Part B - Doctoral Programme Profile

7031 Business Studies and Management 2020-21

This Doctoral Programme Profile accompanies the University of Southampton *Doctoral Programme Profile 2017/18,* and details additional Faculty/programme-specific information.

Awarding Institution	University of Southampton
Teaching Institution	University of Southampton
Mode of study	Full time/part time
Duration in years	4 Years, following standard progression for a FT student.
	7 years, following standard progression for a PT student
Accreditation details	N/A
Final award	PhD
Name of award	Doctor of Philosophy
Interim Exit awards	See note under intermediate exit points
FHEQ level of final award	8
QAA Subject Benchmark or other external reference	QAA Doctoral Degree Characteristics Statement (2015)
Programme Lead	Dr Bruce Hearn
Date specification was written	14/06/2016
Date Programme was validated	
Date specification last updated	26/05/2017

All Doctoral Programme Profiles should be read alongside the University of Southampton *Doctoral Programme Profile 2017/18* and the University of Southampton's
Regulations for the degrees of Master of Philosophy and Doctor of Philosophy and
Code of Practice for Research Candidature and Supervision.

Programme Overview

Brief outline of the programme

The PhD programme in Business Studies and Management is a doctoral degree that is based on supervised research in areas such as accounting, financial markets and banking, entrepreneurship, innovation, strategy, corporate social responsibility, accountability and governance, human resource management, organisational behaviour, information technology/systems, management science, operational research, supply chain management, risk management, marketing and health care management.

Aims of the Programme

The aims of the programme are:

- give candidates the ability *to demonstrate the creation and interpretation of new knowledge through original research or other advanced scholarship, or of a quality to satisfy peer review;*

- give candidates the ability *to extend the forefront of the discipline and merit publication;*

- give candidates *a systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of an academic discipline or an area of professional practice;*

- give candidates the ability *to conceptualize, 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;*

- to give candidates the ability *to understand applicable techniques for research and advanced academic enquiry and training in established research techniques appropriate to the chosen subject area;*

- give candidates the ability *to produce theses and subsequent publications that contribute to the development of and understanding of the chosen area of Business Studies and Management;*

- *to provide candidates with a supportive environment so that they feel that they are part of a community of scholars and are well placed to pursue a career building on their accomplished research;*

- *to give candidates the opportunity to present their work to colleagues, and to bring the candidates into contact with the wider research community, enabling them to build networks with others researching in the same field;*

- to give candidates the ability to make informed judgements on complex issues in specialist fields, often in the absence of complete data, and be able to communicate their ideas and conclusions clearly and effectively to specialist and non-specialist audiences;

- to enable candidates to gain the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and largely autonomous initiative in complex and unpredictable situations, in professional or equivalent environments.

Programme Structure

The following summary should be read in conjunction with the Faculty Postgraduate Research Handbook and the University Regulations as specified in the Calendar.

Unlike undergraduate study, the open-ended nature of research means it is not possible to always predict the structure of a programme of study leading to a thesis. Research students are, however, all required to undertake three Progression Reviews during their studies, as detailed in the *Code of Practice for Research Candidature and Supervision*. The timetable shown below is indicative of what you can expect. Maximum candidature is 48 months in full-time registration, 84 months in part-time Registration. Candidates may be in receipt of funding for shorter periods. The timings listed below are those for a full-time student. Timings for a part-time student are adjusted suitably.

Programme details

Year 1

By the end of month 3 of commencing the programme, candidates should have completed their training needs assessment, begun participation in relevant research seminars offered by the Southampton Business School (SBS), and confirmed the full supervisory team. The supervisory team typically either consists of a main supervisor and a second supervisor, or for a multi-disciplinary project more than one co-supervisor (one of whom must still be designated as the main supervisor). The main supervisor is typically the leading supervisor for the project and very often also coincides with the co-ordinating supervisor who is responsible for organising the completion of all progression paperwork and timely examination. A second supervisor may have less direct involvement with the candidate's work, but may still attend review meetings with the candidate (as well as progression milestones) and be available to discuss the progress of the candidate's project.

Students will also need to have sat MANG7001 Research Methods, the only compulsory module in the PhD Programme in Management, assessed 100% by coursework and a successfully pass is a prerequisite for confirmation of the PhD candidature in Year 2 of the PhD candidature for FT candidates and pro-rata for PT candidates.

Candidates will be required to complete a 3 month report (more details, under Progression Requirements). There will be regular 3 month reports throughout the duration of the PhD candidature. In Year 1 candidates will also be required to submit a formal Progression Review reportThis will need to be submitted between months 8–10 for full-time study and months 18–21 for part-time study. The format of the first progress review report is determined by the PhD Directorate and communicated to students through the official channels of communication.

The first Progression Review includes a Viva which is conducted by an internal independent assessor, proposed by the supervisor, and approved by the Director of the Faculty Graduate School; and a member of the supervisory team. In exceptional circumstances, with the permission of the Director of the Faculty Graduate School, an external independent assessor may be appointed.

Prior to the review, the student is required to submit a written report. This should be done at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table 1. For instance, in the case of the full-time PhD programme, for the First attempt review, the respective written report must be submitted at least 4

weeks before the end of Month 10.

Failure to submit a written report by the specified deadline will result in a failure of the respective progression review attempt.

Students have the opportunity to meet regularly with the Graduate School through the Faculty Graduate School Advisory Group's meetings (which comprises an academic representative from each Academic Unit as well as the Director of Graduate School) at a mixture of training and networking meetings, which gives ready access to an independent and impartial source of advice about any issues a candidate may be having during their studies.

Table 1

	Full-time PhD		Part-time PhD	
	First Attempt	*Second Attempt*	*First Attempt*	*Second Attempt*
First Progression Review	Months 8 - 10	Before the end of month 12	Months 18 - 21	Before the end of month 24
Second Progression Review (Confirmation)	Months 18 - 21	Before the end of month 24	Months 30 - 42	Before the end of month 48
Third Progression Review	Months 30 - 33	Before the end of month 36	Months 61 - 66	Before the end of month 72

The Progression Reviews are important for assessing whether the quality and quantity of the work produced is appropriate at the PhD level and, therefore, whether the candidate is sufficiently progressing towards the PhD candidature.

The Progression Reviews should also be considered as formative in that they are intended to support the research students in developing their research and, therefore, they are an important opportunity to gain formal feedback on the work produced to date from independent assessors within the School, but outside of the supervisory team.

The progression review process is formally prompted and documented by PGR tracker.

The review will assess the written report and academic needs of the candidate.

If the mandatory Ethics 1 module has yet been completed by the student it should be included in the student's training plan, with the view of completing it before the 2nd (Confirmation) Review.

The recommendation from the First Progression Review can be one of the following:

1. to progress to the next stage of candidature;
2. to re-assess.

If re-assessment is recommended, the research student will be given written guidance on preparation for their second (and final) attempt.

The second attempt at the first Progression Review will have the same format as the first attempt, and will usually be conducted by the same panel as for the first attempt. In exceptional circumstances, the Director of the Faculty Graduate School may wish to appoint a third panel member and/or an independent note taker.

The second attempt at the first Progression Review will involve a re-viva. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School. However, if the assessors deem that the revised written submission is sufficient to progress, the re-viva will be cancelled.

The assessment of the second attempt will lead to one of the following recommendations:

1. to progress to the next stage of candidature;
2. to terminate the student's candidature.

Year 2

Independent study and research, research seminars, attendance of conferences, presenting papers at relevant doctoral colloquiums and academic conferences, and regular supervision meetings continue throughout the second year. Between 18–21 months for full-time candidates (30–42 for part-time) the candidate is required to submit a mini-thesis for 'confirmation' of the PhD status (or second progression review). The confirmation review involves a Viva, based on the research student's written submission (mini-thesis) for confirmation. This is conducted by the review panel which consists of two members of staff who have had no direct involvement in the student's research and can take the role of independent 'assessors'. One of these members of staff should act as Chair of the panel. One of the independent assessors can be the assessor used for the first Progression Review. In exceptional circumstances, the Director of the Faculty Graduate School may approve an independent assessor who has been appointed as a 'Visitor' to the University.

A member of the supervisory team will normally be invited to attend as an observer; however, research students can request the opportunity to meet the confirmation panel without a supervisor being present. This request should be made through the Faculty Graduate School Office.

A mini-thesis should be submitted at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table 1. For instance, in the case of the full-time PhD programme, for the First attempt review, the respective written report must be submitted at least 4 weeks before the end of Month 21.

Failure to submit a mini-thesis by the specified deadline will result in a failure of the respective progression review attempt.

The panel will assess the written work submitted by the research student. In order for the PhD status to be confirmed, the following criteria must be met:

- that the research student has demonstrated the ability to manage the research project, to become proficient in the special field of research involved, and to achieve success at PhD level given adequate motivation and perseverance;
- that the project being undertaken is of sufficient scope, originality and theoretical interest to constitute a genuine contribution to the subject in the form of the understanding of a problem, the advancement of knowledge or the generation of new ideas.

The review will also conduct the academic needs analysis. By the date of the review, the candidate is required to complete the Ethics 1 module, and pass MANG7001. Failure to pass MANG7001 will trigger the process of Termination of the candidature due to significant academic concerns outside Progression review.

The Recommendation of the review panel must be supported by its all members and can be one of the following:

- Successful confirmation; the candidate can proceed to the next stage of the PhD candidature for the final submission of the thesis. Research students who have been successful in their confirmation should receive written feedback on the confirmation process highlighting, where appropriate, any potential areas of concern.

- PhD candidature is not confirmed; the PhD candidate must be given a written report giving a statement of the reasons, guidance regarding any ways in which s/he might reach the required standard, and offered the opportunity for a second (and final) confirmation panel.

The second attempt at the Confirmation Review will have the same format as the first attempt, and will usually be conducted by the same panel as for the first attempt. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School.

The second Confirmation panel may make one of three recommendations:

- the PhD candidature is confirmed;
- the research student is transferred to an MPhil programme;
- the research student's candidature is terminated.

If a unanimous decision cannot be reached in either the first or second confirmation panel an additional assessor is appointed. This third assessor will be provided by the Faculty Graduate School Office with a copy of the confirmation report and the separate reports of the two original assessors. The additional assessor shall be permitted to interview the research student before submitting a final report and recommendation to the Director of the Faculty Graduate School who shall consider the independent reports of the original assessors and the report of the additional assessor before making a final decision

Upon successful completion the candidate is then eligible to continue their studies into the third year in readiness for final submission of the thesis.

After successfully completing a minimum of a year in full-time registration the candidate may choose to submit for an MPhil (but note that an MPhil normally requires two years of full-time registration). An MPhil is a substantive research degree in its own right. For more details please see the University Calendar. http://www.calendar.soton.ac.uk/sectionV/mphil-phd.html

If the candidate chooses to withdraw from the programme at the end of the second year having met all the requirements of the programme or subsequently leaves after the confirmation without submitting a final dissertation, an MPhil may be awarded (subject to successful examination of a suitable thesis by an external examiner). In all cases award of an MPhil requires that a thesis be examined by both an independent examiner from within the University and an externally appointed examiner from another institution. See the University Calendar for further details on the award of an MPhil.

Year 3

Evidence of continued progress is provided by publications and presentations in a suitable venue (e.g. an international conference). It is unlikely that further major training will be needed at this stage. The target date for submission of the PhD thesis is normally at the end of year 3 as this may coincide with the end of any supporting studentships.

Towards the end of the third year there will be a review meeting (the Third Progression Review) conducted by the whole supervisory team.

The third progression review involves a Viva, based on the research student's written submission (first full draft thesis). It will also include a review of the academic needs analysis.

A written submission should be made at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table 1. For instance, in the case of the full-time PhD programme, for the First attempt review, the respective written report must be submitted at least 4 weeks before the end of Month 33.

Failure to submit the required written work by the specified deadline will result in a failure of the respective progression review attempt.

The review will lead to one of two recommendations:

- to progress to the final stage of candidature;
- to re-assess with a full panel within 3 months.

If re-assessment is recommended, the research student will be given written guidance on preparation for their second (and final) attempt. The second attempt at the Confirmation Review will have the same format as the first attempt, and will be conducted by a member of the supervisory team and an internal independent assessor appointed by the Director of the Faculty Graduate School. In exceptional circumstances, with the permission of the Director of the Faculty Graduate School, an external independent assessor may be appointed. In exceptional circumstances, the Director of the Faculty Graduate School may wish to appoint a third panel member, and/or an independent note taker

The second attempt at the third Progression Review will involve a re-viva. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School. However, if the assessors deem that the Report is sufficient to progress, the re-viva will be cancelled. The review will lead to one of three recommendations:

- to progress to the final stage of candidature
- to transfer to MPhil candidature
- to terminate the student's candidature

Year 4 (and higher for part time)

For students in full-time registration, the final thesis must be submitted *at the latest* by the end of the 48th month (excluding periods of suspension) unless special dispensation is granted by the Graduate School. (For candidates in part-time registration the deadline for submission is 84 months). The latter will only be granted rarely, in the case of exceptional and unforeseen circumstances. The thesis is considered by at least one internal and one external examiner and a *viva* held. Examiners make their reports to the Faculty Graduate School. Possible outcomes are the recommendation to the University of the award of the PhD; award of the PhD subject to minor corrections to the thesis; major revision of the thesis with the award of the PhD subject to a further examination or rejection of the thesis with the recommendation that the PhD should not be awarded. *In the latter case an MPhil may be awarded based on earlier performance.*

Progression Requirements

The programme follows the University's Higher Degree Regulations as set out in the University Calendar. The following are indicative lists for full-time and part-time study. It sets out the key milestones to complete in order to progress satisfactorily on the programme.

Full-Time Study

Month	Milestone	Requirements
1	One-month report	Identify training needs with main supervisor via PGR Tracker
3	3 Month Progress Report	Upload report on PGR Tracker
1-18	MANG7001 – Research Methods	Pass module
6	3 Month Progress Report	Upload report on PGR Tracker
8-10	Progress Review 1	Submit documentation for panel assessment
9	3 Month Progress Report	Upload report on PGR Tracker
12	3 Month Progress Report	Upload report on PGR Tracker
15	3 Month Progress Report	Upload report on PGR Tracker
18	3 Month Progress Report	Upload report on PGR Tracker
18–21	Progress Review 2	Submit mini-thesis for confirmation
21	3 Month Progress Report	Upload report on PGR Tracker
24	3 Month Progress Report	Upload report on PGR Tracker
27	3 Month Progress Report	Upload report on PGR Tracker
30	3 Month Progress Report	Upload report on PGR Tracker
30-33	Progress Review 3	Submit draft final thesis to supervision team
33	3 Month Progress Report	Upload report on PGR Tracker
36	Submit thesis	Submit final thesis, *viva voce* examination

Part-Time Study

Month	Milestone	Requirements
1	One-month report	Identify training needs with main supervisor via PGR Tracker
3	3 Month Progress Report	Upload report on PGR Tracker
1-36	MANG7001 – Research Methods	Pass module
6	3 Month Progress Report	Upload report on PGR Tracker
9	3 Month Progress Report	Upload report on PGR Tracker
12	3 Month Progress Report	Upload report on PGR Tracker
15	3 Month Progress Report	Upload report on PGR Tracker
18	3 Month Progress Report	Upload report on PGR Tracker
18–21	Progress Review 1	Submit documentation for panel assessment
21	3 Month Progress Report	Upload report on PGR Tracker
24	3 Month Progress Report	Upload report on PGR Tracker
27	3 Month Progress Report	Upload report on PGR Tracker
30	3 Month Progress Report	Upload report on PGR Tracker
30–42	Progress Review 2	Submit mini-thesis for confirmation
33	3 Month Progress Report	Upload report on PGR Tracker
36	3 Month Progress Report	Upload report on PGR Tracker
39	3 Month Progress Report	Upload report on PGR Tracker
42	3 Month Progress Report	Upload report on PGR Tracker
45	3 Month Progress Report	Upload report on PGR Tracker
48	3 Month Progress Report	Upload report on PGR Tracker
51	3 Month Progress Report	Upload report on PGR Tracker
54	3 Month Progress Report	Upload report on PGR Tracker
57	3 Month Progress Report	Upload report on PGR Tracker
60	3 Month Progress Report	Upload report on PGR Tracker
61-66	Progress Review 3	Submit draft final thesis to supervision team
63	3 Month Progress Report	Upload report on PGR Tracker
66	3 Month Progress Report	Upload report on PGR Tracker
69	3 Month Progress Report	Upload report on PGR Tracker
72	Submit thesis	Submit final thesis, *viva voce* examination

The **Academic Needs Analysis (ANA)** is an assessment of the student's current personal and professional development needs, including transferable skills, which will need to be completed in consultation with the supervisory team within the first 3 months of the commencement of the degree.

3 Monthly Activity Reports are monitored via PGR Tracker in which students and supervisors will be required to complete a progress report form that details:

- Supervisory meetings (dates when any meetings took place, who was present and any comments that the student wishes to make).
- Other activities (conferences, summer schools or any relevant activities undertaken.
- Any issues or difficulties that the student might be experiencing.
- Training record (training booked via Gradbook, other technical modules or Faculty level training, additional training and professional development activities completed)

These reports are reviewed and approved by the main supervisor.

Documentation to be submitted for the Progression Reviews

Progression Review 1: Between months 8–10 for full-time and 18–21 for part-time study, students must submit a written report for the first Progress Review. The format and content of the written report are outlined by Table 2.

Table 2

Conventional thesis route	Three papers' thesis route
A draft of 8,000-10,000 words, excluding references, tables and appendices, to provide - an introduction to research topic, its context and relevance, including specific theoretical gaps in the relevant scholarly debate; - a relevant literature review to justify research aims and objectives/questions; - a justification of the methodology including types of data, methods of research and data analysis; - a detailed plan for the future work. - a description of any particular problems encountered (e.g. access to resources or facilities or other additional disability-related or language support requirements) - a description of any additional support or facilities already being provided or required	- A largely completed draft of **Paper 1 of 8,000-10,000 words** excluding references, tables and appendices - a detailed plan for the future work - a description of any particular problems encountered (e.g. access to resources or facilities or other additional disability-related or language support requirements) - a description of any additional support or facilities already being provided or required

Progression Review 2: Confirmation - Between months 18–21 for full-time study and 30–42 for part-time study, students must submit a 'mini-thesis for 'confirmation' and to attend a viva examination. Together, the quality of the written materials and the viva will determine whether the student is eligible to continue with their PhD candidature. T

The expected content and presentation format of mini-thesis is provided by Table 3.

Table 3

Conventional thesis route	Three papers' thesis route
Introduction A brief explanation of the nature and significance of the dissertation topic, and the problems or issues implicit in the dissertation title. Some contextual statistics and/or general information on the research context may be useful. This section should explicitly identify the research aims and objectives of your dissertation, and include an overview of	- An introductory chapter, similar to the conventional model. - Completed version of Paper 1 - Largely completed (approx.70%) draft of Paper 2 - Outline of Paper 3

how the rest of the document is structured, linking the remaining sections to follow with research objectives where appropriate.

- Literature review

This section should illustrate that the candidate has reviewed the relevant literature to ensure that the research undertaken is of sufficient originality and novelty (i.e. it is not repeating what has been done before). It should show that "theoretical gaps" in research have been identified so that the research undertaken will be advancing the state-of-the-art in the field.

The literature review should inform the reader of the relevant research already published in the particular field of research being undertaken. The review should demonstrate the ability to interpret, conceptualise and critically evaluate the literature, as opposed to providing an annotated bibliography on the subject. To aid the reader in understanding and justifying your own study, main streams of ideas and concepts other authors have developed should be reported. The review must be focused, in-depth, critical and not merely descriptive.

Important points to consider when writing the literature review:

- Is the document creation an effective (and meaningful) pathway to information, or simply a list of references?

- Is the topic area fairly specific, and is the coverage focused and deep (rather than wide, general and shallow)?

- Is the review critical?

- Does the review provide a worthwhile resource that would be of interest and value to other investigators?

- Is the review well-structured?

The literature review should conclude with a concise and critical discussion section on what has been reviewed, listing the "theoretical gaps" identified by the candidate and how the objectives of this particular research and the thesis itself, when completed, will help to address those gaps.

- Methodology

A description of the overall methodology that has been adopted for the study and the justification, addressing questions such as why, what, when, how, who is involved, etc. Discussions should be provided around how the chosen method(s) match with the research aims and objectives.

Candidates are asked to make sure that the papers 1 and 2 are of sufficient depth to warrant a confirmation of the PhD status (and consequently, a PhD). Each of the papers should be free standing (in the sense that each can be read and understood independently) but should be on related themes.

If any of papers are published or accepted for publication, this will be taken by the panel or the examiners to be prime facie evidence of publishability.

- Timetable and Future Work

This should provide a timetable or a Gantt chart showing the research activities to be undertaken until the end of the period of study and how the completion of these activities will meet all the research objectives outlined in the Introduction chapter. The candidates should make sure that the proposed timetable is realistic. Time should also be allowed for the write-up and submission of the PhD thesis.

- Academic needs overview

Any particular problems encountered (e.g. access to resources or facilities or other additional disability-related or language support requirements); any additional support or facilities already being provided or required.

This chapter should also include a section about data. It is expected that, by the time of the confirmation, that the candidate will have collected some (but not all) data in the way of providing a prototype analysis (pilot study) using the chosen methodology. This section should contain the results of such an analysis. It is recommended that the candidate does not try and finalise all data collection and analysis by the time of confirmation, as any problems identified at the upgrade stage will make it difficult for the candidate to rectify within the remaining time of candidature. • Timetable and Future Work This chapter should provide a timetable or a Gantt chart showing the research activities to be undertaken until the end of the period of study and how the completion of these activities will meet all the research objectives outlined in the Introduction chapter. The candidates should make sure that the proposed timetable is realistic. Time should also be allowed for the write-up and submission of the PhD thesis. • Academic needs overview any particular problems encountered (e.g. access to resources or facilities or other additional disability-related or language support requirements); any additional support or facilities already being provided or required.	

Progression Review 3: Between months 30–33 for full-time or 61–66 for part-time, students are invited to submit the first full draft thesis for a third progress review.

The requirement for the first full draft thesis are provided by Table 4.

Table 4

Conventional thesis	Three papers' thesis route
• an outline of the thesis' content • an introductory chapter • one or more literature review chapters • the methodology and research design chapter • the data analysis chapter • the discussion chapter • plan for submission • academic needs overview	• an outline of the thesis' content • a final draft of paper 1 • a final draft of paper 2 • first draft of paper 3 • a plan for submission • academic needs overview

Further instructions on the format of the final thesis are provided by PGR handbook.	

Thesis Submission: Students should aim to submit their final thesis by month 36 (full-time) or 72 (part-time) of their candidature. Students are, however, eligible to extend their students for a further period on 'nominal registration'. The maximum length of candidature for PhD degree is 48 months for full time registration and 84 months for part time registration. Candidates who fail to submit a thesis by this time will be deemed to have withdrawn, unless extensions are sought and subsequently granted by the Faculty.

Opportunities to Teach

Students may have the opportunity to develop their academic careers through applying to take on some teaching and/or marking activities. Students who wish to undertake such duties must successfully complete ITSPG1 and ITSPG2 or equivalent training offered by the Southampton Business School (SBS) which is tailored to the subject specificity of the SBS taught modules. Module leaders may also be expected to provide additional training on the particular teaching required. The availability and precise nature of the teaching opportunity may vary from semester to semester depending on the type and quantity of the teaching resources that are required. Further details will be available from the PhD programme director.

Programme Outcomes

Having successfully completed this programme the candidate will be able to demonstrate:

- the creation and interpretation of new knowledge through original research or other advanced scholarship, of a quality to satisfy peer review, extend the forefront of the discipline and merit publication;

- a systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of an academic discipline or an area of professional practice;

- the general ability to 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;

- a detailed understanding of applicable techniques for research and advanced academic enquiry.

Knowledge and Understanding

Having successfully completed this programme the candidate will be able to demonstrate knowledge and understanding of:

- current scientific and technical principles underlying their PhD topic in Business Studies and Management, including the terminology used in their PhD topic;
- current research issues relevant to their PhD topic in Business Studies and Management;
- theory, practice, analysis and interpretation of data in their PhD, including relevant general research approaches and techniques;
- theoretical and empirical developments at the research frontiers in their PhD topic in Business Studies and Management.

Learning and Teaching Methods
The candidate will develop core knowledge and understanding through their own research and guided independent study via individual supervisory meetings. In addition the candidate will further develop via specific modules' lectures, seminars, presentations, research training, and teaching & learning in higher education (where applicable), as well as student-led study groups.

Assessment methods
Assessment methods will include oral presentations, written assignment for the module MANG7001 (qualitative and quantitative research methods), research proposal, three progression reviews including **Confirmation of PhD Registration** and a final thesis with viva voce as described in part A.

Subject Specific Intellectual and Research Skills

Having successfully completed this programme the candidate will be able to:
- Interpret and critically evaluate information from academic papers, policy papers, technical reports, government and industry's relevant documents. .
- Synthesise ideas and apply creative and original thought to the solution of complex Business Studies and Management problems.
- Develop, modify and apply existing theory in novel situations and circumstances.
- Create and evaluate new knowledge through research of a quality to satisfy peer review and merit publication.

Learning and Teaching Methods
Guided and independent research which can include projects carried out with industrial sponsors. Methods will include lectures, seminars, coursework assignments, exercises and extended periods of self-study.

Support for student learning and development

Learning and Supervision

The candidate is allocated a supervisory team of at least two members, one of whom will be the main supervisor. The supervisory team typically either consists of a main supervisor and a second supervisor, or for a multi-disciplinary project more than one co-supervisor (one of whom must still be designated as the main supervisor).

Applicants may indicate a preference for the supervisory team on their application form, but the names will not be confirmed until a formal offer is made. In some cases, the composition of a supervisory team may change as the research project evolves and in response to other circumstances.
In addition to the University-wide learning support, students studying on the Business Studies and Management Doctoral Programme will be able to access:

Programme-specific research student learning support (examples shown below):
- Academic supervisory team who will provide advice and support throughout the programme and who are actively engaged in research closely related to your chosen area;
- Access to other staff in the Academic Unit;
- Systems for the support of student learning within the Faculty;
- Dedicated officespace.
- A Research Training and Support Grant of at least £700 per annum for up to 3 years (FT), £350 for up to 6 years PT.
- A computer for their exclusive use.

The Faculty also offer the following learning support:

- Induction programme for orientation, introduction of the programme and staff, and dissemination of materials.
- Postgraduate Student Handbook.
- Access to all administrative and academic material on the Faculty, Programme and individual module web sites and Blackboard.
- An opportunity to meet with the Graduate School (which comprises an academic representative from each Academic Unit as well as the Director of Graduate School) at a mixture of training and networking meetings. This gives ready access to an independent and impartial source of advice about any issues the candidate may be having during their studies.
- Infrastructure to support their research.
- Access to other staff of the Faculty.

The sponsoring company (where appropriate) also offer the following learning support:
- An industrial mentor who will act as a link with the company and will provide significant technical support throughout the programme.
- The infrastructure and resources required for the research whilst the candidate is based at the company.
- The agreed contribution/sponsorship to the University.

There are facilities and services to support candidates' learning some of which are accessible to students across the University and some of which will be geared more particularly to students in your particular Faculty or discipline area.

The University provides:

- library resources, including e-books, on-line journals and databases, which are comprehensive and up-to-date; together with assistance from Library staff to enable you to make the best use of these resources
- high speed access to online electronic learning resources on the Internet from dedicated PC Workstations onsite and from your own devices; laptops, smartphones and tablet PCs via the Eduroam wireless network. There is a wide range of application software available from the Student Public Workstations.
- computer accounts which will connect you to a number of learning technologies for example, the Blackboard virtual learning environment (which facilitates online learning and access to specific learning resources)
- standard ICT tools such as Email, secure filestore and calendars.
- access to key information through the MySouthampton Student Mobile Portal which delivers timetables, Module information, Locations, Tutor details, Library account, bus timetables etc. while you are on the move.
- IT support through a comprehensive website, telephone and online ticketed support and a dedicated helpdesk in the Student Services Centre
- Enabling Services offering assessment and support (including specialist IT support) facilities if you have a disability, dyslexia, mental health issue or specific learning difficulties
- the Student Services Centre (SSC) to assist you with a range of general enquiries including financial matters, accommodation, exams, graduation, student visas, ID cards
- Career Destinations, advising on job search, applications, interviews, paid work, volunteering and internship opportunities and getting the most out of your extra-curricular activities alongside your degree programme when writing your CV
- a range of personal support services : mentoring, counselling, residence support service, chaplaincy, health service
- a Centre for Language Study, providing assistance in the development of English language and study skills for non-native speakers.
- a Researcher Development and Graduate Centre, which provides professional development and skills training
- An appropriate research environment, as set out in the Code of Practice

The Students' Union provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; SUSU provides training and support for all these representatives, whose role is to represent students' views to the University.
- opportunities for extracurricular activities and volunteering
- an Advice Centre offering free and confidential advice including support if you need to make an academic appeal
- Support for student peer-to-peer groups, such as Nightline

Associated with your programme you will be able to access:
- Research infrastructure
- A Research Training and Support Grant of at least £700 per annum (FT) for registered students including those on nominal roll and pro-rata for PT
- An additional PGR Conference and Research Support Fund providing up to £1000 to further support dissemination and research activities
- Access to appropriate desk space and computing facilities (as per SBS policy)
- Support of a supervisory team consisting of at least two members of staff
- Finance for details of your personal RTSG subproject code and claims
- Publication award scheme providing financial incentives for publishing papers in internationally recognised journals.

UoS Supervisors will act, in lieu of Personal Academic Tutors, to ensure University of Southampton pastoral care duties to PGR students. Further clarification on this will be made available in due course.

Fees, Additional Costs and Funding

See below Appendix 1

Intermediate exit points (where available)

There are no intermediate exit points for this programme.

In some cases, students may not or cannot continue through to completion of the PhD. Students may make such decisions for themselves, or it can be based on unsatisfactory performance at one of the formal milestones described above. In this case a transfer to the MPhil programme may be possible, in which case the University will comply with its obligations under the relevant immigration legislation which may be updated from time to time. A student who is concerned about his/her entitlement to remain in the UK following a failure to progress should seek urgent advice from the Student Visa Guidance Service. An MPhil may be awarded only after successful examination of a suitable thesis by an internal and external examiner and passing a viva voce. See the University Calendar for further details on the award of an MPhil http://www.calendar.soton.ac.uk/sectionV/mphil-phd.html

Career Opportunities

Career opportunities are wide ranging and varied. Opportunities exist as a member of a research team in academia, leading to future leadership positions within an academic context. The nature of the generic and discipline-specific skills obtained during your study make your experience and skills attractive to a range of organisations post qualification.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook (or other appropriate guide).

Appendix 1:

Additional Costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and dissertations as are required to fulfil the academic requirements for each programme of study. In addition to this, students registered for this programme typically also have to pay for the items listed in the table below.

Main Item	Sub-section	PROGRAMME SPECIFIC COSTS
Stationery		Candidates will be expected to provide their own day-to-day stationery items, e.g. pens, pencils, notebooks, etc). Any specialist stationery items will be specified under the Additional Costs tab of the relevant module profile.
Textbooks		Where a module specifies core texts these should generally be available on the reserve list in the library. However due to demand, students may prefer to buy their own copies. These can be purchased from any source. Some modules suggest reading texts as **optional** background reading. The library may hold copies of such texts, or alternatively you may wish to purchase your own copies. Although not essential reading, you may benefit from the additional reading materials for the module.
IT	Computer Discs	
	Software Licenses	
	Hardware	
Conference expenses	Accommodation	Within the annual research allowance and prior to approval
	Travel	Within the annual research allowance and prior to approval