

**Integrated PhD Programme
(Course Work + Thesis)**

Duration: THREE YEARS

PROGRAMME HANDBOOK

By

Dr. Elisante Ole Gabriel (Ph.D)

Lecturer – Mzumbe University, Tanzania

Professor of Marketing – Preston University & Firelake University, Finland

Visiting Professor of Marketing- KCA University, Kenya

Contacts:

Mzumbe University
Faculty of Commerce
P O Box 6
Mzumbe – Tanzania

Email: elisante@yahoo.com, egabriel@mzumbe.ac.tz, info@edenconsult.net

Personal Website: www.olegabriel.com

Cell Phones: +255-784455499 (Tanzania), +254-710561656 (Kenya)

Table of Contents

		PAGE
Programme Structure		3
Programme Description		3
Entry Requirements		4
Programme Objectives		5
Modes of Teaching		5
Course Evaluation		5
List of Course with Codes		6
Research & Thesis Writing		8
Thesis Journey		8
Responsibilities of the Director		8
Responsibilities of Supervisors		9
Responsibilities of Students		10
Resolving Problems		11
Withdrawing from the Programme		11
Submission & Defence (<i>Viva Voce</i>)		11
Job Placement (after completion)		12
Financial Implications		13
Delivery Dimensions (3-Streams)		15
Conclusion		15

Programme Structure

YEAR ONE TRIMESTER (Oct. – Jan)	YEAR ONE TRIMESTER II (Mar. – June)	YEAR ONE TRIMESTER III (July – Sept.)	YEAR TWO	YEAR THREE
Business Research Methods	Research Proposal & Thesis Mapping		DEFENCE OF PROPOSAL (October)	DATA ANALYSIS
Advanced Strategic Management	Research Instruments and software	PREPARATION OF PROPOSAL & SUBMISSION	Monthly Seminars & Workshops	Monthly Seminars & Workshops
Experiential Seminars	Methodological Sophistication		PREPARATION OF RESEARCH INSTRUMENTS	WRITING THE THESIS DOCUMENT
Training & Presentation Skills	Enterprise Management		DATA COLLECTION	DEFENDING THE THESIS (<i>Viva Voce</i>)
Global Business Management	<i>ELECTIVE (One Subject)</i>		ORGANISING THE ANALYSIS	FINAL SUBMISSION
	LIST OF ELECTIVES: 1.Data Management – Quantitative (<i>Positivism</i>) 2.Data Management – Qualitative (<i>Hermeneutic</i>)			

Programme Description:

The programme focuses on practising aspirants who wishes to excel in Business Management and research knowledge. Participants will acquire knowledge and skills in a practical and experiential learning environment. Lectures, seminars, case studies, reports presentations and guest speakers will form part of the delivery process. Students will acquire an in-depth knowledge of all the functional areas of business research knowledge. The taught part of the programme will be covered in two trimesters of seventeen weeks each. In each trimester five courses will be taught. The contact hours will be 3 per week per course. Each course has a weight of 2 credit points. A total of 20 credit points for the taught courses is to be acquired by students. There shall be coursework and final

examination for every taught course. Students will be attached to various organisations so that they deal with a practical problem in writing their detailed proposal which is a key requirement after passing the taught part of the programme so that one can be allowed to proceed to the research part of the programme. The detailed proposal will carry a weight of 10 credit points. The detailed - proposal component will be assessed by internal and external examiners and finally the student is supposed to defend his/her proposal before a panel of experts. After passing the ten taught units, and the requirements of the detailed – proposal, the students will be offered a certificate of *MPhil – Business Management & Research*. There shall be no graduation ceremony in respect of this certification, since the student will be progressing to do the research part of the programme and graduate as a Doctor of Philosophy. The certification is to acknowledge the completion of the taught part of the programme. In case a student fails to meet the requirements of the detailed proposal, he/she shall be advised to write a normal thesis and be awarded *MPhil – Business Management*. This student shall not proceed with the research part of the Programme. For the progressing students, the second year will be mainly for data collection and analysis while the third year will be for writing of the thesis and graduation. The University is determined that for the students who will work hard according to the schedule, they will definitely graduate within 3 years. The University will also facilitate the job placements for the successful candidates, in case the graduate wishes to get the support of the University.

{Hint: Each University may wish to make some adjustments. The designer of the programme is providing a framework so that we can solve the problem of training rigorous PhD Holders. There is an acute shortage of PhD Holders in the whole continent of Africa. Universities has an obligation to fill the gap sooner than later}

Entry Requirements:

There shall be two categories for the admission process;

TRACK A: *Day Stream*

Fresh Graduates after the Masters degree (Working Experience Not necessary)

- A good Bachelors degree (or equivalent) with a minimum of Upper second Class (first class applicants will be given top priority)
- A good Masters degree in a business related discipline, with an average of B, including thesis/dissertation.
- Applicants should not be above the age of 30 years

TRACK B & C: *Evening/Weekend Stream*

Applicants must have a minimum working experience of 3 years (Those with Academic working experience shall be given a top priority), AND

- A Bachelors degree (or equivalent) with a minimum of Lower second class or a PASS class with a postgraduate Diploma of a minimum of One year as a support to improve the undergraduate qualification.
- A Masters degree from any discipline, which includes a component of a Thesis of which the score of the thesis is not less than grade B.

- There is no age limit

Programme Objectives:

At the end of this programme students will be able to;

- Become proficient in the mode of discourse and skills of advanced research-level
- Acquire the ability to apply that knowledge to new problems and contexts
- Become exposed to recent developments and give an insight into the process by which research is conducted, thus suggesting fruitful areas for research.
- Conduct academic research and operational research professionally.
- Select and apply management theories for practical decision making
- Effectively and efficiently identify, analyse deploy and develop organisational resources.
- Demonstrate analytical, planning, implementation and control competences in all functional areas of business.
- Demonstrate effective training and presentation Skills
- Demonstrate competence in identifying major national, regional and global developments relevant to businesses

Programme Modes of Teaching and Learning

A course will be covered through the following approaches;

- Practical inputs from students (relevant issues from experience of each student as a group)
- Lectures
- Seminars
- Group discussions & presentations
- Role play & Games
- Case studies (Major emphasis on this)
- Guest speakers & Students' Visits to specific places

Course Evaluation:

The evaluation criteria shall be as follows:

Taught Courses (10 Units)

1. Continuous assessment 60%-This assessment shall be administered as follows:
 - a. Project Paper (Term paper) 30% marks (this shall be student own job related problem solving piece of work)
 - b. Test (controlled) 10% marks
 - c. Group work with presentation 20% marks

2. A student must score at least 30% marks in the continuous assessment ; otherwise a student shall be required to sit for a supplementary examination
3. Final Examination 40%
4. A student must also score at least 50% of final examination allocated marks; otherwise a student will be considered to have failed the examination and shall be required to sit for a supplementary examination.
5. A student is allowed to fail in not more than three courses in any of the first or second trimesters of the taught part of the programme.
6. Supplementary examinations shall be done after the end of the first two trimesters

Proposal & Thesis Report

1. The proposal shall be evaluated in accordance with the University policy and procedures and will be weighed at 100%.
2. The Details of the research part of the programme shall be given separately but in any case, the evaluation shall be on either; *Straight Pass, Pass with minor changes, Pass with major changes, Re-Submit or Fail.*

Coding System

The coding system for various courses in this programme has followed the following logical consideration;

- The code will start with the abbreviation of three letters for the panel from which the course is based (Eg. Management = MGT)
- This will be followed by four digits.
- The *first* digit will indicate the level of the programme. The levels are considered as follows; Certificate = Level 1, Ordinary Diploma = Level 2, Bachelors Degree = Level 3, Postgraduate Diploma = Level 4, Masters program = Level 5, PhD Program = Level 6. Therefore, the appropriate digit for this programme is 6.
- The second *two digits* will indicate the serial number of the Faculty as assigned by the University. In this case, we can use the following (Faculty of Commerce = 01, Faculty of Public Administration & Management = 02, Faculty of Social Sciences = 3, etc). This programme therefore, being of Faculty of Commerce, the faculty code shall be 01. Through this logical sequence the three constant digits for this programme will always be 601 (i.e the sixth level, the faculty serial number is 01).
- The last digit will indicate the serial number of the course from the said panel (e.g Advanced Strategic Management to be the first (1) subject while Global Business Management to be the second (2) from the same panel of Management.

The panels are categorised as follows;

S/N	NAME OF PANEL	ABBREVIATION
1	Social Research	SOR
2	Management	MGT
3	Entrepreneurship	ENT

Therefore the list of courses with their respective codes is as follows;

S/N	COURSE TITLE	COURSE CODE
1	Business Research Methods	SOR 6011
2	Advanced Strategic Management	MGT 6011
3	Experiencial Seminars	SOR 6012
4	Training & Presentation Skills	MGT 6012
5	Global Business Management	MGT 6013
6	Research Proposal and Thesis Mapping	SOR 6013
7	Research Instruments & Software	SOR 6014
8	Methodological Sophistication	SOR 6015
9	Enterprise Management	ENT 6011
10	Data Management – Quantitative (Positivism)	SOR 6016
11	Data Management – Qualitative (Hermeneutic)	SOR 6017

THE RESEARCH PART OF THE PROGRAMME & WRITING THE THESIS

During this time, a student is not obliged to be attending specific classes except monthly seminars and/or workshops. A student should be attached to an organisation and conduct a real research from which the thesis will be written. The student needs to be careful not to be bogged down by the works in the organisation and give less attention to the research works. In any case, it is mandatory to attend the monthly seminars and make presentations of the progress of the work at the venue to be announced by the management of the University. The attendance will form part of the assessment.

The Ph.D. Thesis Journey

The final two years of the Programme are spent preparing a thesis of about 75,000 words on a substantial and original topic, developed in consultation with TWO supervisors. The first supervisor of a student's thesis will ideally be the member of staff who supervised the student in writing the proposal in the third trimester of the taught part of the programme. He/she must hold a PhD degree and must have supervised successfully at least 10 Masters Students prior to be appointed to undertake this supervision. The second supervisor can be a staff of the faculty of Commerce, any other faculty within the University or even outside the University. In some special circumstances, depending on the nature of the research project, the second supervisor may not be working in the academic industry but should at least have a Masters degree and a good knowledge of the subject under research. The Director of Business School shall act as an adviser to all Ph.D. students, dealing with matters not directly related to the subject matter of the subject being researched. It is a fundamental objective of the Programme not only that every thesis should be publishable, but that every attempt should be made to publish it in some form or another, such as articles in established journals.

The relationship between Supervisors, Director of Business School and Research students is critical to determining the quality of the student's postgraduate experience. This relationship is one of collaboration in a common enterprise and, for a successful collaboration; all parties must recognize their separate responsibilities. These are stipulated out below.

Responsibilities of the Director of Business School

- To provide to the supervisors what exactly they are expected to do and how. This should be the case also for students.
- To design an awarding mechanism for the Supervisors and Students who shall finish the work on time and make the student graduate on time.
- To design a bursary system whereby, potential candidates, say two in every track per year, shall get the Vice Chancellors scholarship (Partial) which will imply the tuition fee waiver. In most cases, this ought to be the very bright applicants and can be targeted to be retained at the University after their graduation.
- To set a system whereby, the PhD candidates in their second and third year can teach and supervise Masters students, provided that this shall not affect the

- progress of their research. Payment shall be effected to the PhD students as paid to other supervisors of the same. It should be a requirement that every PhD candidate supervise successfully not less than 5 Undergraduate Students and 10 Masters students before he/she completes the programme. This should one of the elements to be considered in his/her viva presentation.
- One of the taught causes is called ‘Teaching and Presentation skills’. The final examination for this will be an assessment in the real class at a Masters or Undergraduate class at the University or any other University (Doing it on another University could be more strategic to keep on building the Brand equity of the Programme). The participants of the class taught by the PhD candidate shall not be told that the presenter is doing an examination but the management shall know this plan well in advance in case it is out of the University. This alone will be a marketing tool of our graduates. The office of the Director of Business School shall deal with the logistics of this.
 - Keep and provide records and another information (E.g results) as timely as possible to the resource persons and students
 - To organise a separate working Lab with internet and computers for the PhD candidates.

Responsibilities of Supervisors

- A potential supervisor will not accept a student for supervision if there is any reason, such as lack of competence in the field of study, lack of facilities for the proposed research, lack of essential funding for fieldwork, the imminent departure of the supervisor from University, or over-commitment, that would lead to inadequate supervision during the projected period of the student’s research.
- Supervisors have both a reactive and a proactive role. On the one hand, a supervisor must be accessible to the student for academic help and advice during the progress of the research and the final preparation of the thesis. On the other hand, the supervisor has an active duty to be informed about the progress of the research student’s work, to give frank and constructive opinions about this work (whether or not these are asked for).
- To make sure that the student is aware of the quantity and quality of work required, and to negotiate and monitor a timetable for its submission. Each supervisor (Internal and External) should keep a file of every student and make his own summary every time he/she meets the student with a clear plan of what a student should be presenting in their next meeting
- To mentor and motivate the students to go on with the journey and finish on time. Whenever possible the supervisor should encourage the researcher to be attending his sessions (of the supervisor) and assist in some teaching works as a way of

grooming the candidate. This might more effective for the day stream (Track A), since more than 90% of them shall be working in Universities after they graduate. The activities to involve the researcher can include leading seminars, marking, responding to questions of the students, etc).

- Student and supervisor should negotiate a programme of meetings at the beginning of each academic year. For most students on this programme, monthly meetings should be the norm, and these meetings should be held whether or not the student has a particular piece of written work to submit for comments.
- Supervisors should do everything they can to provide careful analysis and constructive criticism of all work submitted to them within an agreed period of time, and to make themselves available, when feasible, for discussions with students that might take place outside an agreed Programme of meetings.
- It is important to understand that, the supervisor is providing the guidance not necessarily the mastery of the technical part of the subject matter. Therefore, at times a supervisor and the student might *agree to disagree*. The supervisor should not attempt to force the student to necessarily take his/her point of view. The supervisor should be ready also to learn some of the new things from the student.

Responsibilities of the research student

- To keep in contact with his or her supervisors and inform them on the progress of the research.
- To meet the supervisors for discussions, submit written work and perform other academic exercises (for example, attending and contributing to the Seminars, teaching, etc) according to the timetable negotiated with the supervisors.
- While the doors of most members of the school are nearly always open to postgraduates, students should remember that members of staff do have other responsibilities, and that these may at time preclude a member of staff dropping everything to give them immediate unscheduled attention. Therefore, the student should maintain a good communication strategy.
- Students should inform their supervisors as early as possible of anything that might affect their ability to complete an agreed programme of work on schedule, rather than bringing problems to the school at only a late stage. The essential point to remember is that the school is on the side of its postgraduate students in relation to almost any problem that might arise, and will do everything possible to help, given good notice and the information necessary to do so.

Resolving problems

Although rare, problems may arise between adviser, supervisor and student, it is important for students to know what to do in case they happen. In the first instance, of course, student and adviser or supervisor should meet informally to discuss the problem and attempt to resolve it in a balanced manner. Since almost all students and members of staff are reasonable people, by far the most likely outcome is that any misunderstanding can be ironed out smoothly at an early stage.

If an informal discussion of problems fails to find a solution, then the student should write a letter to the adviser or supervisor setting out the problem in more formal terms, and send a copy of this letter to the Director of Business School. (In exceptional circumstances, a student may be unwilling to commit such problems to paper, in which case a meeting should be sought with the Director. If the adviser or supervisor is still unable to offer a resolution of the problems set out in the letter from the student, then the Director will meet both individually and attempt to negotiate a solution. If the student is unwilling to accept the solution offered by the Director, then there is no alternative but to take the matter up with the Deputy Vice Chancellor – Academic, for further discussion. It is, however, very, very unlikely that any problem, handled in an open and reasonable manner by all concerned, should ever get this far!

Withdrawing from the Programme

If for some reason a student opts to withdraw from the M.Phil./PhD programme at any stage they must immediately inform in writing;

- a) their supervisors
- b) the director Business School

Submitting and Defending the PhD Thesis

When the thesis is complete it is submitted to Business School for examination. The thesis is read by an internal examiner who will be a member of the school other than the supervisor, whose job will be to evaluate the thesis in the context of its contribution to the profession as a whole, and by an external examiner from another institution, who has detailed professional knowledge of the thesis topic and whose job will be to provide an expert assessment of this.

It is the full responsibility of the Director, who will consult with both the candidate's supervisors, to choose the external examiner of the thesis in order to maintain the objectivity of the examination process. Clearly, students may have views on who is best to serve as external examiner and they are thus encouraged to discuss this with their supervisors well in advance of the date of final submission; their supervisors will then

discuss the matter with the Director who will make the final the decision. **In no circumstances** are any students to approach and ask potential external examiners of their willingness to serve on the examination committee.

Once the thesis is read by both the internal and external examiners, an oral (or *viva voce*) examination will be held generally around 8 weeks after the thesis has been submitted to Business School. The examination should last about two hours and the internal and external examiners may ask questions on any aspect of the thesis and the theme with which it deals. At the student's request and with the agreement of the examiners, a supervisor may be present, although this is not in any way necessary. The role of a supervisor in the oral examination, if present, is to provide information and not to act as an examiner.

Detailed rules for submission of theses are contained in the School calendar, and these must be consulted carefully by the student before any plans for submission are made. The *Calendar* provides for students to submit theses without the prior approval of the supervisor, but in practice it would be extraordinarily unwise for any student to do this.

Both department and supervisor have a strong interest in having good theses accepted by the examiners and, if they advise against submission, then this advice should be taken very seriously by the student. It almost certainly means that the thesis will encounter some challenges when it is examined. After the thesis has been examined in this way, the examiners will recommend one of the following:

- The thesis passes as it stands;
- The thesis passes after minor corrections have been made (the internal examiner must certify that these corrections have been made before the final thesis is submitted and the degree awarded);
- The thesis must be revised in a more major way, and then be submitted for re-examination; (in this event the examination procedures outlined above will be repeated);
- The thesis should fail outright.

After the Degree: Job Placement

As a Business School, our success is ultimately measured by the success of our students, and that includes their job placement in top-quality academic institutions, governmental agencies, and private enterprises. Our goal is therefore to assist you on the job market in every way possible. This begins, of course, with the rigorous and comprehensive training you will receive as part of the normal programme, but it also includes a specialized support and training system designed to make you the most effective job candidate possible.

Students who are considering applying for academic jobs should first consult with their supervisor(s) and the director to make sure that they are ready to go on the market. Only

students who are deemed to be ready will be supported by the department in their job search. Students are strongly encouraged to hold specially scheduled practice job talks when actually on the job market.

Our Programme includes the following features designed to help your job search:

- An on-site and internet-based job listing resource centre. This includes major academic job listings from all over the world.
- A regular series of seminars and opportunities to present your research that will prepare you for job talks when being interviewed.
- A Programme that requires students to produce many short papers and encourages and assists them in revising and possibly submitting these for publication.
- A Programme that encourages and assists students to participate in additional training courses and professional conferences.

FINANCIAL IMPLICATIONS:

- It is proposed that this programme should be operated as a project hence to motivate the experts who are conducting so as to get the best service
- The project should break even and create profit to the University.

DELIVERY DIMENSIONS:

There shall be three tracks of delivering the taught courses. These shall be known as Track A, B and C. Each unit requires three hours a week hence 15 hours for five subjects per week. The trimester shall have 17 official weeks out of which, one week will be for mid-recess, One week for preparation of examinations and one week for examinations. Therefore the actual contact weeks shall be 14 hence a total of 42 (14 weeks X 3Hrs per week per subject) real contact hour per unit per trimester.

Track A: Day Stream

The required 15 Hours per week shall be covered between Monday to Friday during the day.

Track B: Evening Stream

The required 15 Hours per week shall be covered every evening, from Monday to Friday, three hours per day.

Track C: Weekend Stream

The required 15 Hours shall be covered as follows;

- Friday from 17:00 – 20:00Hrs (3Hours)
- Saturday from 10:00 – 13:00Hrs (3Hours) and 14:00 – 17:00 Hrs (3 Hrs)
- Sunday from 10:00Hrs – 13:00Hrs (3 Hrs) and 14:00 – 17:00 Hrs (3 Hrs)

N:B

The taught part of this programme is conducted on a unit based system. A candidate on Track B and C, can decide to take a unit depending on the convenience. This means in case he/she can not be available on a Saturday morning, he can attend the unit in one of the evenings provided that, during the registration, the choice is made and the students should conform to his own design.

Conclusion

The author of this programme (Dr. Elisante Ole Gabriel) realised that there is a huge global demand of qualified PhD holders who can deliver the value. It has also proved evident that the approach of only research based by thesis approach is giving students lots of challenges and not completing the programme on time. Moreover, lack of a systematic and formal training has made some of the graduates not rigor enough to the expectations of the labour market, after completing their doctoral degree programmes (by only thesis). This programme will also give a unique output since there is a track to accommodate young graduates who will end up graduating at the age less than 35years hence to have an opportunity to serve for more than 30 years with their PhD degrees. The school shall help its graduates to get jobs once they graduate so as to reduce the acute shortage existing.