUiD email address.

16.   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.

17. 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, 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 Academic Staff Student Liaison Committee (ASSLC) which is usually conducted via a group evaluation session.

18. Members of Academic Staff

Professor Stephen Wilkins - *Head of Programme - DBA*

Professor Wilkins' industrial experience was in retail management in the UK, where he worked for several companies at branch and regional manager levels. He also has expertise in management development and competence-based training and has worked with companies such as Emirates and EPPCO, as well as Seeb International Airport, Muscat. Prof. Wilkins holds a MSc in Management Science from the University of Southampton (UK) and a PhD in Management from the University of Bath (UK). He was admitted as a member of the Chartered Management Institute in 1993 (MCMI) and of the Chartered Institute of Personnel and Development in 2002 (MCIPD). He also holds a PGCE teaching qualification and is a fellow of the Higher Education Academy (FHEA).

Prof. Wilkins has over 25 years of lecturing experience, which included four years at the University of Dubai (1998-2001), where he was Director for Professional Management Programmes. Prof. Wilkins has taught and acted as module leader on the MBA programmes of three UK universities and has been a visiting professor at Hong Kong University. More recently, he was Director of the Integrated PhD Programme at the University of Plymouth (UK). Prof. Wilkins has authored more than 90 refereed papers of which more than 70 are peer-reviewed journal articles. In a study conducted by Stanford University in 2020, Prof. Wilkins was recognized as being among the top 2% of researchers

globally, in terms of annual citations. His research interests are marketing, strategy, international business/management, and higher education management.

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Dr Sulafa Badi - *Associate Professor, Faculty of Business & Law*

Dr Sulafa Badi is Associate Professor of Management and Organisational Behaviour at the British University in Dubai (BUiD) and Honorary Senior Fellow at the Bartlett School of Construction and Project Management, University College London (UCL). 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 from UCL. Dr Sulafa's research focuses on social networks, particularly in the context of project and enterprise organisations as well as dynamic markets. In 2012, she co-founded the UCL Centre for Organisational Network Analysis (CONA@UCL).

Her research has had both academic and practical impact and involved studies in the United Kingdom, China, India and the Middle East. She examined a variety of contexts including large infrastructure projects, service ecosystems, Small and Medium-sized Enterprises (SMEs), and community stakeholders. 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) and Innovate UK. She 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, Construction Management and Economics, Built Environment Project and Asset Management, and the International Journal of Managing Projects in Business.

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Dr Abdelmounaim Lahrech - *Associate Professor, Faculty of Business & Law*

Dr Lahrech is a Chartered Economist, Accredited Financial Analyst and an Associate professor of Finance at the Faculty of Business and Law, The British University in Dubai. He obtained a Ph.D. in Economics (2007) and a Master of Science in Mathematics with an option in Statistics (2003) from Southern Illinois University Carbondale, USA. He also holds a Bachelor of Science in Mathematics with an option in Statistics from University Mohammed V in Rabat, Morocco (1998). Prior to joining BUiD he was an Associate Professor of Economics, Al Akhawayn University, Morocco. He has also taught in the Economics & Mathematics Department in Southern Illinois University, USA. He has over

fourteen years of teaching experience in economics, statistics, research methods and finance and has published in A and B ranked journals.

Some of Dr Lahrech's research articles have been published in top ranked journals, including Journal of International Money and Finance and North American Journal of Economics and Finance. His research interests are Financial Econometrics, Monetary Economics, International Finance, Statistics, Financial Economics, Islamic Finance, Econometrics, Nation Branding, and Public-Private Partnership. Dr. Abdelmounaim Lahrech received the best teaching award in 2013 from Al Akhwayan University and received best research paper in 2014 from the 9th International Business and Social Research Conference in Dubai.

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Professor Husam-Aldin Nizar Al-Malkawi – *Head of Programme, Finance*

Professor Al-Malkawi is currently Professor of Finance in the Faculty of Business and Law, The British University in Dubai, UAE. He received his Ph.D. from the University of Western Sydney, Australia. He has over 20 years of lecturing experience in higher education. Prof. Al-Malkawi worked at various capacities for different Universities including King Abdulaziz University (Saudi Arabia), University of Strathclyde (UAE Campus) ALHOSN University (UAE), Al-Ahliyya Amman University (Jordan), and University of Western Sydney (Australia). He was the Chair of the Business Administration Department at ALHOSN University (UAE), the Chair of Finance and Banking Department at Al-Ahliyya Amman University (Jordan), and the Director for the Continuing Education Center (CEC) at ALHOSN University.

Prof. Al-Malkawi received the Faculty Recognition Award for excellence in research for three consecutive years 2012, 2013, and 2014 form the Faculty of Economics and Administration of King Abdulaziz University for his contribution in quality research publications. Recently, he received the Best Paper Award from Australia-Middle East Conference on Business and Social Science (Dubai, UAE, April 17-18, 2016).
Prof. Al-Malkawi has published several papers in different journals and conference proceedings. His research appeared in journals such as Economic Modelling, Humanomics, Journal of Emerging Market Finance, International Journal of Business and International Journal of Electronic Finance. He is reviewer for several journals including Emerging Market Finance and Trade, South African Journal of Economics, The European Journal of Finance, Economic Systems, Economic Modelling, Bulletin of Economic Research, and Journal of Economics and Business. His research interests are corporate financial policy, corporate governance, financial economics, Islamic finance, e-commerce and applied econometrics.

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Dr Amer Alaya – *Assistant Professor and BUiD Head of Student Administration*

Dr Amer Alaya is an Assistant Professor of Business Management and the Head of Student Administration at the British University in Dubai (BUiD). He started his career as a part-time lecturer at Aleppo University before moving to different academic institutions in Saudi Arabia and the UAE. He holds an MBA and PhD in Business Management. Having worked for three well-known universities in the Middle East, he has intensive experience in quality assurance, quality monitoring, enhancement processes, examination procedures and strategies for improving students experience and administration.

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Dr Bader Obeidat - *Associate Professor, Faculty of Business & Law*

Bader Yousef Obeidat is an Associated Professor at Faculty of Business and Law. He has a PhD in strategic management and planning from Durham University, UK. He had worked as strategic management and human resource consultant at many local and regional organizations. His research interests include Strategy, Human Resource Management, Knowledge Management, Organizational Behavior, Organizational Theory, and Innovation.

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Dr Farzana Asad Mir – *Director, Doctoral Training Centre*

Dr Farzana Asad Mir has a PhD from the University of Guelph, Canada, an MSc in Project Management from the British University in Dubai (BUiD), and a BSc in Electrical Engineering from the University of Engineering and Technology at Lahore, Pakistan. Prior to joining the faculty of Business and Law at BUiD, she was serving as a sessional lecturer at the Department of Management, University of Guelph, where she taught organizational behaviour and leadership courses. Farzana's approach to teaching involves engaging students in the course material and encouraging them to achieve their learning objectives by becoming active participants in their own learning. She strives to remain abreast of recent research in the subject area in order to make research-informed subject content accessible to her students.

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Professor Abubakr Suliman - *Professor, Faculty of Business & Law*

Professor Abubakr first joined BUiD last 2007 as Senior Lecturer (Associate Professor) of HRM and was promoted to Full Professor in 2012. He was appointed as Dean, Faculty of Business during Academic Year 2014-2015. He had worked as a Professor of Management at Qatar University, Doha, Qatar.

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Dr Khalid Al Marri - *Dean of Research, Head of Undergraduate Programmes, Faculty of Business and Law*

Dr Khalid is an associate professor of project management 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.

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DEAN OF FACULTY OF BUSINESS & LAW

Professor Aymen Masadeh - *Professor of Construction Law and Dispute Resolution and Dean of Faculty*

Professor Masadeh did his LLB at Jordan University, LLM at Aberdeen University (UK) and PhD at Bristol University (UK). His PhD research was in the field of liability for defective quality. He published widely in contract law and professional liability. He is a frequent speaker in international law conferences and seminars.

Professor Masadeh held many leadership positions, such as the position of dean at Yarmouk University, head of the MSc Construction Law and Dispute Resolution and dean of the faculty of business & law and the at the British University in Dubai. He worked in several universities, such as Bristol University (UK), New York Institute of Technology and Qatar University.

Professor Aymen Masadeh is a listed arbitrator at the Dubai International Arbitration Center DIAC & the London Court of International Arbitration LCIA and a board member of the International Law Construction Association. He advises on UAE and regional construction law. He has published in this area in international journals and spoken on international conferences and events. He trains lawyers and professionals in the legal fields of arbitration, construction, civil law, foreign direct investment, damages & ethics.

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Appendices

Appendix 1: Mandatory Meetings Timetable with Student Academic Tutor (SAT)

Timetable Showing Mandatory Meetings with Candidates and Outcomes

	Formal meetings	**Those present**	**Reporting to**	**Outcomes**
Years 1 & 2 or until successful proposal defence	*Initial meeting* To introduce supervisory team, and agree the full taught study plan.	SAT (year 1) DoS + Second Supervisor (thesis stage onwards)	Faculty Administrator who in turn reports to Head of Programme, Dean and Board of Examiners	SAT, Faculty Academics and full programme module plan established and recorded by Faculty Administrator
	Regular meetings Once or twice a month with SAT and Faculty Academics to discuss progress during terms.	SAT and Faculty Academics		Meeting outcomes recorded by student in Student Log in consultation with DoS
	End of term meetings End of Term progress meeting with SAT and Faculty Academics discuss Student Log and end of term progress evaluation forms and report from the Academic Advisor (if any)	SAT and Faculty Academics	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
	End of year meeting End of year progress meeting with SAT and other Faculty Academics to discuss Student Log and end of year progress evaluation forms and report from the Academic Advisor.	SAT, Academic Advisor (if any)	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

	Formal meetings	**Those present**	**Reporting to**	**Outcomes**
				Advisor reports submitted to BoE
Proposal defence	*End of taught stage* Oral examination to proceed to thesis stage.	SAT, Potential DoS and Academic Advisor (attendance else written feedback)	Head of Programme, Dean, Board of Examiners RDC	Examination result reported to Board of Examiners and RDC
All subsequent years following successful proposal defence	*Regular meetings* 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
	End of year meetings 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 (if any)	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.
Final examination	*Viva Voce* Oral examination to qualify for the award of DBA	One internal examiner (from 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.

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.

Acceptable	Unacceptable
Major computer problems (e.g. failure of university IT systems, such as network or server failure)	Minor Computer problems (e.g. lost or damaged disks, printer breakdown)
Significant medical problems	Lost assignments
Personal problems	Desired books not in library
Compassionate, (for example, family bereavement)	Unverifiable travel difficulties
	Not realising deadline imminent

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
7. use templates provided if available
8. build your reference or bibliography as you write your assignment

Assignment cover page template

See next page.

**Doctorate in
Business Administration**

<<Insert Module code and Title>>

<<Insert Assignment Title>>

<<Insert Tutor Name>>

<<Insert Student ID Number>>

Date submitted:

No. of words (excluding appendices):

Appendix 4:

The British University in Dubai
Faculty of Business and Law
Indicative DBA Programme structure and timelines

	When	What	Expectation
	September	Enrolment induction	Must enrol online before start of term
	September	Induction and introduction to research	Confirm module selections and take part in the Research introduction and plagiarism
	October	Attend classes	Explore research topics that are of interest to you
	November	Attend classes	Explore research topics that are of interest to you
	December	Break	Explore research topics that are of interest to you
	January	Classes resume for September cohort	Induction for January cohort
	February	Attend classes	Explore research topics that are of interest to you
	March	Attend classes/Break	Assignment submission
	April	Coursework/ Break	Assignment submission
	April	BUiD PG conference	All students are expected to participate in the conference
	April 11th	Classes resume	Confirm module selections for T3
	May	Attend classes	Explore research topics that are of interest to you
	June until 20th	Attend classes	Assignments submission
	June 20-30	Coursework	Assignments submission
	July-August	Summer break	Students are expected to start developing a preliminary research proposal following the university template
	September	Enrolment	Must enrol on RM3 and submit a draft research proposal for your DBA
	October	Research proposal development	Research project to be discussed between student and tutors and planned relevant courses and skills development
	November	End of November 5 min poster presentations	Students are expected to give a brief overview of their proposed project in a departmental meeting that will be organised on their behalf
	December	Research proposal development	By end of December you are expected to produce the first draft of literature review
	January	Research proposal development	By the end of January student are expected to complete the 1st phase of their research. Submission of A2 (literature review)
	February	Second phase of the proposal development	Students are expected to start developing their research framework
	March	End of March Completion of phase 2	Submission of Aa.1
	April	1st April Third phase	Students must complete and submit the research methodology section of their proposal by the end of April. A3 submission
	April	BUiD PG conference	All students are expected to participate in the conference
	May	Advanced research proposal Early Stage Assessment presentation	Students must complete and submit the research proposal by the end of May. A4 submission and present
	May	Proposal review by external experts	You are to produce concise version of your proposal. Use the university template
	June	Assemble the defence case	Submit the defence case by the 25th of June
		Proposal defence 28th June to 2nd of July	Prepare to defend your proposal in front of two internal examiners
		Outcome of the defence	You are expected to improve your proposal based on the recommendation from the examiners
		If you are unable to defend	You will be asked to re-register again in September

		your proposal	in RM3 with the new cohort
	September	Progress update	Students and their supervisors should meet to discuss their progress and whether the student is ready to go into the data collection stage
	October	Data collection stage	Fully developed plan for the collection and analysis of any empirical data
	November	Data collection stage	In discussion with your supervisor validate your research instruments
	December	Progress update	Students and their supervisors should meet to discuss their progress and whether the student is ready to collect data
	January	Data collection stage	Start working on at least one working paper version from your thesis. This paper should be submitted conference or journal before your VIVA
	February	Data collection/ analysis stage	Students and their supervisors should meet to discuss their progress and whether the student is ready to go into Completing the Research Stage
	April	Data Analysis Progress update	Students and their supervisors should meet to discuss their progress and whether the student is ready to go into the Completing the Research Stage
	April	BUiD PG conference	All students are expected to participate in the conference
	May	Data Analysis/ Writing up	Produce a realistic completion time plan for the final year
	June	Writing up	Send draft chapters to your supervisor
	July	Writing up	Send draft chapters to your supervisor
	August	Progress update/Finalise final draft of thesis	Students and their supervisors should meet to discuss their progress and whether the student is ready to go into the submission stage
	September	Progress update/Finalise final draft of thesis	Students and their supervisors should meet to discuss their progress and whether the student is ready to go into the submission stage
	2 months before thesis submission deadline	Submit viva Entry Form	Completed by the student and approved by the supervisor
	Usually within months of thesis submission	Conduct of viva voce (thesis defence)	This is your final thesis defence - the viva will be conducted by an internal and external examiner
	Within 20 days after viva	Minor thesis corrections (if applicable)	If the examiners have suggested minor corrections, their feedback should have been considered and corrections made to the thesis
	Within 6 month after viva	Major thesis corrections (if applicable)	If more significant corrections are required, these can take 6 months and upon completion, the internal and may be external Examiner will review the corrections
	Within 12 mont after viva	Major thesis corrections (if applicable)	If more significant corrections are required, these can take 12 months and upon completion, the External Examiner will review the corrections. In some cases, another viva may be called if deemed necessary.
	After viva/any corrections are complete	Final thesis submission according to university procedures	Students will need to make a final submission of their thesis before the degree can be awarded

Note: This structure and timelines are for students who join the programme in September.

The Best of British Education in Dubai
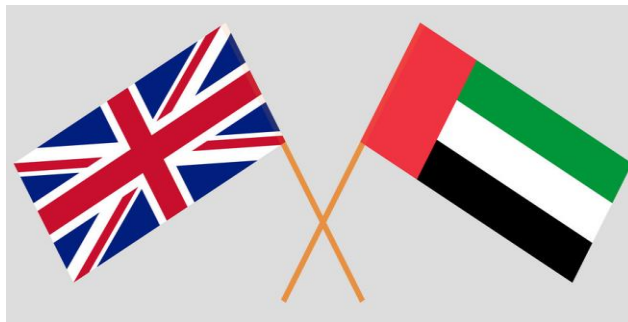
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