UD PHD Dissertation Handbook

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Section 1. Introduction

1.1 Welcome to this Dissertation Handbook

I would like to extend a warm welcome to all students embarking on the exciting journey of PhD dissertation writing. This handbook has been designed to serve as a comprehensive guide, providing you with valuable insights and step-by-step instructions to navigate through the process of crafting a successful PhD proposal and PhD dissertation. The aim of this handbook is to support you in developing and completing your PhD proposal and dissertation with confidence and excellence. The purpose of this handbook is to offer and outline the essential elements of PhD proposal and dissertation writing. It is designed to complement the guidance provided by Dubai Business School and PhD supervisors. Our goal is to provide you with clear instructions, tips, and best practices to help you produce a high-quality PhD proposal and dissertation that meets academic standards and contributes to your field of study. Please ensure to check the appendices at the end of the handbook for your program specific PhD proposal and dissertation guidelines and rubrics.

- Dr. Islam Bourini, PhD Program Director

1.2 Purpose and Goals of the Handbook

This handbook aims to achieve the following goals:

Table 1: Handbook Goals	
G1.	**Provide Guidance:** We understand that embarking on a thesis can be a daunting task, especially for those who are new to the process. The handbook aims to demystify the thesis writing process by breaking it down into manageable steps. We offer guidance on various aspects of thesis writing, from selecting a research topic to the final submission and defense.
G2.	**Foster Organization and Structure:** Writing a thesis requires careful planning and organization. We provide valuable insights on structuring your thesis, identifying key components, and developing a logical flow of ideas. By following these guidelines, you will be better equipped to present your research effectively and coherently.
G3.	**Enhance Research Skills:** Conducting rigorous research is a fundamental aspect of thesis writing. This handbook offers guidance on conducting literature reviews, formulating research questions, selecting appropriate methodologies, and analyzing data. By developing these research skills, you will be able to contribute meaningfully to your chosen field and produce a thesis of scholarly excellence.
G4.	**Cultivate Effective Writing Practices:** Effective communication is essential for conveying your research findings and arguments. This handbook emphasizes the importance of clear and concise writing, providing guidance on academic language, argument development, and the proper use of citations and references. By honing your writing skills, you will be able to articulate your ideas with precision and clarity.

1.3 Abbreviations

APA	American Psychological Association
CPE	Comprehensive Exam
DBS	Dubai Business School
Dept.	Department
DISS	Dissertation
PhD Student	A PhD student or doctoral student is an individual who's been accepted into a doctoral program and is working through classes and coursework.
PhD Candidate	A PhD Candidate or doctoral candidate has completed the coursework portion of a doctoral program and is focused on writing a dissertation or equivalent project.
QAIE	Office of Quality Assurance & Institutional Effectiveness
UD	University of Dubai
VIVA	Viva voce (Latin for 'by live voice') or oral examination.
VPAA	Vice President, Academic Affairs/Provost

Section 2. Formatting Guidelines for the PhD Proposal and PhD Dissertation

2.1 Introduction

A completed PhD proposal and PhD dissertation are scholarly research documents that epitomize the fulfillment of the student's scholarly aspiration. Some of the salient features of a good PhD proposal/dissertation are that it is written, unambiguous, and has a logical structure that should assist the PhD researcher understanding of the research topic being presented. To this end, the PhD proposal/dissertation should conform to a set of formatting guidelines.

The purpose of this section is to outline the guidelines that a PhD proposal and PhD dissertation submitted to the graduate school of the University of Dubai should adhere to. These formatting guidelines will provide you with an overview of the format for the PhD proposal and PhD dissertation preparation and ultimately its final submission requirements.

2.2   Formatting requirements

A. PhD proposal length

The PhD proposal is usually around 5,000 to 7,000 words in length (excluding references and appendices, with lines double-spaced and with a minimum of ten (10) scholarly references (peer-reviewed papers).

A typical length per section could be:

- Introduction (300-400 words)
- Literature Review and Theoretical Framework (1500-2000 words)
- Research methodology (1000-1500 words)
- Anticipated outcomes (700-1000 words)
- Research timeline (300 words)
- Resources (200-300 words)
- Conclusion and discussion (1000-1500 words)

The length per section is not definitive; the final decision is only yours!

B. PhD dissertation length

The PhD dissertation is usually around 60,000 to 100,000 words in length (excluding references and appendices, with lines single-spaced. The length per section for the PhD dissertation should be discussed with your supervisor.

C. Table of contents

A Table of Contents provides an organized listing of what is included within the PhD proposal/dissertation. This can consist of chapter titles, sub-chapters, sections, and sub-sections listed sequentially by page number, allowing a reader to identify the information structure and included content. It should be noted that only **automatic tables of content are acceptable.**

Why Table of Contents are important?

- It saves you typing out the information!
- No more repeatedly checking that headings and page numbers are correct.
- 'Update' anytime to display correct headings and page numbering

Microsoft Word Tip: MS Word allows you to automatically generate a table of contents. By using the Styles menu in Word, you can designate different levels of headings to correspond to the chapter headings and subheadings in your dissertation. If you designate chapter headings as "Heading 1" and chapter subheadings as "Heading 2," then your table of contents can be accurately and quickly generated using the References tab.

How to generate an automatic Table of Contents

- Open the **References tab [1]**, in the Table of Contents group, click **Table of Contents [2].**
- Select **Automatic Table 1** or **Automatic Table 2.**
- Your Table of Contents will display 3 levels of headings. Need more levels? Then you need the **'Custom Table of Contents' [3].**
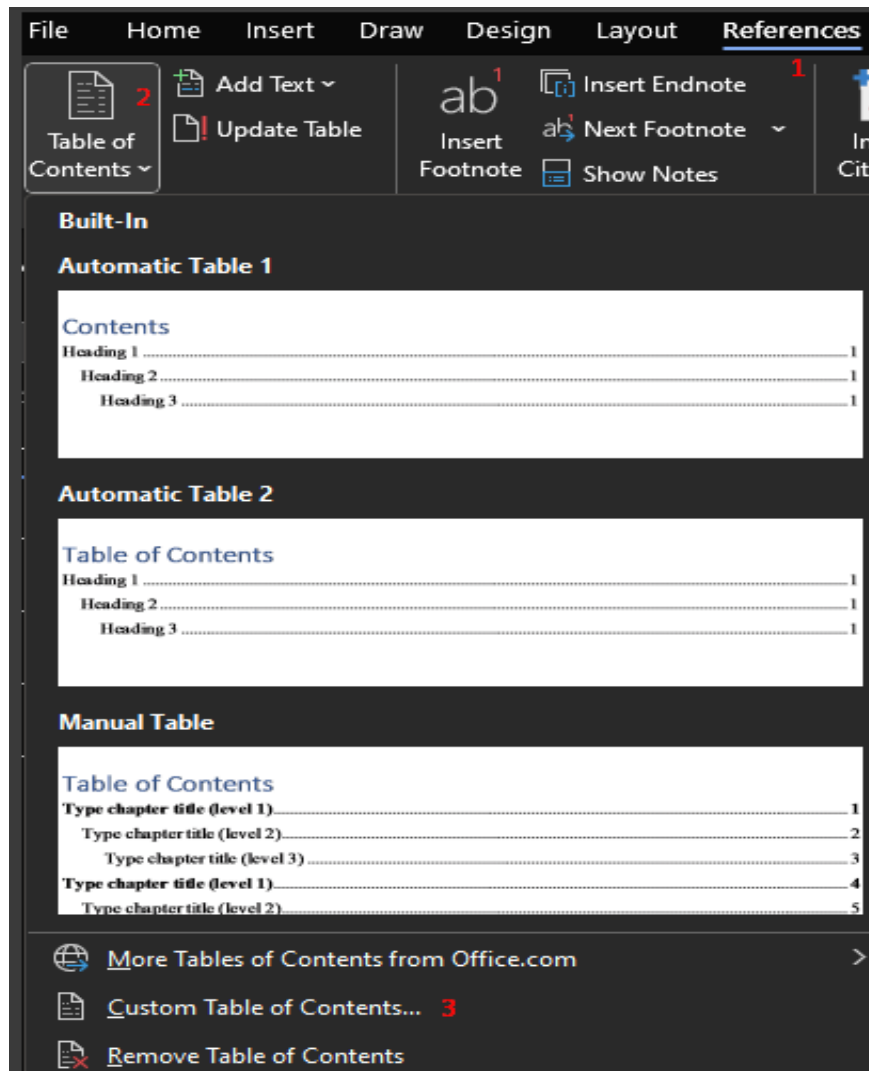
Microsoft Word Tip: You must remember to **update the Table of Contents** when you have added, deleted or changed a heading in the main body of your document.

- ✓ Click on the **Table of Contents** to select it. It will be highlighted in grey.
- ✓ Click on its **'Update Table'** button, at the top of table.
- ✓ Select **'Update entire table'** (updates both headings and page numbers)
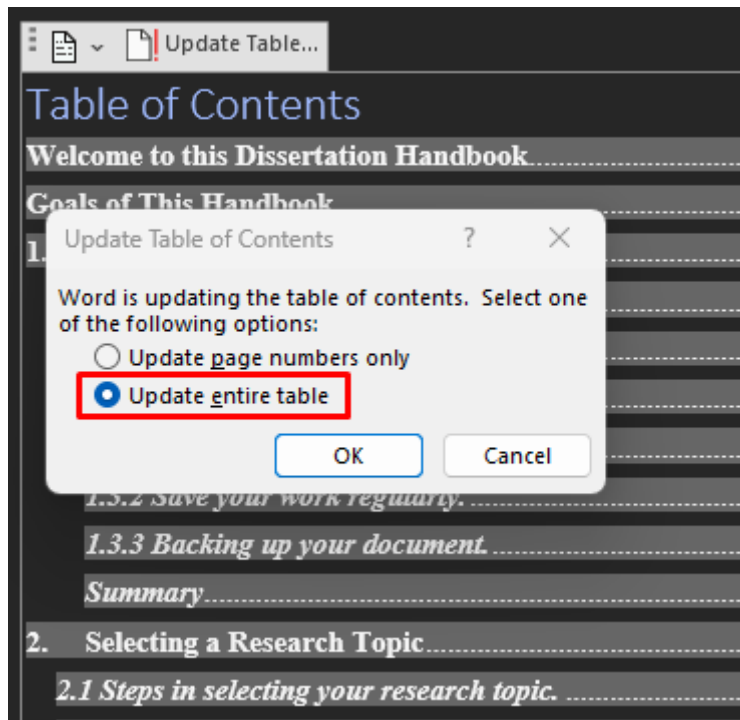- ✓ Click **OK.**

FIGURE 0-1. TABLE OF CONTENTS UPDATE

Microsoft Word Tip: Other ways to update your Table of Contents include: Right-click on the table and select **'Update Field'** OR press **F9** on the keyboard OR the **'Update Table'** button in the Table of Contents group.

D. **Language**

The PhD dissertation proposal should be written in English.

E. **Reference formatting**

There are **strict requirements** on reference formatting at submission. PhD students/candidates should cite all external sources in their text by using the ***latest version of APA citation style***. **Only references which have been inserted through a *reference management software*[1]** (e.g., RefWorks, Mendeley, Endnote, Zotero etc.) and listed in ***alphabetical order*** are acceptable in the PhD program. Contact UD's Library for more assistance.

It is a good idea to start your references section at the beginning of the writing process and add to it as you go along. It will be a tedious and time-consuming task if left until you have completed the main body of the text. If you do leave it until the end, the time spent on compiling the reference section is time that would have been better spent on checking and amending your report.

F. **Paper and page layout**

   i.   Printed single-sided on white A4 paper within the range of 70g/m2 to 100g/m2, papers should be high quality, acid-free, and 100% Cotton paper.

   ii.   The **page margins** on every page of the dissertation must be 1 inch on each side

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[1] Reference management software, citation management software, or bibliographic management software is software for scholars and authors to use for recording and utilizing bibliographic citations (references) as well as managing project references either as a company or an individual. Once a citation has been recorded, it can be used time and again in generating bibliographies, such as lists of references in scholarly books, articles and essays. The development of reference management packages has been driven by the rapid expansion of scientific literature.

- Left margin: 1 inch (2.54cm)
- Right margin: 1 inch (2.54cm)
- Top margin: 1 inch (2.54cm)
- Bottom margin: 1 inch (2.54cm)

Tip: To view/change margins

From the Page Layout [1] tab on the *Ribbon*, select Margins [2] in the *Page Setup* group.
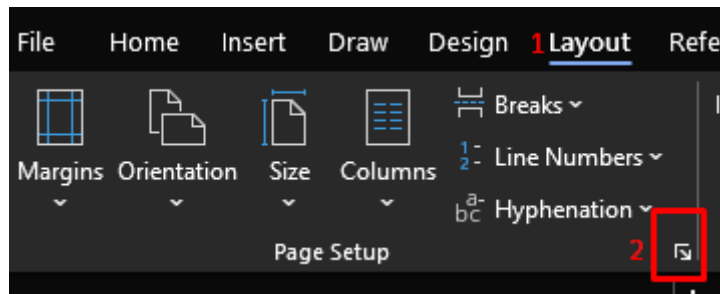
FIGURE 0-2. VIEW/CHANGE MARGINS

Increase/decrease the margins on the Margins tab [3], via the arrows, or type

directly into the boxes.
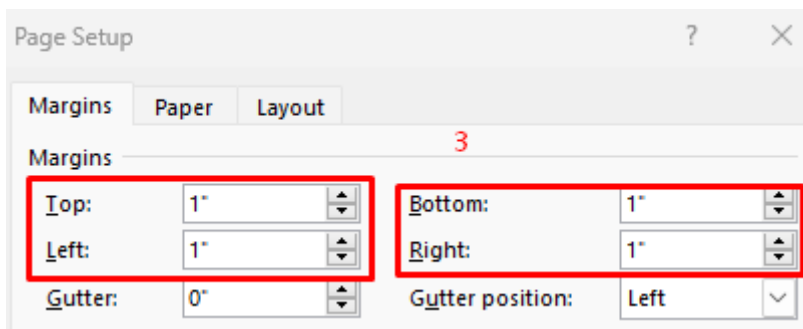
FIGURE 0-3. INCREASE/DECREASE THE MARGINS

iii. **Text** should be in a single column and **fully justified aligned**. The **line spacing** for the main body text must be double line (2.0) for main body text. The 'front-matter' pages such as the abstract, acknowledgements, etc., and references-bibliography, appendices, supplementary materials, footnotes, indented quotations, blocked quotations separated from the text or tables content and captions and figures captions must be single-line (1.0) spaced.

iv. You may choose to indent new paragraphs or sections, but it is not required. If you choose to indent, then the paragraphs should be indented by 0.7 cm (0.28 inches).

Microsoft Word Tip: To amend the paragraph indentation

From the Page Layout [1] tab on the *Ribbon*, select Paragraph [2].
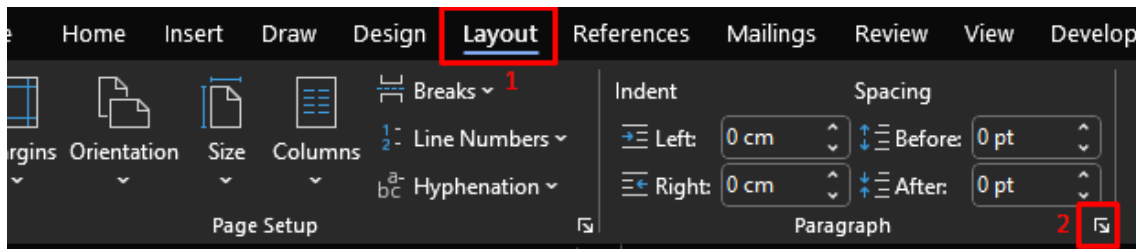
FIGURE 0-4. PARAGRAPHS

Select ***First Line*** in the *Indentation* group, by 1.27cm or (0.5 inches).
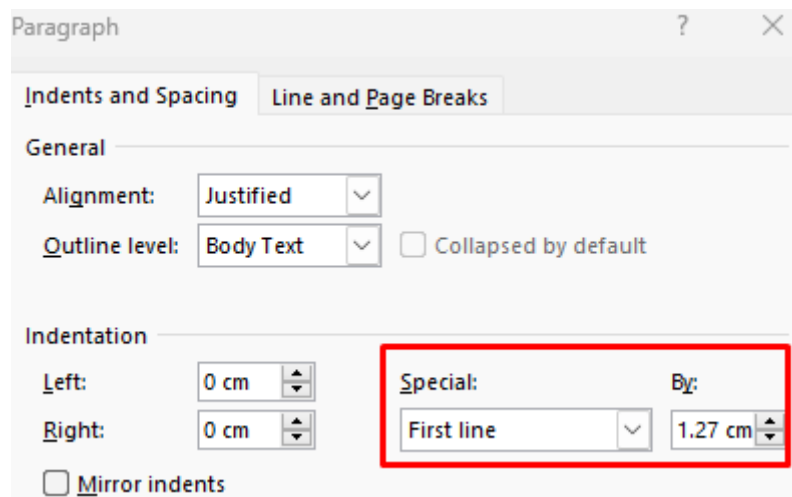
FIGURE 0-5. PARAGRAPH INDENTATIONS

G. Font, font sizes and text alignment

Table 2: Font, font sizes and text alignment	
i.	All text should be printed in **Times New Roman** font.
ii.	**All text should be 12-point except** headings, footnotes, tables/charts, and picture/table descriptions.
iii.	**Font up to size 14 points** may be used for the document's title on the title page, and Chapter headings (see subsection 1.1.9) only.
iv.	**Font as small as 10 points** must be used for footnotes, the content of tables/charts, and picture/table/chart descriptions.

v.	The final (after acceptance) PhD proposals and PhD dissertations must be submitted as a PDF file to the PhD department.
vi.	Your main text must be justified.

H. Pagination

Table 3: Pagination	
i.	The Title Page, Examining Committee Page and Copyright Declaration and Fair Use Affirmation Page do not have page numbers, but for counting purposes, it is considered page i, ii and iii. All other preliminary pages (e.g., table of contents) in this section use lowercase Roman numerals for page numbers (iv, v, vi etc.).
ii.	Number pages consecutively throughout the PhD proposal/dissertation from the Introduction, including all pages whether textual or otherwise.
iii.	Separate volumes must be identified, and the pagination must be sequential through from the first volume.
iv.	The main text is numbered with Arabic numerals (i.e., 1, 2, 3) from the first page of Chapter 1 to the end of the References.
v.	Numbers should be located centrally at the bottom of the page.

J. Chapter headings and subheadings

    i.   Begin new chapters on a fresh page.

    ii.   Divide your article into clearly defined and numbered sections. Subsections should be numbered 1.1 (then 1.1.1, 1.1.2, ...), 1.2, etc. (the abstract is not included in section numbering). Use this numbering also for internal cross-referencing: do not just refer to 'the text'. Any subsection may be given a brief heading. Each heading should appear on its own separate line.

iii. Chapter headings should be in **title case[2], center-aligned, bold 14-point font**, preceded by "Chapter" and the appropriate number, and must be listed in the Table of Contents.
For Example:

<div align="center">

Chapter 1

Title of Chapter

</div>

iv. Section headings should be in **bold 12-point font, left-aligned**, and must be listed in the Table of Contents.
For example:
1.1 Title of section

v. Sub-section headings should be **italicized, bold 12-point font, left-aligned**, and must be listed in the Table of Contents: for example:
1.1.1 Title of subsection, ***1.1.1.1 Title of sub-subsection etc.***

vi. All headings and subheadings should be consistent, providing a clear indication of changes in content and emphasis.

vii. All headings and subheadings must appear in the **Navigation Pane**. PhD proposals or PhD dissertations without navigation pane **are not acceptable**.

Tip: How to Use the Navigation pane!

Instead of scrolling around your document to find the content you need you can use the

Navigation pane to browse by 'Headings', 'Pages' or search 'Results'.

The ***Navigation Pane*** (see Fig. 1) feature is an excellent tool for quickly navigating around your document and for viewing the structure of it too.

How to do it:

Step 1: Click the View tab.

Step 2: Check the Navigation Pane checkbox.

Step 3: Click the Headings or Pages tab in the Navigation pane.

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[2] According to APA, in title case, major words are capitalized, and most minor words are lowercase. In sentence case, most major and minor words are lowercase (proper nouns are an exception in that they are always capitalized).
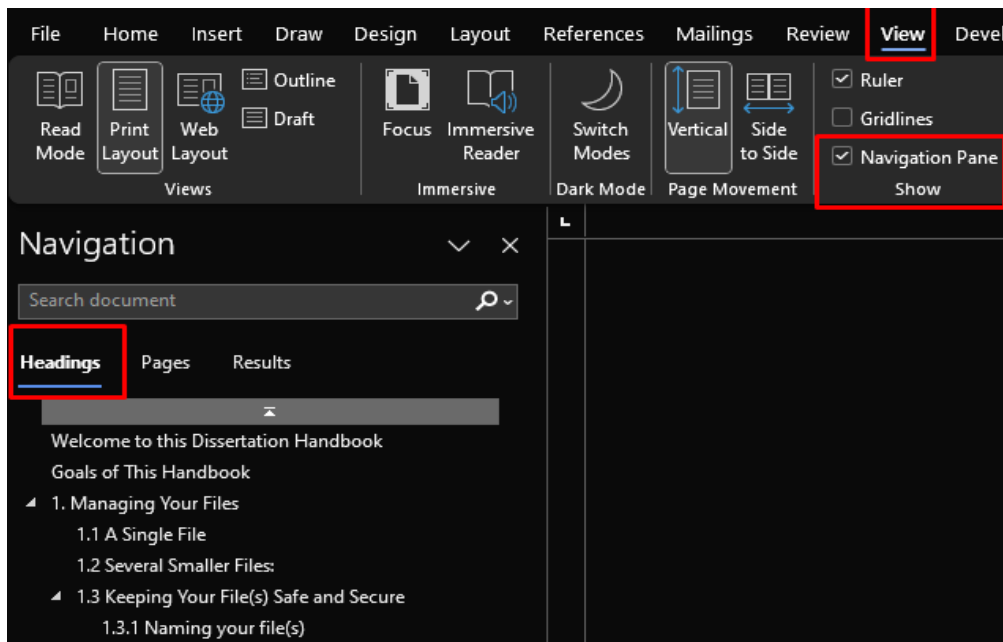
FIGURE 0-6. NAVIGATION PANE

Reorganizing content via the Navigation pane

You can reorganize your content with ease by using click and drag to move content around via the Navigation pane.

To use this feature

- Click and drag a *heading* (e.g., 1.1 A Single File) on the Navigation pane to a new position in the list. As you drag the mouse a thick moveable line will appear.
- At the new position in the Navigation pane, release the mouse button. The heading - **and all content within its area, text, charts, tables, and so on** – have moved to a new location within the document.

You can also use the Navigation Pane Search tool [1] to find any graphics, tables and equations (see Fig. 2). Ideal for when you need to find a specific table in a 200-page document!
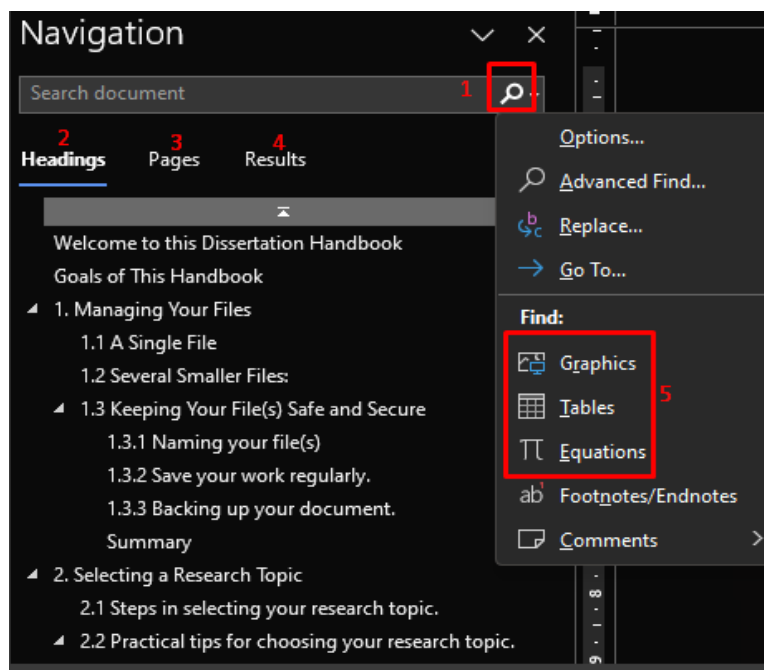
FIGURE 0-7. SEARCH TOOL WITHIN THE NAVIGATION PANE

To use this feature

- Click on the arrow within the 'Search document' box [1].
- Click Headings [2]: To jump to a heading in your document, click that heading in the pane (you must have applied heading styles). It also provides a view of the structure of your document as you work, helping you to organize your content.
- Click Pages [3]: Then click a thumbnail image to jump to that page.
- Click Results [4]: Search for a word in your document and see how if any matches are highlighted for your attention.
- Select Graphics, Table or Equation [5] from the list. Any matches are highlighted in the Navigation pane.
- To go to a match simply click on its link

K. Tables

Table 4: Tables	
I.	Tables must follow the *latest version of APA table setup style.*
II.	All tables should be submitted as editable text and <u>not</u> as images.
III.	Tables must be placed next to the relevant text in the PhD proposal/dissertation, rather than at the bottom or the top of the file.

IV.	Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body.
V.	Ensure that each table has a **caption**.
VI.	The corresponding caption (see subsection 7.2.0 about *applying a caption*) should be placed directly **above** the table.
VII.	Captions and titles of Tables should appear on the same page as the material itself.
VIII.	Tables should be numbered consecutively with Arabic numerals throughout the PhD proposal/dissertation (e.g., Table 1, Table 2) or within individual chapters (Table 1.2, Table 2.3), but not within sections or sub-sections.
IX.	All Tables must be referred to in the text by numbers and not by a phrase such as "the following Table".
X.	Be sparing in the use of Tables and ensure that the data presented in them do not duplicate results described elsewhere in the article.
XI.	Please avoid using vertical rules and shading in table cells.

M. *Figures and illustrations*

Table 5: Figures and illustrations	
i.	Figures/illustrations must follow the ***latest version of APA table setup style.***

ii.	Figures/illustrations must be placed next to the relevant text in the PhD proposal/dissertation, rather than at the bottom or the top of the file.
iii.	Number figures/illustrations consecutively in accordance with their appearance in the text and place any table notes below the table body.
iv.	Ensure that each figure has a **caption**.
v.	The corresponding caption (see subsection 7.2.0 about *applying a caption*) should be placed directly **below** the figure.
vi.	Captions and titles of figures/illustrations should appear on the same page as the material itself.
vii.	Figures/illustrations should be numbered consecutively with Arabic numerals throughout the PhD proposal/dissertation (e.g., Figure 1, Figure 2) or within individual chapters (Figure 1.2, Figure 2.3), but not within sections or sub-sections.
viii.	All figures/illustrations must be referred to in the text by numbers and not by a phrase such as "the following figure".
ix.	Be sparing in the use of Figures/illustrations and ensure that the data presented in them do not duplicate results described elsewhere in the article.
x.	Figures/illustrations must follow the ***latest version of APA table setup style.***
xi.	Figures/illustrations must be placed next to the relevant text in the PhD proposal/dissertation, rather than at the bottom or the top of the file.

N. Applying a caption for Tables and Figures/illustrations

A caption is a numbered label that you can add to an object in your document, such as a table or figure. It contains a label such as figure, table and equation, and an automatically applied number which is updated as you add, move or delete captions. You can also add a description within the caption.

Microsoft Word Tip: How to apply a caption

- Select the **figure, table** or **equation** that you want to add a caption to.
- On the **References** tab, in the '*Captions*' group, click **Insert Caption**. The label and number will be displayed.
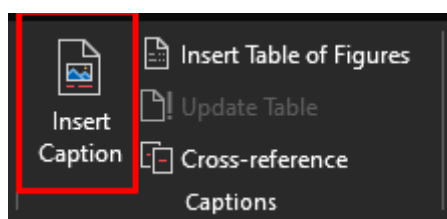
FIGURE 0-8. INSERT CAPTION

- Choose the **correct label [1]** for your object: *figure***,** *table* or *equation***.**
- Click after the number in the '*Caption*' box and add a **description [2]**.
- Click **OK**.
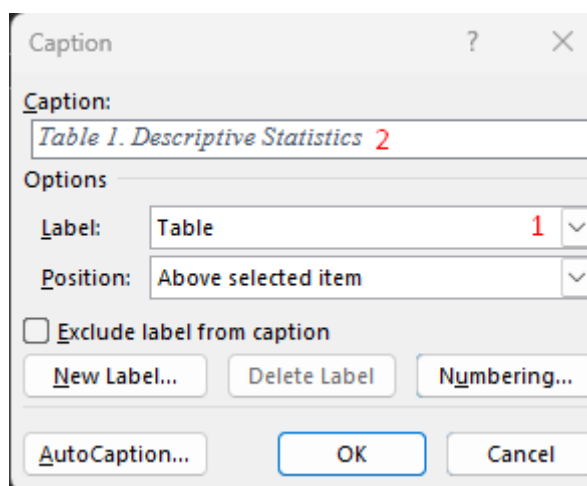
FIGURE 0-9. CAPTION OPTIONS

- Repeat for all other **figures, tables** or equations in your document. When applying new captions Word will automatically update the caption numbers.
- If you want to delete a caption, select the caption and press the Delete key on your keyboard.
- If you find that a caption is not displaying the correct number, then right-click on the Caption number and select the 'Update field' link.

O. Appendices and supplementary materials

Supplementary material at the end of a book, article, document, or other text, usually of an explanatory, statistical, or bibliographic nature. In general, **appendices** should be kept to the minimum. If they are so important that your reader's understanding of the points you are making in the text makes their inclusion in the report necessary, then they should be in the main body of the text. If, on the other hand, the material is 'interesting to know' rather than 'essential to know' then it should be in the appendices.

Note: If there is more than one appendix, they should be identified as A, B, etc. Formulae and equations in appendices should be given separate numbering: Eq. (A.1), Eq. (A.2), etc.; in a subsequent appendix, Eq. (B.1) and so on. Similarly, for tables and figures: Table A.1; Fig. A.1, etc.

P. Section breaks

PhD Students/Candidates can change their document's structure by dividing it into 'sections' and applying ***different page formatting*** within each section. For example, section breaks allow headers and footers to display different information and page orientation to be switched to accommodate a large table of data.

Section breaks are essential for PhD Proposals and dissertations, as they require different page number formatting within the document, as outlined below.

TABLE 0-1. PAGE NUMBERING STYLES

Different page numbering styles for a dissertation	
Title page	No page numbering
Introductory pages e.g., Abstract, Dedication/Acknowledgments, Table of contents, etc.	Beginning at number 1, this part of the document uses small Roman numerals, i, ii, iii, iv, etc.
Main document Including References and Appendices	Starting again at number 1, this part of the document uses Arabic numerals, 1,2,3, etc

Look at the diagram below and note where the 'section breaks' need to be placed to be able to achieve the required page number formatting within your document.
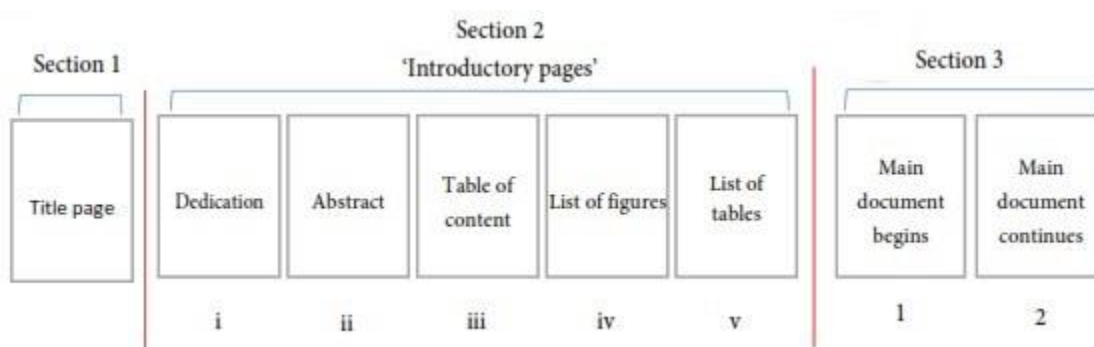
FIGURE 0-10. SECTION BREAKS

The example above shows:

Table 6: Section Breaks	
A.	'Section 1': containing the title page without page numbering applied.
B.	'Section 2': containing a number of introductory pages which begin at 1, but displays its numbering sequence in small Roman numerals.

C.	'Section 3': indicating where the main document begins – it restarts at 1, and uses standard Arabic numerals for the remainder of the document.

Microsoft Word Tip: How to insert a section break

i.   On the **Page Layout** tab*,* in the *Page Setup* group, select **Breaks**.

ii.   Select **Next Page Section break** from the list in the *Section Breaks* category. You have a new section, with the cursor is positioned at the top of page 2.

iii.   Add another **Next Page Section Break** at the end of the 'introductory pages' and just before the beginning of the main part of the document. You will now have three sections within your document.

Q. *Section breaks for changing page orientation*

Section breaks allow you to change page orientation within a document. Ideal if you need to add a large table or image to your document, but it's too wide to fit on a portrait page.

Microsoft Word Tip: How to use this feature

➢   Position your mouse cursor at the point where you need to change page orientation.

➢   On the **Page Layout** tab, in the *Page Setup* group, click **Breaks** and then click **Section Breaks-Next Page**.
This will produce a new blank page in a new section, a section we want to turn around to make landscape.

Change the page orientation
- Click anywhere in the new page.
- On the **Page Layout** tab, in the *Page Setup* group, select '**Orientation**' and click **Landscape**.

Need to return to portrait orientation for the rest of your document?

Table 7: Portrait Orientation	
A.	Click at the end of the landscape page/s.
B.	On the **Page Layout** tab, in the *Page Setup* group, click **Breaks** and then click **Section Breaks-Next Page**.
C.	On the **Page Layout** tab, in the *Page Setup* group, select '**Orientation**' and click **Landscape**.
D.	Now click in the new section page and change the orientation back to portrait, by selecting '**Orientation**' and clicking '**Portrait**'.

The sequence of your page numbering may be interrupted with the creation of new sections.

Microsoft Word Tip: How to fix this:

Table 8: Sequence of your page numbering	
A.	**Highlight** the page number in the *Header* or *Footer* area.
B.	Go to **Page Number** and select **Format Page Numbers…**
C.	Set *Page numbering* to '**Continue from previous section**'
D.	Click **OK** to save changes.

2.3   Managing your Files

Single or multiple files? Have you decided if you are going to create a single file, or create several smaller files which you will merge into one at the end of the process? It is a personal decision, there are advantages and disadvantages to both approaches.

A. *A Single File*
It is extremely useful to have all of your content available within one file. Some people feel that one large file can become cumbersome and difficult to navigate. However, MS Word provides some tools that are ideal for big documents.

B. *Several Smaller Files*
Some researchers find it more manageable to create individual files, e.g., for each chapter. When you have finished writing up you will need to assemble the files into one 'master' document, taking care to ensure that all elements and formatting are as you wish. Take care to save all of the files together so that you are able to access them all – just in case you need to check or compare information as you continue to work on it.

Creating backups: You still need to be vigilant about creating backups of your work.

Tip: It is advised that PhD students/candidates should switch to cloud storage options to ensure that they have all the necessary files within reach. Google drive is provided for free in all UD's students and researchers.

C. *Keeping Your File(s) Safe and Secure*

Naming your file(s) - So many of us lose track of which document version is the 'right' version. Creating meaningful file names saves you time – if you can identify versions more easily then you can retrieve the right file more quickly. A simple but effective method is to include the date within the actual file name. By typing the date 'back to front' you will find that when viewing the filenames, they are listed in chronological order.

The date YYYY-MM-DD is followed by the rest of the filename...

See examples below:

TABLE 0-2. NAMING YOUR FILES

Working with a single file	Working with multiple files
2023-07-23 Filename	2023-07-23 Chapter_One
2023-07-20 Filename	2023-07-20 Chapter_Two
2023-07-12 Filename	2023-07-12 Chapter_Three
2023-06-29 Filename	2023-06-29 Chapter_Four

Save your work regularly. - It's so easy to forget to click on the Save button, but do try to get into the habit of saving your work every 15 minutes or so.

Tip: Watch video on "how to enable autosave option in Microsoft Word"

Backing up your document. - Creating backups of your vital work is essential. This means having more than one copy, and in more than one place. If you only save your work to your PC/laptop and its hard drive becomes corrupted – or if your files only exist on a pen drive, which you accidentally leave on the taxi or bus – then all of your hard work would be lost... So, develop a backup habit right now, and stick to it.

D. *Summary*

Table 9: Summary – Managing your files		
A.	Devise a file naming convention, ideally incorporating a date.	
B.	Save your work regularly as you are working on it – every 15 minutes.	

C.	Create a folder named BACKUP and regularly save your backup copies there.
D.	Make copies in several places: your PC's or Laptop's drive, pen drive, Google Drive cloud or Office 365 cloud.

Section 3. Writing the PhD Dissertation Proposal

3.1 Introduction

A PhD dissertation proposal serves as a roadmap for your dissertation project, outlining the key elements of your study and providing a persuasive argument for its significance and feasibility. In this section, we will guide you through the process of writing a research proposal, highlighting the essential components, and offering formatting and structure guidelines to ensure its effectiveness.

Writing a PhD proposal requires careful planning and attention to detail. It is an opportunity to articulate your research objectives, demonstrate your understanding of the topic, and convince your readers of the value and feasibility of your study.

3.2 Common components in the PhD proposal.

A. Introduction
The introduction section sets the stage for your PhD dissertation proposal. Clearly state the research problem or question, provide a rationale for its significance, and offer a brief overview of the existing literature. This section should establish the context and justify the need for your study. The introduction should give the reader a clear idea about the central issue of concern in your research and why you thought that this was worth studying. It should also include:

- A statement on the problem: This is a general introduction to the topic.
- The significance of the problem: Comment on why this question merits investigation.
- A statement of the research questions or hypothesis: What specific research questions are being addressed in this study?

B. Literature Review
Incorporate a succinct literature review within your PhD proposal/dissertation. Demonstrate your understanding of the existing body of knowledge related to your research topic. Highlight key theories, concepts, and findings from previous research that are relevant to your study. Identify gaps or limitations in the existing literature that your research aims to address. This section should extend (but not repeat) the background to the articles (papers) already dealt with in the Introduction and lay the foundation for the work being reported. It should identify the most relevant previous literature on the topic (but not low quality) in order to position the PhD proposal/dissertation and demonstrate how it will make a significant contribution. It (or a separate section) should set out (and justify) the theoretical or conceptual framework adopted in the PhD proposal/dissertation. It may identify the theoretical backdrop or conceptualization to be tested or research questions to be explored. In short, this section (or sections) should explain what is the motivation for the PhD proposal/dissertation and why its contribution is original and significant.

C. Theoretical Framework

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked out. A theoretical framework guides your research, determining what things you will measure, and what statistical relationships you will look for.

A theory section should extend, not repeat, the background to the PhD proposal/dissertation already dealt with in the Introduction, literature review and lay the foundation for further work. In contrast, a calculation section represents a practical development from a theoretical basis.

D. Research Methodology

Describe the research methodology you intend to use to answer your research questions. Provide details on the research design, data collection methods, and data analysis techniques. Justify the appropriateness of the chosen methodology and demonstrate your competence in executing it effectively. Discuss any ethical considerations and steps you will take to ensure the integrity of your research.

E. Anticipated Outcomes

This section discusses the anticipated outcomes and contributions of your research, emphasizing its potential impact on the field of study.

F. Research Timeline

The research timeline outlines the estimated time required for each stage of your research project, indicating milestones and key deadlines. This will help you and your reader to decide on the viability of your PhD proposal. It will be helpful if you divide your research plan into stages. This will give you a clear idea as to what is possible in the given timescale. Experience has shown that however well the researcher's time is organized, the whole process seems to take longer than anticipated.

As part of this section, many PhD Candidates find it useful to produce a schedule for their research using a Gantt chart. Developed by Henry Gantt in 1917, this provides a simple visual representation of the tasks or activities that make up your research project, each being plotted against a timeline. The time we estimate each task will take is represented by the length of an associated horizontal bar, while the task's start and finish times are represented by its position on the timeline.

Table 3-1 Gantt chart example

	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Background Reading	■	■											
Chapter 1 (Introduction) Write up			■										
Chapter 2 (Literature Review) Write up				■	■	■							
Chapter 3 (Research Methodology) Write up						■	■	■					
Instrument Design								■					
Data Collection								■	■				
Chapter 4 and 5 (Analysis and Findings) Write up										■	■		
Chapter 6 (Conclusion) Write Up												■	
References, Figures, Tables and Formatting													■

G. Resources

Resource considerations may be categorized as finance, data access and equipment. Conducting research costs money. This may include for example: travel, subsistence, help with data entry or transcription, or data collection or use of a specific software. Think through the expenses involved and ensure that you can meet them.

H. Conclusion and discussion

The PhD dissertation proposal should end with a well-constructed conclusion. The conclusion is somewhat similar to the introduction. You restate your aims and objectives and summarize your research objectives and questions for the reader. You can usually do this in one paragraph with three main key points, and one strong take-home message. You should not present any new arguments in your conclusion. You can raise some open questions and set the scene for the next study. This is a good place to register your thoughts about possible future work. Try to explain to your readers what more could be done. What do you think are the next steps to take? What other questions warrant further investigation? Remember, the conclusion is the last part of the essay that your reader will see, so spend some time writing the conclusion so that you can end on a high note.

Note: The discussion section should explore the significance of the anticipated results of the work, not repeat them. The main conclusions of the dissertation proposal may be presented in a short Conclusions section, which may stand alone or form a subsection of a Discussion or Results and Discussion section.

I. References

The references list for the PhD proposal is **required**. For more information, please see subsection 1.1.5.

J. Appendices and supplementary materials

The appendices and/or supplementary materials pages are optional. For more information, please see subsection 1.1.13.

K. Some important points to be considered for PhD dissertation proposals

The table below presents some of the basic points which should be addresses by PhD Candidates in their PhD proposals.

Table 3-2 Basic points for PhD proposals

Decisions to Make	Basic Questions
Problem definition	What is the purpose of the study?
	How much is already known?
	Is additional background information necessary?
	What is to be measured? How?
	Can the data be made available?
	Should research be conducted?
	Can a hypothesis be formulated?
Selection of basic research design	What types of questions need to be answered?
	Are descriptive or causal findings required?
	What is the source of the data?
	Can objective answers be obtained by asking people?
	How quickly is the information needed?
	How should survey questions be worded?
	How should experimental manipulations be made?
Selection of sample	Who or what is the source of the data?
	Can the target population be identified?
	Is a sample necessary?

	How accurate must the sample be?
	Is a probability sample necessary?
	Is a national sample necessary?
	How large a sample is necessary?
	How will the sample be selected?
Data gathering	Who will gather the data?
	How long will data gathering take?
	How much supervision is needed?
	What procedures will data collectors need to follow?
Data analysis and evaluation	Will standardized editing and coding procedures be used?
	How will the data be categorized?
	Will computer or hand tabulation be used?
	What is the nature of the data?
	What questions need to be answered?
	How many variables are to be investigated simultaneously?
	What are the criteria for evaluation of performance?
	What statistical tools are appropriate?
Type of report	Who will read the report?
	Are managerial recommendations requested?
	How many presentations are required?
	What will be the format of the written report?
Overall evaluation	How much will the study cost?
	Is the time frame acceptable?
	Is outside help needed?
	Will this research design attain the stated research objectives?
	When should the research begin?

3.3   **PhD dissertation proposal defense and rubrics**

All PhD Candidates are required to defend their dissertation proposal, after the successful completion of their CPE. For more information, please see:

- Subsection <u>13. PhD Dissertation Policies and Procedures</u>
- Subsection <u>13.4 PhD Dissertation Proposal Defense</u>

The PhD Dissertation Proposal Rubric and PhD Dissertation Proposal Defense (VIVA) Rubric are available on <u>appendix H</u> and <u>appendix I</u> respectively.

3.4   **Forms and Responsibilities**

PhD Form 3 - Approval of Dissertation Proposal

The Approval of Dissertation Proposal – PhD Form 3 must be filled out in its entirety and submitted by the Supervisor of the PhD Dissertation (<u>View Form 3 - Approval of Dissertation Proposal here - Appendix A</u>).

PhD Form 2 - Supervisor's Progress Report

The Supervisor's Progress Report – PhD Form 2 must be filled out in its entirety and submitted by the Supervisor of the PhD Dissertation **at the end of each academic term** and forward it to the PhD Program Office or e-mail it to <u>PhDprogram@ud.ac.ae</u>. Where two supervisors are involved, each supervisor should report (<u>View Form 2 - Supervisor's Progress Report here - Appendix B</u>).

Section 4. Writing the PhD Dissertation

At the University of Dubai, a PhD candidate presents and defends the dissertation publicly, and then, with the approval of the examining committee and examining committee chair, submits the final manuscript for publication to the VPAA (for more information, please see the "dissertation policies and procedures" section).

The process of writing the PhD dissertation is a significant undertaking that requires careful planning, organization, and attention to detail. This section will provide guidance on structuring the dissertation, writing each section effectively, developing clear arguments, and using proper academic language and style.

4.1 The structure of the PhD dissertation.

The PhD dissertation consists of **four main sections:**

A. **Preliminaries**
   This is the front matter of your dissertation. The Title Page, Examining Committee Page and Copyright Declaration and Fair Use Affirmation Page do not have page numbers. **All other pages in this section use lowercase Roman numerals for page numbers (i, ii, iii, iv etc.)**. PhD Candidates should avoid adding sections that are not listed below; additional sections may be included as Appendices.

   1. **Title Page:** The title page is required; no page number but is counted as page i. All information must be:

      - one inch from the top of the page,
      - center-aligned,
      - 14-point font.

      The title of the PhD dissertation must be:

      - centered,

- in bold,
- 14-point font,
- one inch from the top of the page
- in all UPPERCASE letters, and
- double-spaced.

(View a sample title page here - Appendix C).

2. **Examining Committee Page:** (Approval of PhD Dissertation): The examining committee page is required; no page number but is counted as page ii. (View examining committee page here - Appendix D).

3. **Copyright Declaration and Fair Use Affirmation Page :** The copyright page is required; no page number but is counted as page iii. View copyright declaration and fair use affirmation page here - Appendix E. For more information on copyright and reproduction, please see subsection 13.7 Copyright and Reproduction.

4. **Dedication Page**: A dedication page is the author's chance to write a personal note to a person or people who have influenced them in some way. As the name suggests, it's the author's way of dedicating the book to that person or those people. The dedication page is optional and uses a small Roman numeral page number (v, vi…). Also, the dedication page does not use a heading, the text must be in italics and must be listed in the Table of Contents.

5. **Acknowledgment Page**: A PhD acknowledgments page is the perfect setting for a PhD Candidate to express gratitude toward individuals who contributed meaningful support while writing the PhD Dissertation. The acknowledgement page is optional and uses a small Roman numeral page number (v, vi…). The acknowledgment page header ("ACKNOWLEDGMENT" or "ACKNOWLEDGMENTS" must be in ALL UPPERCASE LETTERS and must be listed in the Table of Contents.

6. **Declaration Page:** The examining committee page is required. (View a declaration page here - Appendix F).

7. **Abstract:** The abstract page is required. The abstract is a condensed summary of the dissertation. All words, including the title and names, count toward the **400-word total**. The abstract page is double-spaced and must be listed in the Table of Contents. For more information on how to write a structured abstract, please see Appendix G.

8. **Table of Contents:** The table of contents is required. For more information, please see subsection 1.1.3.

9. **List of Tables:** The list of tables is required if the main text includes tables. For more information, please see subsection 1.1.10.

10. **List of Illustrations:** The list of illustrations is required if the main text includes illustrations, figures, photos, maps, schemes, or pictures. For more information, please see subsection 1.1.11.

11. **Preface:** The preface page is optional.

B. Main Text

- The main text is required. This is the body of your work beginning on page 1. This section uses Arabic numerals for page numbers (1, 2, 3).

- Chapter headings should be in title case, center of the page, bold, 14-point font, preceded by "Chapter" and the appropriate number, and must be listed in the Table of Contents. For Example:

Chapter 1. Title of Chapter

For more information, please see subsection 1.1.9.

- The main text section may include Footnotes or Endnotes.

C. Appendices and/or supplementary materials
The appendices and/or supplementary materials pages are optional. For more information, please see subsection 1.1.13.

D. References
The references list is required. For more information, please see subsection 1.1.5.

4.2 PhD dissertation defense and rubrics

Once the PhD dissertation work is deemed ready by the supervisor(s), the PhD Candidates is required to defend his/her final dissertation. For more information, please see:

- Subsection 13. PhD Dissertation Policies and Procedures
- Subsection 13.6 Examination and Defense

The PhD Dissertation Syllabus is available on appendix J.

The PhD Dissertation Rubric and PhD Dissertation Defense (VIVA) Rubric are available on appendix K and appendix L respectively.

Section 5. Selecting a Research Topic

Choosing a research topic is one of the most important decisions you will make during your dissertation journey. It is essential to select a topic that aligns with your interests, contributes to your field of study, and is feasible within the available time and resources.

5.1 Steps in selecting your research topic.

Table 10: Steps in selecting your research topic.	
I.	Explore Your Interests: Begin by reflecting on your academic interests, passions, and areas of curiosity. Think about the subjects or topics that have captured your attention throughout your studies. Exploring these areas can help you identify potential research topics that resonate with you.
II.	Consult with Faculty and Advisors: Seek guidance from your faculty members and advisors who can provide valuable insights and suggestions based on their expertise. They can help you narrow down your options and provide advice on the viability and relevance of potential research topics.
III.	Research Existing Literature: Conduct a preliminary review of the literature related to your field of study. This will help you identify current gaps, controversies, or areas that require further exploration. Pay attention to scholarly articles, grey literature, reports, and emerging trends that can serve as potential research topics.

IV.	Consider Practical Considerations: Take into account the practical aspects of your research topic, such as the availability of data, access to research participants, and feasibility within the available resources and timeframe. Ensure that your research topic is manageable and realistic given the constraints you may face.

5.2 Practical tips for choosing your research topic.

A. Capability

Table 11: Capability	
A.	Do you have, or can you develop within the project time frame, the necessary research skills to undertake the research topic?
B.	Is the research topic achievable within the available time?
C.	Is the research topic achievable within the financial resources that are likely to be available?
D.	Are you reasonably certain of being able to gain access to data you are likely to require for this research topic?

B. Appropriateness

Table 12: Appropriateness	
A.	Does the research topic fit the specifications and meet the standards set by the examining institution?
B.	Does the research topic contain issues that have a clear link to theory?
C.	Are you able to state your research question(s), aim and objectives clearly?
D.	Will the proposed research be able to provide fresh insights into this topic?

E.	Are the findings for this research topic likely to be symmetrical: that is, of similar value whatever the outcome?

C. Fulfilment

Table 13: Fulfilment	
A.	Does the research topic really interest and motivate you?
B.	Will the research topic help towards the achievement of your future aspirations or career goals?

Section 6. Formulating Research Questions and Objectives

Once you have selected a research topic, the next step is to formulate clear and focused research questions and objectives. Research questions and objectives provide the guiding framework for your dissertation and help you stay on track throughout your research process.

6.1 Guidelines for formulating research questions and objectives

Table 12: Guidelines for formulating research questions and objectives	
A.	Be Specific and Clear: Your research questions and objectives should be concise, specific, and address a particular aspect of your research topic. Avoid broad or vague statements and ensure that your questions can be answered through empirical research.
B.	Align with the Research Topic: Ensure that your research questions and objectives are directly related to your chosen research topic. They should reflect the main purpose of your study and align with the gaps identified in the existing literature.
C.	Consider Feasibility: While your research questions and objectives should be ambitious, they should also be realistic and achievable within the constraints of time, resources, and access to data. Consider the practical aspects of your research when formulating your questions and objectives.
D.	Incorporate Different Levels of Analysis: Depending on your research topic, consider incorporating different levels of analysis, such as individual, organizational, societal, or global perspectives. This can add depth and richness to your research and contribute to a comprehensive understanding of the topic.

Section 7. Conducting a Literature Review

A thorough literature review is an essential component of the dissertation writing process. It serves multiple purposes, including identifying gaps in the existing knowledge, understanding the theoretical frameworks and concepts relevant to your research, and providing a solid foundation for your study.

7.1 Steps of writing an effective literature review

	Table 13: Steps of writing an effective literature review
A.	Step 1 - Define the Scope: Start by defining the scope of your literature review. Determine the time frame, geographical focus, and specific research areas that you will cover. This will help you manage the vast amount of literature available and ensure that your review remains focused and relevant.
B.	Step 2 - Search for Relevant Literature: Utilize various academic databases, libraries, and online resources to search for relevant literature related to your research topic. Use appropriate keywords and search terms to narrow down your search and locate scholarly articles, books, conference proceedings, and other relevant sources.
C.	Step 3 - Evaluate and Select Sources: Evaluate the credibility, relevance, and quality of the sources you find. Consider factors such as the reputation of the authors, the rigor of the research methodology, and the publication venue. Select sources that are authoritative, current, and directly related to your research topic.
D.	Step 4 - Analyze and Synthesize Information: Read and critically analyze the selected sources. Identify the main arguments, methodologies used, and key findings. Look for common themes, patterns, or gaps in the literature. Synthesize the information by organizing it thematically or chronologically to provide a coherent and comprehensive overview of the existing knowledge.
E.	Step 5 - Identify Gaps and Research Questions: As you review the literature, identify gaps, inconsistencies, or unresolved questions in the existing research. These gaps can serve as a basis for formulating your own research questions and objectives. Highlight areas where your dissertation can make a unique contribution and address these gaps.

Note - Read: Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? *International Business Review*, 29(4), 101717. https://doi.org/10.1016/j.ibusrev.2020.101717

Section 8. Defining The Scope and Limitations of Your PhD Dissertation

Defining the scope and limitations of your PhD dissertation is crucial to establish the boundaries of your research. It clarifies what aspects of the research topic you will focus on and helps manage expectations regarding the breadth and depth of your study.

8.1 Tips to help you in defining the scope and limitations of your dissertation.

Table 14: Tips to help you in defining the scope and limitations of your dissertation.	
A.	**Research Boundaries:** Clearly define the boundaries of your research by specifying the geographical, temporal, and disciplinary scope of your study. This ensures that your research remains manageable and allows you to concentrate your efforts on a specific aspect of the research topic.
B.	**Delimitations:** Identify and acknowledge any constraints or limitations that may impact your research. These limitations can include factors such as sample size, access to data or participants, time constraints, or methodological limitations. It is important to be transparent about these limitations to provide a clear understanding of the scope and potential implications of your research.
C.	**Justify the Scope:** Provide a rationale for why the chosen scope is appropriate and relevant. Explain why focusing on specific aspects of the research topic is important and how it contributes to the overall objectives of your dissertation. Justify any exclusions or omissions to demonstrate that they do not significantly impact the integrity or validity of your study.
D.	**Manage Expectations:** Clearly communicate the scope and limitations of your research to your faculty advisors and readers. This helps manage their expectations regarding the depth and breadth of your study and ensures that your research is evaluated within the defined boundaries.

By carefully selecting a research topic, formulating clear research questions and objectives, conducting a thorough literature review, and defining the scope and limitations of your dissertation, you establish a solid foundation for your research. These initial steps set the stage for the subsequent stages of your dissertation journey, including data collection, analysis, and writing. Take your time during this phase, consult with your advisors, and ensure that you have a strong conceptual framework before moving forward. Remember, a well-structured and focused dissertation is more likely to yield meaningful and impactful results.

Section 9. Research Methodology

The research methodology section of your PhD proposal/dissertation is crucial as it outlines the strategies, techniques, and tools you will employ to gather and analyze data, ultimately answering your research questions.

In this section, we will explore the process of choosing the appropriate research methodology, selecting data collection methods, determining data analysis techniques, and addressing ethical considerations in research. When choosing a research methodology, consider the nature of your research questions, the available resources, and the feasibility of implementing each methodology. Consult with your advisor or committee members to ensure that your chosen methodology aligns with the goals of your research and provides the most appropriate approach to answer your research questions.

9.1 Commonly used research methodologies (Methodological choice)

Table 15: Commonly used research methodologies (Methodological choice)	
A.	**Quantitative Research:** Quantitative research involves the collection and analysis of numerical data. This methodology aims to measure and quantify variables, establish correlations, and identify patterns or trends. It often employs statistical analysis to draw conclusions and make generalizations about a population.
B.	**Qualitative Research:** Qualitative research focuses on understanding the complexities and nuances of a phenomenon through in-depth exploration. It involves collecting non-numerical data, such as interviews, observations, or textual analysis, to gain insights into people's experiences, perceptions, and behaviors. Qualitative research aims to capture the richness and context of the research subject.
C.	**Mixed Methods Research:** Mixed methods research combines both quantitative and qualitative approaches, allowing researchers to gather a comprehensive understanding of a research problem. This methodology involves collecting and analyzing both numerical and non-numerical data, integrating the strengths of both approaches. It can provide a more holistic view of the research topic.

9.2 Choosing a research strategy(ies)

A strategy is a plan of action to achieve a goal. A research strategy may therefore be defined as a plan of how a researcher will go about answering her or his research question. It is the methodological link between your philosophy and subsequent choice of methods to collect and analyze data.

Some commonly used qualitative and quantitative research strategies are:

- Experiment
- Survey
- Case study
- Ethnography
- Grounded Theory
- Archival and documentary research
- Action Research
- Narrative Inquiry

Section 10. Data Collection Methods and Analysis Techniques

Data collection methods refer to the techniques and procedures used to gather data for your PhD proposal/dissertation. The choice of data collection methods depends on your research methodology and the nature of your research questions. When selecting data collection methods, consider the research questions, the characteristics of your participants, the context of your study, and the resources available. It is important to ensure that your chosen methods align with your research goals and are capable of generating the data necessary to answer your research questions.

10.1 Commonly used data collection methods

Table 15: Commonly used data collection methods		
A.	**Surveys and Questionnaires:** Surveys and questionnaires involve the collection of self-reported data from a sample of participants. They often consist of structured questions and response options. Surveys and questionnaires are efficient in collecting data from a large number of respondents and are suitable for quantitative research.	
B.	**Interviews:** Interviews involve one-on-one or group conversations with participants to gather in-depth information. They can be structured, semistructured, or unstructured, depending on the level of flexibility required. Interviews are commonly used in qualitative research to explore participants' perspectives, experiences, and opinions.	
C.	**Observations:** Observations involve systematic watching and recording of behaviors, events, or phenomena in their natural settings. Observations can be participant observations, where the researcher directly participates in the observed activity, or non-participant observations, where the researcher remains an observer. Observations provide rich and detailed qualitative data.	
D.	**Document Analysis:** Document analysis involves the examination of existing documents, such as texts, reports, articles, or archival records, to gather data. It can be used to explore historical contexts, policy documents, organizational records, or other written materials. Document analysis provides insights into social, cultural, or historical aspects relevant to the research.	
E.	**Experiments:** Experiments involve controlled manipulation of variables to observe their effects on the dependent variable. They are commonly used in quantitative research to establish cause-and-effect relationships. Experiments can be conducted in laboratory settings or real-world environments.	

Section 11. Data Analysis Techniques

Data analysis techniques involve the systematic organization, synthesis and interpretation, of collected data to draw conclusions and make meaningful interpretations. The choice of data analysis techniques depends on the type of data collected, the research methodology, and the research questions.

When selecting data analysis techniques, consider the type of data collected, the research methodology, and the specific research questions. It is important to choose techniques that are appropriate for your data and capable of addressing your research objectives.

11.1 Commonly used data analysis techniques

Table 16: Commonly used data collection techniques	
A.	**Descriptive Analysis:** Descriptive analysis involves summarizing and describing the main characteristics of the collected data. This includes calculating measures of central tendency (e.g., mean, median) and measures of variability (e.g., standard deviation, range) for quantitative data. For qualitative data, it involves identifying patterns, themes, or categories.
B.	**Inferential Analysis:** Inferential analysis involves making inferences or generalizations about a population based on the collected sample data. It includes statistical tests, such as t-tests, chi-square tests, or regression analysis, to determine the significance of relationships, differences, or associations in the data.
C.	**Content Analysis:** Content analysis is used to systematically analyze textual or visual data, such as interviews, open-ended survey responses, or written documents. It involves coding and categorizing the data into themes, concepts, or codes to identify patterns, relationships, or trends.
D.	**Qualitative Analysis:** Qualitative analysis involves the interpretation and synthesis of non-numerical data. It includes techniques such as thematic analysis, narrative analysis, or grounded theory. Qualitative analysis focuses on generating rich descriptions, identifying patterns or themes, and developing theory from the data.
E.	**Mixed Methods Analysis:** Mixed methods analysis involves integrating and analyzing both quantitative and qualitative data within a single study. It includes techniques such as merging data, comparing findings, or exploring convergence or divergence between different data sets.

Section 12. Ethical Considerations in Research

Ethical considerations are essential in any research study to ensure the protection of participants' rights, maintain research integrity, and adhere to ethical standards.

It is crucial to address ethical considerations from the inception of your research project and throughout the entire research process. Familiarize yourself with the ethical guidelines and regulations to ensure that your research meets the highest ethical standards.

By carefully considering and incorporating appropriate research methodologies, data collection methods, data analysis techniques, and ethical considerations, you can conduct a robust and ethically sound research study. The provided elements contribute to the validity and reliability of your findings, ensuring the credibility of your research and its potential contribution to the field.

12.1 When conducting research, consider the following ethical considerations

	Table 17: When conducting research, consider the following ethical considerations
A.	**Informed Consent:** Obtain informed consent from participants before their involvement in the study. Provide clear information about the research purpose, procedures, risks, benefits, and their rights as participants. Ensure that participants voluntarily agree to participate and have the opportunity to withdraw at any time.
B.	**Confidentiality and Anonymity:** Protect the privacy and confidentiality of participants by ensuring that their personal information and responses are kept confidential. Use codes or pseudonyms to anonymize data when reporting results.
C.	**Respect for Participants:** Treat participants with respect, dignity, and sensitivity throughout the research process. Maintain a professional and unbiased approach, ensuring that participants' rights and well-being are prioritized.
D.	**Avoidance of Harm:** Minimize any potential physical, psychological, or emotional harm to participants. Conduct a risk assessment and take necessary precautions to protect participants from any adverse effects of the research.
E.	**Research Ethics Approval:** Seek ethical approval from the relevant research ethics board or committee before commencing your study. Comply with the ethical guidelines and regulations.
F.	**Conflict of Interest:** Disclose any potential conflicts of interest that may arise during the research process. Ensure that your research is unbiased and free from any undue influence or external pressures.
G.	**Data Management and Storage:** Handle and store data securely, ensuring that it is protected from unauthorized access or breaches. Follow data protection regulations and guidelines.

H.	**Academic Integrity:** Maintain academic integrity by properly acknowledging and citing the work of others. Avoid plagiarism or any unethical practices that could undermine the integrity of your research.

Section 13. Avoiding Plagiarism and Citing Sources Correctly

When writing your PhD proposal/dissertation, it is crucial to avoid plagiarism and properly cite your sources. Plagiarism is the act of presenting someone else's work or ideas as your own without giving proper credit.

The different sections of your dissertation are critical components that establishes the reliability of the PhD proposal/dissertation. For example, by conducting a thorough literature search, critically evaluating and synthesizing research articles, organizing the literature review effectively, and ensuring proper citation and avoidance of plagiarism, PhD Candidate can create a robust literature review that contributes to the existing knowledge and sets the foundation for your own research.

The following guidelines can ensure the integrity of the PhD proposal/dissertation and avoid potential plagiarism issues. Properly citing sources not only demonstrates academic honesty but also allows readers to locate and verify the information you have referenced.

13.1 Guidelines to avoid plagiarism and cite sources correctly

Table 17: When conducting research, consider the following ethical considerations	
A.	**Paraphrasing and Summarizing:** When presenting ideas or findings from the literature, use your own words to paraphrase or summarize the information. Ensure that you accurately represent the original author's ideas while maintaining proper attribution.
B.	**Quoting:** If you directly quote a source, use quotation marks, and provide an accurate citation. Direct quotes should be used sparingly and only when the wording is crucial to your argument or analysis.
C.	**Citations and References:** Provide in-text citations for all referenced sources, following the appropriate citation style (e.g., APA, MLA). Include a comprehensive reference list at the end of your literature review, listing all the sources cited in your text.
D.	**Citation Management Tools:** Consider using citation management tools such as Refworks (provided by UD), EndNote, Zotero, or Mendeley to organize and format your citations and references. These tools can save time and ensure consistency in your citation style.
E.	**Consult Citation Style Guides:** Familiarize yourself with the specific rules and guidelines of the citation style required by your college/program. Refer to style guides or online resources for proper formatting and citation examples.

Section 14. PhD Dissertation Policies and Procedures

14.1 Responsibilities

A. College graduate committee

The **College Graduate Committee** is requested to:

Table 18: College graduate committee	
A.	Ensure that the PhD students/candidate has satisfactorily completed the requirements for the development of the PhD dissertation.
B.	Review and approve the documents related to the development of the PhD dissertation.
C.	Monitor the process of PhD Comprehensive Exam (CPE).
D.	Review and approve the members of the examination committee of the dissertation to the Director of the PhD program, based on the recommendations of the main supervisor.
E.	Keep records of all activities related to the PhD dissertation and dissertation development.

B. Roles and responsibilities of the PhD Candidate

Table 19: Roles and responsibilities of the PhD Candidate	
A.	The PhD candidate is required to **meet with the primary supervisor** for at least nine hours per academic term, which is an average of one hour per week.
B.	Meetings are usually scheduled well in advance by the supervisor at the beginning of each term.
C.	The failure of the PhD Candidate to attend the weekly meetings or show reasonable progress will result in an unsatisfactory report from the supervisor.

D.	The failure of the PhD Candidate to attend will not affect the remuneration of the supervisors.	
E.	The PhD candidate is responsible for preparation and submission of his/her proposal and dissertation for examination.	
F.	The PhD candidate must ensure that the research described in his/her PhD dissertation was completed during the period of enrolment for the degree at the University, and that it is an account of his/her own research.	
G.	The PhD student/candidate must adhere to the UD Code of Conducts and Research Policies.	
H.	The PhD candidate shall consult with his/her advisor before selecting the PhD dissertation subject and title.	
I.	The PhD student/candidate must maintain his/her registration until the final submission of the dissertation. When the PhD Candidate completes all the above steps and the PhD dissertation is ready to be submitted to the graduate programs office, he/she needs to follow these steps: a) Submit a soft copy of the dissertation in PDF format to the graduate programs office. b) The graduate programs office will arrange for the editing, printing and binding of the submitted copies. c) The candidate will be responsible for the costs of editing, printing and binding.	

C. The supervisors

Table 19: The Supervisors		
A.	The main supervisor shall be a faculty member of UD.	
B.	In some cases, where the area of research is of interest to UD, there could be an external second supervisor.	
C.	The supervisor shall provide the PhD Candidate with formal advice on the progress of his/her PhD dissertation throughout the development period.	

D.	The supervisor shall ensure that the PhD dissertation subject is related to the program and of interest to UD.
E.	The supervisor shall provide recommendations to the PhD Director and Graduate Committee on the nomination of PhD dissertation examiners.

14.2 Appointment of Advisors and Examining Committee

a) After the successful completion of the CPE, the PhD Candidate will be assigned a primary supervisor to formally guide him/her towards dissertation completion. The supervisor is selected based on the PhD Candidate's research topic and requires the approval of the Director of PhD program and the DBS Dean. A second supervisor may be assigned, with the approval procedures, if needed.

b) To ensure quality and adequacy of supervision, the first supervisor must be a full-time faculty at DBS, normally at the rank of full or associate professor. Research-active assistant professors may be assigned to supervise.

c) Normally, the first supervisor shall not supervise more than **Six PhD Candidates** at the same time.

d) The PhD Dissertation shall be examined by 3 examiners, including the supervisor and the co-supervisor, if applicable.

e) The second supervisor (if appointed) must hold a PhD, and maybe working in non-academia. However, he/she must be familiar with the topic of research and must play an active role in the research process alongside the first supervisor. Additionally, he/she must be willing and committed to support the PhD Candidate's progress until the completion of his/her PhD program.

f) Normally, the second supervisor shall not co-supervise more than four PhD Candidates at the same time.

g) At least one examiner shall be external to the university.

h) The nominated examiners must:

Table 20: Nominated Examiners	
A.	h1. Be experts in the discipline, academically reputable in the field of the PhD dissertation (except the examiner external to the program), with a significant body of published work, or other publicly recognized output as appropriate for their discipline.
B.	h2. Hold a qualification at least equivalent to the level of the award being examined.

C.	h3. Have previous experience in graduate PhD dissertation supervision and/or PhD dissertation examination.
D.	h4. Be willing to serve as the examiner on the Oral Examination Panel if an oral

i) The Examining Committee Chair is appointed by the PhD Director and approved by the College Graduate Committee.

j) Once the examination committee has been formed, it can only be changed with the consent of the PhD Director and the College Graduate Committee.

14.3 Change of PhD dissertation Supervisor

	Table 21: Change of PHD dissertation Supervisor
A.	A change of the primary or second supervisor can only be made with the mutual consent of the supervisor and the PhD Candidate. The reason for such a change can be where: 1.1 the PhD Candidate changes the topic/area of his/her research, 1.2 the supervisor is no longer employed at UD or 1.3 for any other circumstances deemed necessary by the Graduate Program Director.
B.	Additionally, in circumstances in which a supervisory relationship cannot continue, the PhD Candidate may request either an alternate supervisor or an administrative supervisor for the purpose of defense.
C.	Every effort should be made by the PhD Program Director, Supervisor, and College Graduate Committee so that the PhD Candidate is not penalized if a change in supervisor becomes necessary.
D.	Requests to change a supervisor should be submitted to the College Graduate Committee, who will make a recommendation to the PhD program director.
E.	The PhD Program Director shall discuss the matter with the Dean to obtain his/her approval.
F.	The College approval shall be sent by the Office of the Dean to the College Graduation Committee.
G.	A first supervisor who leaves UD before the completion of the dissertation can keep supervising his/her student as a first supervisor only if the student has successfully completed five terms of supervision. Otherwise, the primary supervisor must be replaced by a full-time UD College faculty member.

14.4 PhD Dissertation Proposal Defense

	Table 22: PHD dissertation Proposal Defense
A.	After the successful completion of the CPE, the PhD Candidate must embark on pursing his/her research proposal for the dissertation.
B.	When reasonable progress on the PhD dissertation proposal is made and judged as such by the first and/or second supervisors, the PhD Program Director will announce a date for the candidate to present his/her proposal to an examining committee appointed by the Graduate Program Committee. This will take place in the presence of UD faculty and PhD Candidate **before the end of term eight** (of continuous enrollment).
C.	Once the PhD Proposal is accepted by the examining committee, the PhD Candidate will move toward the completion of his/her PhD Dissertation according to the approved plan.
D.	If the PhD proposal is not accepted, the PhD Candidate must then seek the advice of his/her supervisor(s) and incorporate the required changes.
E.	Such PhD Candidate must go through **a second proposal defense before the end of term ten**. If the PhD Candidate does not successfully defend the proposal before the end of the set deadline, he/she will be dismissed from the program. A one term extension may be granted once, with the approval of the Dean.

14.5 Assessment of Dissertation Progress

	Table 23: Assessment of Dissertation Progress
A.	The PhD Candidate must formally present his/her work to Graduate Committee within one year after the successful Proposal Defense Exam, and for every additional year until graduation to show progress of work.
B.	The PhD Candidate will be placed on academic probation if he/she fails to be present within the specified period or if no progress is shown.
C.	If the PhD Candidate does not rectify the situation within two additional terms, he/she will be dismissed from the program.

14.6   Examination and Defense
14.6.1 Examination Criteria

A. The examiners shall examine the PhD proposal/dissertation based on the following general criteria:

Table 24: Examination Criteria	
1.	Does the PhD Candidate demonstrate a significant and original contribution to knowledge (relative to the level of the degree being sought)?
2.	Does the PhD Candidate engage with the literature and the work of others?
3.	Does the PhD Candidate show an advanced knowledge of research principles and methods related to the applicable discipline?
4.	Is there a coherence in the research, its arguments, and conclusions?
5.	Is the PhD dissertation clearly, accurately, and logically written?

B. The DBS may add other criteria as it sees fit.

C. One member from the College Graduate Committee and one member from the QAIE shall attend the defense, as observers.

14.6.2 Examination Outcomes

Table 25: Examination Outcomes	
A.	The examination reports shall be sent by the examiners to the College Graduate Committee, two weeks before the date of defense.
B.	The examiner's reports must contain a recommendation regarding the PhD dissertation and a strong justification for his/her recommendation.
C.	The examiners must provide guidance to the candidate regarding any changes required.

D.	The College Graduate Committee shall review the examiners' reports and the oral examination reports and shall send the examiners' decision to the VPAA.

14.6.3 PhD Dissertation Assessment Examination and Degree Award

a) Once the PhD dissertation work is deemed ready by both supervisors, the first supervisor will file a written report with the Graduate Program Director indicating that the dissertation is ready for evaluation by external reviewers. In case of a disagreement between the supervisors, the opinion of the primary supervisor shall prevail.

b) The first supervisor must submit an electronic copy to the PhD Program Director to pass along to the examiners. The Dissertation document prepared by the student need to conform to the "Formatting requirements" as outlined in this PhD handbook.

c) The Graduate Committee will suggest the names of three examiners who are familiar with the field of work. At least two of the three examiners must be from UD, and the third one could be from other organizations (preferably from within the UAE, so that he/she can be physically present during the defense examination). The external examiner is expected to provide practical insights about the work. The supervisor will act as a moderator/chairman with no voting powers. The committee must be approved by the PhD Director.

d) The examiners will be given a maximum of eight (8) weeks to review the dissertation and send a written report to the PhD Program Director. The examiners' comments will be shared with the PhD Candidate before the defense exam. The student must make the requested changes before the PhD dissertation defense or come prepared to defend his/her position.

e) The PhD Director will schedule the examination date and will take care of related logistics.

f) After the PhD dissertation defense (VIVA), the chairman of the examining committee shall write the final Exam report, which must be signed by all examining committee members and sent to the PhD Director. This report will be also made available to the PhD candidate.

g) The final decision of the examining members shall be handed to the College Graduate Committee member who is attending the defense. The outcome of the PhD dissertation defense (VIVA) must be reached by majority, and the decision may be one of the followings:

   i. Accepted as submitted: This may include corrections that do not require the supervisor's approval.

   ii. Accepted with minor modifications: This may include corrections that can be made immediately and to the satisfaction of the PhD dissertation supervisor.

   iii. Accepted with major modifications: The examiners' reports shall include detailed descriptions of the modifications along with a date for their completion of no more than 2 months.

   - The Examining Committee shall examine the modified PhD dissertation and, by majority vote, determine if the modifications specified in their reports have been completed to the Examining Committee's satisfaction.

   - If they have, the PhD dissertation may be accepted, and the supervisor shall confirm the Examining Committee's approval to the College Graduate Committee. If the Examining Committee is not satisfied that the specified modifications have been made, then they must reconvene to decide if the PhD dissertation is rejected, or an additional period of modifications is to be

granted.

- The Examining Committee Chair shall report in writing to the Director of Graduate Affairs Committee the outcome of the Examining Committee meeting.

iv. Rejected: This notation is used when the work shows serious deficiency, or its validity is in question. Such a PhD dissertation may be re-submitted only once, in revised form. Such a resubmission can only be made six (6) months from the date of the original defense.

The <u>date of the PhD dissertation completion (graduation date)</u> will be <u>the end of the term when the PhD Program Committee approves the results of the PhD Defense (VIVA) or the final corrections</u>.

14.6.4 Modification and Final Submission

	Table 26: Modification and Final submission
A.	PhD Candidate shall be responsible to make the modifications required by the Examining Committee and submit within the time specified above.
B.	The PhD dissertation supervisor has the authority to grant approval when the required minor modifications have been made by the PhD Candidate.
C.	The PhD dissertation supervisor oversees required major modifications and ensures that they are submitted to the Examination Committee for approval.
D.	PhD Candidate must submit an electronic and hard copy of the final version of his/her PhD dissertation to the Graduate Committee.

14.6.5 Appeal of the Decision

	Table 27: Appeal of the Decision
A.	In case the examination process results in a "non-Award" outcome, the candidate has the right to appeal to the Student Affairs Office, within 5 working days.
B.	The Student Affairs Office shall submit the appeal to the VPAA/Provost, who in turns shall submit the appeal to the College Graduate Committee for investigation.

C.	The College Graduate Committee shall submit its report to the VPAA/Provost within 10 working days.
D.	The VPAA/Provost shall submit the University response to the appeal to the Office of Student Affairs and the Graduate Affairs Committee, within ten working days from the date the appeal was received.
E.	The Office of Student Affairs shall send the University response to the student within one working day.
F.	The <u>University response at this stage is final</u>.

14.7 Copyright and Reproduction

Table 28: Copyright and Reproduction	
A.	When submitting the final and complete version of his/her PhD dissertation, the PhD Candidate acknowledges and agrees to grant University of Dubai a non-exclusive license. This license stipulates that the student owns the copyright to the PhD dissertation.
B.	By agreeing to this license, University of Dubai and its Library shall preserve and make the PhD dissertation widely available, usually via the Internet and other searchable databases.
C.	PhD Candidate may request a deferment on the publication of his/her PhD dissertation.
D.	Upon final submission of the PhD dissertation, the PhD Candidate shall be deemed to have granted the University a nonexclusive, royalty free license to reproduce, archive, preserve, conserve, communicate to the public by telecommunication or on the internet, loan, and distribute the PhD dissertation worldwide for non-commercial purposes, in any format.

Appendix

Appendix A: PhD Form 3 - Approval of Dissertation Proposal

<table>
<tr><td colspan="4" align="center">Approval of Dissertation Proposal</td></tr>
<tr><td>Full Name of the PhD Candidate:</td><td>Click or tap here to enter text.</td><td>ID Number:</td><td>Click or tap here to enter text.</td></tr>
<tr><td>Cohort:</td><td>Click or tap here to enter text.</td><td>Assessment Tool:</td><td>Click or tap here to enter text.</td></tr>
<tr><td>Field of Specialization (If applicable):</td><td colspan="3">Click or tap here to enter text.</td></tr>
<tr><td>Proposed PhD Dissertation Title:</td><td colspan="3">Click or tap here to enter text.</td></tr>
</table>

1. Dissertation Supervisor

Name	Academic Rank	Area of Specialization	List of Students Currently Under his/her Supervision
			1 2

2. Dissertation Co-supervisor

Name	Academic Rank	Area of Specialization	List of Students Currently Under his/her Supervision
			1 2

First Internal Examiner	Second Internal Examiner
Name:	Name:
Full Faculty Title:	Full Faculty Title:
Subject:	Subject:

Examining Committee Decision

Accepted as submitted. This may include corrections that do not require the supervisor's approval.	☐
Accepted with minor modifications. This may include corrections that can be made along with a date for their completion within 2 months.	☐
Accepted with major modifications. The internal examiners' reports shall include detailed descriptions of the modifications along with a date for their completion between 2 months and a maximum of 6 months.	☐
Rejected. This notation is used when the PhD dissertation proposal shows serious deficiency, or its validity is in question. Such a PhD proposal may be re-submitted, in revised form. Such a resubmission can only be made Six (6) months from the date of the original proposal defense.	☐

Examining Committee Recommendations:

Click or tap here to enter text.

Committee Chair:

Click or tap here to enter text.

PhD Director Decision:

☐ Approved   ☐ Not Approved   ☐ Approved with the following conditions:

Click or tap here to enter text.

First Internal Examiner Name & Signature:	Date Signed:
Second Internal Examiner Name & Signature:	Date Signed:
Committee Chair Name & Signature:	Date Signed:
PhD Director Name & Signature:	Date Signed:

Appendix B: PhD Form 2 - Supervisor's Progress Report

Form 2: Supervisor's Progress Report

Please complete this report **at the end of each academic term** and forward it to the PhD Program Office or e-mail it to PhDprogram@ud.ac.ae. Where two supervisors are involved, each supervisor should report.

PhD Candidate Details			
Full Name of the PhD Candidate:	Click or tap here to enter text.	**ID Number:**	Click or tap here to enter text.
Cohort:	Click or tap here to enter text.		
Supervisor Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.		
Co-Supervisors Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.	**College:**	Click or tap here to enter text.
External Supervisor(s) Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.	**University Affiliation:**	Click or tap here to enter text.

Dissertation Title:

Progress:

1. Please tick boxes below to indicate the current status of the PhD Candidate's work.

	Barely begun	In Development	Near Completion	Completed
Literature review				
Research design				
Instrumentation and methods				
Ethical clearance				
Data Collection				
Data Analysis				
Meta-Analysis				
Interpretation				

Writing dissertation - Introduction				
Writing dissertation - Literature review section				
Writing dissertation - Theoretical development				
Writing dissertation - Methodology sections				
Writing dissertation - Data collection sections				
Writing dissertation - Data analysis sections				
Writing dissertation - Finding and discussion				
Writing dissertation - Theoretical implications				
Writing dissertation - Managerial/practical implications				
Writing dissertation - Conclusion/limitations/future research				

Are you satisfied with the progress made?

☐ Yes   ☐ No

Describe any problems the student encountered:

Click or tap here to enter text.

How often have you worked with the PhD Candidate over the last two months?

☐   Once in the last two months
☐   Twice in the last two months
☐   Three times in the last two months
☐   Once every 4 weeks
☐   Once every other week
☐   Once every week

How do you communicate with the student?

☐   Through meeting him/her face to face
☐   Through e-mail
☐   Using both face-to-face and e-mail.

Additional comments:	
Click or tap here to enter text.	52

Name & Signature:	Date Signed:

University of Dubai

Dubai Business School

[DISSERTATION TITLE HERE

IN ALL UPPERCASE LETTERS]

A Dissertation in

[Specialization HERE]

by

[Full Name of the PhD Candidate HERE]

Submitted in

Partial Fulfillment of the Requirements for the

Degree of Doctor of Philosophy (PhD in Business Administration)

September 2023

Appendix D: Examining Committee Page

The dissertation of [Full Name of the PhD Candidate] was reviewed and approved by the following:

Supervisor of Dissertation			
Supervisor Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.		
Second Supervisor Details			
Supervisor Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.		
Examining Committee chair Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.		
Examining Committee			
First Internal Examiner Details			
Name:	Click or tap here to enter text.	**ID Number:**	Click or tap here to enter text.
Cohort:	Click or tap here to enter text.		
Second Internal Examiner Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.		
External Examiner Details			
Name:	Click or tap here to enter text.	**Subject:**	Click or tap here to enter text.
Full Faculty Title:	Click or tap here to enter text.	**University Affiliation:**	Click or tap here to enter text.

Appendix E: Copyright Declaration and Fair Use Affirmation Page

I declare that the copyright holder of this thesis/dissertation is owned by University of Dubai © Copyright 2017, University of Dubai. All rights reserved.

No part of this unpublished work/research may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, photocopying, recording or otherwise without prior written permission of the UD. Exceptions for use

1. Any materials derived from this unpublished work/research may only be used by other in their writing with due quote.

2. UD or its library will have the right to make and transmit copies (electronic or printed) for academic purposes.

3. UD library will have the right to make, store in a retrieval system and supply copies of this unpublished research if requested by other universities or research libraries.

By signing this form, I acknowledge that I have read and understand the UD Intellectual Property Rights and Commercialization policy.

Affirmed by PhD Candidate: **[Full Name HERE]**

Signature: --

Date: --

Appendix F: Sample of the Declaration Page

DECLARATION

I hereby declare that this Doctor of Philosophy (PhD) dissertation entitled [Dissertation Title HERE] is my own work. This PhD dissertation contains no material that has been accepted for the award of any other degree or diploma in any university or institution. To the best of my knowledge, this PhD dissertation contains no material previously published or written by another person, except where due reference has been given and acknowledged according to the requirement given in the handbooks/catalogs and etc., of the University of Dubai.

[YOUR FULL NAME]

Signature: --

Date: --

Appendix G: How to write a structured abstract

The **abstract** is a short summary of the complete content of the PhD dissertation. In plain words, an abstract is a succinct summary of a larger piece of work that aims to persuade readers to read the full document – essentially, it acts as a shop window, enticing people to step inside.

The **structured abstract** for your **PhD Dissertation** should consist of **seven parts**:

Purpose: This is where you explain 'why' you undertook this study. If you are presenting new or novel research, explain the problem that you have solved. If you are building upon previous research, briefly explain why you felt it was important to do so. This is your opportunity to let reviewers and readers know why you chose to study this topic or problem and its relevance. Let them know what your key argument or main finding is.

Study design/methodology/approach: This is 'how' you did it. Let reviewers and readers know exactly what you did to reach your results. For example, did you undertake interviews? Did you carry out an experiment in the lab? What tools, methods, protocols or datasets did you use?

Findings: Here you can explain 'what' you found during your study, whether it answers the problem you set out to explore, and whether your hypothesis was confirmed. You need to be very clear and direct and give exact figures, rather than generalize. It's important not to exaggerate or create an expectation that your PhD Dissertation won't fulfil.

Originality/value: This is your opportunity to make a clear and succinct case for the value of your results. It's a good idea to ask colleagues whether your analysis is balanced and fair and again, it's important not to exaggerate. You can also reflect on what future research steps could be.

Practical implications: What outcomes and implications for practice, applications and consequences are identified? It is of paramount importance for the PhD Candidates to provide practical implications to companies. What changes to practice should be made as a result of this PhD research?

Social implications: The social implications can be defined as the ability or potential of research to impact society in visible ways. One of the obvious fields of research that strives for a social impact through the implementation of evidence that increases the overall quality of people's lives is social sciences (e.g., management studies, economics, psychology etc.). It is of utmost importance for the PhD Candidates to present and explain the social implications of his/her doctoral study. What changes to individual, societies and/or planet should be made as a result of this PhD research?

Research limitations/implications: This section must be completed and should include suggestions for future research and any identified limitations in the research process.

Source: From Emerald Group Publishing (2023) 'How to: write an abstract'. From The Emerald website, https://www.emeraldgrouppublishing.com/how-to/authoring-editing-reviewing/write-article-abstract

How to write a structured abstract for your PhD Dissertation

At the top of the page will be these 4-5 lines of text:

Table 60: Structured Abstract

1.	The first line is the word "ABSTRACT" in ALL UPPERCASE letters.	
2.	The next line is the TITLE of the dissertation in ALL UPPERCASE letters. The dissertation title must match the title on the required title page.	
3.	The next line is the PhD Candidate's (your) name in normal capitalization (e.g., Talal Almarzooqi). It must match your name as it appears in UD's registration Dept.	
4.	The next line is your dissertation supervisor's name with normal capitalization. Do not include any titles as this is indicated by the placement of the names (for example, do not include Professor, Supervisor, Dr., etc.).	
5.	Only if you have a second supervisor: on the next line after the supervisor's name is the second supervisor's name with normal capitalization and no titles (for example, do not include Professor, Co-Supervisor, Dr., etc.).	

Sample of PhD dissertation structured abstract

ABSTRACT

[DISSERTATION TITLE IN ALL UPPERCASE LETTERS}

[PhD Candidates Full Name HERE]

[First Supervisor's Name HERE]

[Second Supervisor's Name HERE]

Purpose:

Study design/methodology/approach:

Findings:

Originality/value:

Practical implications:

Social implications:

Research limitations/implications:

Appendix H: PhD Dissertation Proposal Rubric

PhD Candidate Name			Title of Dissertation Proposal:		
PhD Candidate ID			Date		
Cohort					

Elements	%	Exemplary (3 pts)	Acceptable (2 pts)	Unacceptable (1 pt)	Points
		(3 - 4)	(1.5 - 2.5)	(0 - 1)	
PhD Candidate demonstrated ability to state a problem clearly and well-conceptualized.	**20%**	PhD Candidate developed an interesting and unique research/management problem, which is well developed and clearly articulated.	PhD Candidate developed a suitable research / management problem, which is adequately developed.	PhD Candidate did not develop a suitable research / management problem.	
PhD Candidate demonstrated ability to integrate relevant literature.	**20%**	PhD Candidates demonstrated an excellent understanding of relevant literature.	PhD Candidates demonstrated a fair understanding of relevant literature.	PhD Candidates demonstrated no or little understanding of relevant literature.	
PhD Candidate demonstrated knowledge of appropriate research strategies and methods.	**20%**	PhD Candidates demonstrated an excellent knowledge of research and methods.	PhD Candidates demonstrated a fair knowledge of research and methods.	PhD Candidates demonstrated no or little knowledge of research and methods.	
PhD Candidate demonstrated ability to present problem, objectives, approach and plan for proposal research in written form	**20%**	PhD Candidates demonstrated an excellent ability to present the proposed dissertation research in written form	PhD Candidates demonstrated a fair ability to present the proposed dissertation research in written form	PhD Candidates demonstrated no or little ability to present the proposed dissertation research in written form	
PhD Candidate demonstrated ability to answer to questions about proposal research.	**10%**	PhD Candidate answered all questions with relevant, accurate information.	PhD Candidate answered most or all of questions but does not expand on answers.	PhD Candidate was unable to answer 25% or more of	

			questions with accurate information.	
PhD Candidate demonstrated awareness of broader implications of the concluded research. Broader implications may include social, economic, technical, ethical, business, etc. aspects	**10%**	Excellent awareness of broader implications of the concluded research	Fair awareness of broader implications of the concluded research	No or little awareness of broader implications of the concluded research
			TOTAL POINTS	**0**
			MAX POINTS	**4**
% ACHIEVED (total points divided by max points)				**0%**

Appendix I: PhD Dissertation Proposal Defense (VIVA) Rubric

PhD Candidate Name			Title of Dissertation Proposal:		
PhD Candidate ID			Date		
Cohort					

Elements	%	Exemplary (3 pts)	Acceptable (2 pts)	Unacceptable (1 pt)	Points
		(3 - 4)	(1.5 - 2.5)	(0 - 1)	
PhD Candidate demonstrates ability to state a problem clearly and well-conceptualized.	**20%**	Excellent ability describe research problem.	Fair ability describe research problem.	No or little ability to describe research problem.	
PhD Candidate demonstrates ability to integrate relevant literature.	**20%**	Excellent understanding of relevant literature.	Fair understanding of relevant literature.	No or little understanding of relevant literature.	
PhD Candidate demonstrates knowledge of appropriate research strategies and methods.	**20%**	Excellent knowledge of research and methods.	Fair knowledge of research and methods.	No or little knowledge of research and methods.	
PhD Candidate demonstrates ability to orally present problem, objectives, approach, and plan for proposal research.	**20%**	Excellent ability to present orally the proposed dissertation research.	Fair ability to present orally the proposed dissertation research.	No or little ability to present orally the proposed dissertation research.	
PhD Candidate demonstrates ability to answer to questions about proposal research.	**20%**	Answers all questions with	Answers most or all of questions but does not expand on answers.	Unable to answer 25% or more of	

			relevant, accurate information.		questions with accurate information.	
					TOTAL POINTS	**0**
					MAX POINTS	**4**
				% ACHIEVED (total points divided by max points)		**0%**

Appendix J: PhD Dissertation Syllabus

DUBAI BUSINESS SCHOOL

PhD Dissertation Syllabus[3]

Academic Year		2022-2023		Semester	TBA
Program		PhD in Business Administration		Term	TBA
Course Name		PhD Dissertation		Course Code	DIS860/760
Credit Hour	18	Pre-requisite	CPE	Co-requisite	None
Class Time*	No Class	Days	NA	Room	Supervisor's Office
Faculty Member (Supervisor)					
Name	Email			Phone	Office Hours
TBA	TBA			TBA	TBA

1. Brief Description of PhD Dissertation

The PhD dissertation syllabus serves as a roadmap for the learning outcomes of the dissertation project. After the successful completion of the Comprehensive Exam (CPE), the PhD Candidate will be assigned a primary supervisor to formally guide him/her towards dissertation completion. The supervisor is selected based on the PhD Candidate's research topic and requires the approval of the Graduate Committee and the College Dean. It should be noted that the PhD candidate is required to meet with the primary supervisor for at least nine hours per academic term, which is an average of one hour per week. The failure of the PhD Candidate to attend the weekly meetings or show reasonable progress will result in an unsatisfactory report from the supervisor. Moreover, the PhD Candidate is responsible for preparation and submission of his/her proposal and dissertation for examination. Finally, the PhD Candidate shall consult with his/her advisor before selecting the PhD dissertation subject and title and must ensure that the research described in his/her PhD dissertation was completed during the period of enrolment for the degree at the University, and that it is an account of his/her own research.

---

[3] [3] Created by Dr. Avraam Papastathopoulos, July 15th, 2023.

During their quest, PhD Candidates will discover how complex, interdependent informational, social, and economic systems affect and are affected by the characteristics and behavior of individuals, societies, and organizations. Additionally, PhD Candidates will acquire broad and deep expertise, across different subfields of management science and will apply their knowledge and skills to promote inquiry, discover solutions, generate new ideas, and communicate their research. This includes conducting independent and exemplary research, presenting their work in public settings, and publishing their work in a peer-reviewed outlet.

Last but not least, PhD Candidates will build a greater sense of social responsibility and embrace more sustainable practices in their research. This includes an expectation that the PhD Candidates will explicate their scientific findings to effect a positive impact on businesses, society and the planet.

2. Program Learning Outcomes (PLOs)

On successful completion of this program, the graduate will be able to accomplish the following:

- **PLO1:** Acquire advanced knowledge through the understanding of key concepts, theories, and current issues in the given business domain.

- **PLO2:** Critically review theoretical literature/practical business-oriented challenges and develop a framework for empirical investigation.

- **PLO3:** Apply a range of qualitative and quantitative research methodologies to develop innovative solutions of current business-oriented challenges.

- **PLO4:** Create new knowledge through conceptualizing, designing, and conducting empirical research.

3. Course Learning Outcomes (CLOs) for Cohorts 8, 9 and 10 (after July 2021)

Upon completion of this course, students should be able to demonstrate the following outcomes:

On successful completion of the PhD Dissertation the PhD Candidate will be able to:

CLO1: develop the theoretical underpinnings of academic research in order to redefine and integrate relevant knowledge, skills, abilities and best practices across fields.

CLO2: design a doctoral research dissertation using contemporary and substantive research methodologies on the basis of theoretical and empirical considerations in a specialized research area and/or area of professional practice.

CLO3: build skills in analyzing and interpreting qualitative and/or quantitative data using sophisticated statistical analysis software. this includes the ability to thoughtfully apply the appropriate qualitative and/or quantitative analysis by providing advanced research knowledge, skills, and solutions to the communities they serve.

CLO4: propose practical and theoretical implications, which contribute meaningfully to professional, societal, and/or personal activities and lives for the foreseeable future.

CLO5: defend the significance of the doctoral research findings in dialogue with other stakeholder groups to solve real-world problems and/or issues associated with practice in an ethical fashion.

3.1 Course Learning Outcomes (CLOs) for Cohorts 1 to 7 (Before July 2021)

Upon completion of this course, students should be able to demonstrate the following outcomes:

On successful completion of the PhD Dissertation the PhD Candidate will be able to:

CLO1: Apply theoretical and methodological understanding and skills into devising researchable ideas and specific research questions.

CLO2: Develop a realistic and defendable research proposal with specific research strategies.

CLO3: Articulate research ideas and their appropriate theoretical and methodological issues effectively and efficiently.

CLO4: Produce a defendable dissertation proposal.

CLO5: Ultimately produce and defend a dissertation that meets the requirements for the award of a Ph.D.

4. CLOs PLOs, CGs and QFE-10 (for PhD) Level Descriptors

CLOs (Cohorts 8, 9 and 10) PLOs and CGs are aligned to QFE-10 (for PhD) Level Descriptors as below:

CLOs	PLOs	Knowledge (K)			Skills (S)			COMPETENCE (C)		
		K.1	K.2	K.3	S.1	S.2	S.3	C.1	C.2	C.3
CLO1	PLO1	/	/	/	/	/	/	/	/	/
CLO2	PLO2	/	/	/	/	/	/	/	/	/
CLO3	PLO3	/	/	/	/	/	/	/	/	/
CLO4	PLO4	/	/	/	/	/	/	/	/	/
CLO5	PLO4	/	/	/	/	/	/	/	/	/

Notes (See Appendix A)

K.1: Comprehensive (C),

K.2: Deep (D),

K.3: Overarching Knowledge (OK);

S.1: Synthesis, Evaluation, Planning and Reflection (SEPR),

S.2: Innovative Solutions to Critical Problems (ISCP),

S.3: Expert Communication (EC);

C.1: Autonomy & Responsibility (AR),

C.2: Self-Development (SD),

C.3: Role in Context (RC).

Source: National Qualifications Authority *(2012) The Qualifications Framework for the Emirates Handbook,* UAE. Available at: https://www.nqc.gov.ae/assets/4dc3b81c/qf-emirates-handbook.aspx

CLOs (Cohorts 1 to 7) and PLOs are aligned to QFE-10 (for PhD) Level Descriptors as below:

Course Title and its CLOs		Bloom	QFE Strands					Linked to CLO	Linked to PLO
			K	S	AR	SD	RC		
	DISS 760 DOCTORAL DISSERTATION								
1	**Apply** theoretical and methodological understanding and skills into devising researchable ideas and specific research questions.	AN	√	√				1,2	4
2	**Develop** a realistic and defendable research proposal with specific research strategies.	E, C	√	√	√	√	√	1,2	
3	**Articulate** research ideas and their appropriate theoretical and methodological issues effectively and efficiently.	E, C	√	√	√	√	√	1,2	
4	**Produce** a defendable dissertation proposal.	C	√	√	√	√	√	2,3	
5	Ultimately **produce** and **defend** a dissertation that meets the requirements for the award of a Ph.D.	C	√	√	√	√	√	2,3	

5. Educational Resources

Educational Resource	Description
Main textbook(s)	Steven R. Terrell (2022). *Writing a Proposal for Your Dissertation: Guidelines and Examples* (2nd ed.). The Guilford Press; Second edition. ISBN-13: 1462550234-978 DFK Publishing (2022). *PhD Notebook: For Scholars Doctoral and PhD Research Notebook For Dissertation or Theses writing.* Independently published. ISBN-13: 8431261657-979
Additional textbook(s)	Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 3rd ed. Thousand Oaks, CA: Sage. Freeman, J., Shoesmith, E., Anderson, D., Sweeney, D. J., Williams, T., Camm, J. D., & Cochran, J. J. (2020). *Statistics for Business and Economics* (5th ed.). Cengage Learning EMEA. https://www.cengageasia.com/TitleDetails/isbn/9781473768451 Navarro, D., Foxcroft, D., & Faulkenberry, T. (2019). Learning Statistics with JASP: A Tutorial for Psychology Students and Other Beginners (Version 0.7). Creative Commons BY-SA license. https://learnstatswithjasp.com/
Peer-reviewed papers	Simsek, Z., Heavey, C., Fox, B. C., & Yu, T. (2022). Compelling Questions in Research: Seeing What Everybody Has Seen and Thinking What Nobody Has Thought. Journal of Management, 48(6), 1347–1365. https://doi.org/10.1177/01492063211073068 Simsek, Z., & Li, S. (2022). Designing Scholarly Introductions as Jobs to Be Done. Journal of Management, 48(4), 807–820. https://doi.org/10.1177/0149206321997905 Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? International Business Review, 29(4), 101717. https://doi.org/10.1016/j.ibusrev.2020.101717 Hulland, J., Baumgartner, H., & Smith, K. M. (2018). Marketing survey research best practices: evidence and recommendations from a review of JAMS articles. Journal of the Academy of Marketing Science, 46(1), 92–108. https://doi.org/10.1007/s11747-017-0532-y
Other literature (e.g., reports, software, websites etc.)	JASP Videos on You Tube: • Introduction to JASP: https://youtu.be/APRaBFC2lEQ • JASP Tutorial: Data Editing: https://youtu.be/1dT-iAU9Zuc?list=PLWPa8RxHarcMFlcvfJabu3TbVDPeGX7Lw • American Psychological Association. (2020). About APA Style. Retrieved from APAStyle.org: https://apastyle.apa.org/about-apa-style

Appendix K: PhD Dissertation Rubric

PhD Candidate Name			Title of Dissertation Proposal:	
PhD Candidate ID			Date	
Cohort				

Elements	%	Exemplary (3 pts) (3 - 4)	Acceptable (2 pts) (1.5 - 2.5)	Unacceptable (1 pt) (0 - 1)	Points
PhD Candidate demonstrated ability to state the research problem clearly, providing motivation for undertaking the research	**10%**	Excellent ability to state the research problem	Fair ability to state the research problem	No or little ability to state the research problem	
PhD Candidate demonstrated sound knowledge of literature in the area, and of prior work on the specific research problem	**10%**	Excellent understanding of relevant literature.	Fair understanding of relevant literature.	No or little understanding of relevant literature.	
PhD Candidate demonstrated sound knowledge of theoretical backdrop in the area, and of prior studies	**10%**	Excellent understanding of the relevant theories.	Fair understanding of the relevant theories.	No or little understanding of relevant the relevant theories.	
PhD Candidate demonstrated the potential value of solution to the research problem in advancing knowledge within the area of study	**10%**	Excellent understanding of the research problem and related solutions	Fair understanding of the research problem and related solutions	No or little understanding of the research problem and related solutions	

PhD Candidate has applied state-of-the field research methods/tools to solve the defined problem and has described the methods/tools effectively	**10%**	Excellent knowledge of research and methods.	Fair knowledge of research and methods.	No or little knowledge of research and methods.	
PhD Candidate presented, analyzed and interpreted research results/data effectively	**10%**	Excellent ability to present, analyze and interpret research results/data	Fair ability to present, analyze and interpret research results/data	No or little ability to present, analyze and interpret research results/data	
PhD Candidate communicated dissertation clearly and professionally in written form	**10%**	Excellent ability to present the proposed dissertation research in written form	Fair ability to present the proposed dissertation research in written form	No or little ability to present the proposed dissertation research in written form	
PhD Candidate presented, analyzed and interpreted practical/managerial implications effectively	**10%**	Excellent ability to present, analyze and interpret practical/managerial implications	Fair ability to present, analyze and interpret practical/managerial implications	No or little ability to present, analyze and interpret practical/managerial implications	
PhD Candidate demonstrated capability for independent research in the area of study, significant expertise in the area, and ability to make original contributions to the field	**10%**	Excellent capability to conduct independent research in the area of study	Fair capability to conduct independent research in the area of study	No or little capability to conduct independent research in the area of study	
PhD Candidate demonstrated awareness of broader implications of the concluded research. Broader implications may include social, economic, technical, ethical, business, etc. aspects	**10%**	Excellent awareness of broader implications of the concluded research	Fair awareness of broader implications of the concluded research	No or little awareness of broader implications of the concluded research	

TOTAL POINTS	**0**	
MAX POINTS	**4**	
% ACHIEVED (total points divided by max points)	**0%**	

Appendix L: PhD Dissertation Defense (VIVA) Rubric

PhD Candidate Name			Title of Dissertation Defense:		
PhD Candidate ID			**Date**		
Cohort					
Elements	**%**	**Exemplary (3 pts)**	**Acceptable (2 pts)**	**Unacceptable (1 pt)**	**Points**
		(3 - 4)	**(1.5 - 2.5)**	**(0 - 1)**	
PhD Candidate demonstrated ability to state the research problem clearly, providing motivation for undertaking the research	10%	Excellent ability to state the research problem	Fair ability to state the research problem	No or little ability to state the research problem	
PhD Candidate demonstrated sound knowledge of literature in the area, and of prior work on the specific research problem	10%	Excellent understanding of relevant literature.	Fair understanding of relevant literature.	No or little understanding of relevant.	
PhD Candidate demonstrated sound knowledge of theoretical backdrop in the area, and of prior studies.	10%	Excellent understanding of the relevant theories.	Fair understanding of the relevant theories.	No or little understanding of relevant the relevant theories.	
PhD Candidate demonstrated the potential value of solution to the research problem in advancing knowledge within the area of study	10%	Excellent understanding of the research problem and related solutions	Fair understanding of the research problem and related solutions	No or little understanding of the research problem and related solutions	
PhD Candidate has applied sound research methods/tools to solve the defined problem and has	10%	Excellent knowledge of research and methods.	Fair knowledge of research and methods.	No or little knowledge of research and methods.	

described the methods/tools effectively					
PhD Candidate presented, analyzed and interpreted research results/data effectively	**10%**	Excellent ability to present, analyze and interpret research results/data	Fair ability to present, analyze and interpret research results/data	No or little ability to present, analyze and interpret research results/data	
PhD Candidate communicated dissertation clearly and professionally in written form	**10%**	Excellent ability to present the proposed dissertation research in written form	Fair ability to present the proposed dissertation research in written form	No or little ability to present the proposed dissertation research in written form	
PhD Candidate communicated dissertation clearly and professionally in oral form	**10%**	Excellent ability to present orally the proposed dissertation research.	Fair ability to present orally the proposed dissertation research.	No or little ability to present orally the proposed dissertation research.	
PhD Candidate demonstrated capability for independent research in the area of study, significant expertise in the area, and ability to make original contributions to the field	**10%**	Excellent capability to conduct independent research in the area of study	Fair capability to conduct independent research in the area of study	No or little capability to conduct independent research in the area of study	
PhD Candidate demonstrated awareness of broader implications of the concluded research. Broader implications may include social, economic, technical, ethical,	**10%**	Excellent awareness of broader implications of the concluded research	Fair awareness of broader implications of the concluded research	No or little awareness of broader implications of the concluded research	

business, etc. aspects					
				TOTAL POINTS	**0**
				MAX POINTS	**4**
% ACHIEVED (total points divided by max points)					**0%**

PHD Handbook

2024 - 2025

Reviewer Name and Job Title	Signature	Date
Dr. Islam Bourini PhD Program Director		13.08.2024

Name	Job Title	Signature	Date
Approved by:			
Prof. Washika Haak Saheem	Dean		**15.8.2024**
Prof. Hussain Al Ahmed	VPAA		**16/08/2024**