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Dear Postgraduate Research Student

Welcome to both Newcastle University Business School and the city of Newcastle. We very much hope that your time here is going to be enjoyable and productive.

Postgraduate research students are an integral part of the wider research environment here at the Business School. This means, in practical terms, that we want you to link as closely as possible to at least one of the thriving research groups that operate across the School, working effectively with your supervisory team to ensure that your work feeds into these activities. We also want to provide you with a high-quality education and a vibrant and supportive place to work. At the same time, we expect commitment and excellence from you; it is a mutually supportive interdisciplinary social science environment that will serve you well as long as you participate fully.

Another important issue is training and support for your research. In this context, together with the Faculty of Humanities, Arts and Social Sciences and other Schools, we offer a comprehensive training programme, having put in place measures that we think will enable you to progress well and successfully complete your degree. This will involve developing a range of skills, including teaching, research assistance, and presenting your research to varying audiences.

Apart from these training and support programmes, we provide dedicated postgraduate office space and other facilities that will help you get on with your work and mix with other postgraduates and with staff. As the Business School has a highly collegial culture that aims at creating an inclusive, cross-disciplinary research environment, we want you to feel at home and flourish as a research student, developing the skills that will equip you effectively for your chosen career.

This handbook contains all the information about the School and Faculty that you should need to complete your studies successfully. If, on the other hand, you need additional advice, I am sure that your supervisory team will be able to point you in the right direction.

Welcome, once again, to your academic home for the next few years! I look forward to meeting you in either a research seminar or at a social event.

Best wishes
Professor John Wilson
Director
Newcastle University Business School
Welcome from the PGR Team

**Professor David Higgins**
David was director of PhD and MRes students at The York Management School (TYMS), between 2006–11. During this period he led a team which developed these degree programmes *Ab initio*, secured ESRC and EDAMBA accreditation for TYMS, and was involved in the creation of the ‘White Rose’ DTC between Leeds, Sheffield and York.


**Dr Robert Willison**
Dr Willison is Deputy Director of Doctoral Programmes and assists Professor Higgins in carrying out the above duties.
E-mail: robert.willison@ncl.ac.uk Phone: 0191 208 1510

**Dr Jingxin Dong**
Dr Jingxin Dong is the Director for the joint DBA programme run in conjunction with Grenoble Ecole de Management.
E-mail: jingxin.dong@ncl.ac.uk Phone: 0191 208 1692

**Carolyn Watkin**
Carolyn’s role as PhD Programme Secretary is to cover administrative duties for Doctoral programmes within the Business School, working with the Director and Deputy Director of Doctoral Programmes and academic staff to support the School’s postgraduate research activities.
E-mail: carolyn.watkin@ncl.ac.uk Phone: 0191 208 1584

**Susan Dunnington**
Although most of your contact regarding administrative matters will be through the PhD programme secretary, you may occasionally have contact with the postgraduate programme administrator, Susan Dunnington. Susan oversees administrative support for all Masters and Doctoral programmes within the School.
E-mail: susan.dunnington@ncl.ac.uk Phone: 0191 208 1546
Views of our current students

Ngan D. Cao (Rosie) – Vietnam

I chose to pursue my PhD study at Newcastle University because it is a highly ranked, research-oriented University, a member of the Russell Group, and its academic staff are well known and experienced in the fields of my research interest. Furthermore, many scholarships (fully funded and partially funded) are available for national and international students equally.

I found that the working environment for PhD students is research orientated with a high-standard of facilities and superior support resources. I am provided with many opportunities for global networking by means of internal and external seminars, training and various events. There are also many personal development prospects, such as funding for training events, and conferences (domestic and international).

My research interests focus around behavioural finance and economics. I am currently working towards a unifying framework for the examination of cultural and linguistic differences in individuals’ financial risk tolerance and investment behaviour across the life course, drawing on and uniting contributions from a range of diverse fields, including finance, economics, psychology, sociology, and anthropology.

Adegboyega Oyedijo – Nigeria

I chose Newcastle University Business School because of its prestige and high ranking amongst other UK universities. I was also drawn to Newcastle because of its membership in the prestigious Russell Group, indicating that the research standards here are excellent. My PhD research area is relatively new so successfully completing the programme will give me the opportunity to contribute a lot to the literature. I am also confident that the skills I obtain from my PhD experience will help me move towards starting my consulting firm in the future.

Due to the high standards here, I have a better understanding of my subject area, as well as gaining skills such as time management, academic writing, critical thinking, project management, managing people and presentation skills. Getting a Doctoral degree for me will be the inauguration of an academic and industrial career.

I have enjoyed the atmosphere of the Business School, including having my own personal desk space to carry out my research, a friendly student–staff environment, access to world-class facilities including a substantial library facility, and much more. I have also had the opportunity to attend a conference outside the UK to support my research subject area.
Research specialisms within
Newcastle University Business School

Accounting and Finance

The Finance, Accounting, Control & Evaluation (FACE) research group focuses primarily on empirical studies of accounting, international markets and financial decisions. One particular area of interest is how behavioural factors play a crucial role in much of this work. The behavioural focus of many of these topics also leads to links with experimental economics. Here, there is a desire to examine, in controlled environments, human decision-making under conditions of risk and uncertainty with a particular interest in the role of emotions and the impact of potential pay-offs. Work on corporate financing and structuring is also of key importance. Topics of particular interest include the impact of large public sales of government assets on Chinese stock markets, share price reaction to cross-border Merger & Acquisitions in the US and UK, and the valuation of initial public offering (IPOs). The interplay of accounting data and financial evaluation is a significant dimension to the working of capital markets and the valuation of securities by investors. Important intermediaries in this process are financial analysts. Prior research in this area has examined the role of segmental accounting disclosures in improving analysts’ forecasts and the factors determining the levels of analyst-following for listed UK firms.

Research into the use of accounting and finance data in the evaluation of company performance is evidenced by our research into the experiences of firms using Economic Value Added (EVA) as a performance measure, from a management accounting and financial control perspective. Much of this work has benefitted from special access to major New Zealand-based companies. Developing the theme of management accounting and financial control, international perspectives are reflected in the following research topics undertaken by the group:

The Accounting, Governance and Accountability (AGA) research group engages in research which considers the role and impact of accounting and finance information in wider society. The group takes an interdisciplinary perspective on the inter-related themes of accounting, governance and accountability in their broadest sense, reflecting an interest on how governance structures and accountability relationships underpin organisational life and institutions. The group has particular strengths in the socio-critical tradition of accounting; social and environmental aspects of accounting; and the accounting profession and its influence; alongside accounting in the public sector.

The Business, Accounting and Management History group aims to produce world-class research, the research group conducts interdisciplinary research in business and accounting history using cross-disciplinary methodologies from the social sciences. This provides a longitudinal,
historical focus on business and business practices. The group has specific research strengths in: philanthropy and entrepreneurship; industrial production systems and industrial relations; the growth and strategic performance of companies and industries; business networks and the region; industrial and political elites; cooperative and social enterprise; banks and business; historical accounting in healthcare; protection of intellectual property; and accounting and imperialism.

Recent work by members of the Accounting & Finance group has been published in: Accounting Education; Accounting Organisations & Society; Business History; Business History Review; Critical Perspectives in Accounting; Economic History Review; Enterprise & Society; European Journal of Finance; Gender Work & Employment; Journal of Banking and Finance; Journal of Business Ethics; Journal of Finance, Accounting & Management; Review of Behavioral Finance; Journal of International Financial Markets; Review of Quantitative Finance and Accounting; and Social & Environmental Accounting.

**Economics**

The economics department has strong research strengths in: Applied econometrics; Applied microeconomics, including industrial, regional and public economics; Banking, empirical finance and risk management; Financial markets, insurance and behavioural finance; Health, risk, safety, environmental and experimental economics; and Labour market economics and applications. In broad terms, there are three major research groups within this department:

**Finance and Financial Economics (FFE):** This research group is an interdisciplinary School research group with members from both the Accounting & Finance and Economics subject groups. The broad research area of the group is financial economics, with a particular focus on the areas of credit and banking, financial econometrics, international finance and behavioural finance. Members of FFE play a leading part in the Finance and Financial Law HaSS Faculty research group, which pools academic expertise from disparate fields, including authorities in economics, law, geography and political science, in order to provide a multidisciplinary perspective on financial issues.

**Economics of Safety, Health, Environment and Risk Research Group (ESHER):** This group at Newcastle University Business School is an engaged group of researchers whose interests cluster around four interconnected themes of economics: safety, health, environment and risk. Comprising experienced academics and doctoral students, we seek to lead and encourage research which informs public sector policy and is world class in its academic rigour. Current work builds on a long tradition of impact-focused, translational research at Newcastle in this area. A key characteristic of the research is the synergy achieved by the interaction between academically rigorous research, refinement of research methods, and engagement with, and impact on, a range of policymakers. The groups has close ties with the Behavioural Economics Northeast Cluster (BENC).
**Applied and Theoretical Microeconomics (ATM):** The ATM research group studies theoretical microeconomics and applied microeconomics. In microeconomics, the starting point is economic agents such as consumers, firms and governments. Agents are described by their preferences and possibilities. Preferences of agents can be the outcome of the interaction of several agents just like in a firm, where shareholders choose the board members, and in a government, where the electorate decides the composition of the parliament. Possibilities of agents can be determined by economic as well as political factors. The behaviour of an agent is seen as the outcome of her trying to obtain the best result given the possibilities. The focus in microeconomics is on behaviour of individual agents, as well as the outcome of several interacting agents.


**Leadership, Work and Organisation**

The Human Resource Management, Work and Employment (HRMWE) Research Group is an internationally recognised body of experts, committed to contributing to local, national and international debates about the changing nature and management of work, employment and organisational environments. Members are especially keen to contribute to debates about the nature and interactions of people, employers and workplace contexts, in order to generate distinctive knowledge that is relevant to the emerging challenges faced by policymakers, practitioners and academics. The Group also strives to share this knowledge with the next generation of professionals, offering Master’s degrees in Human Resource Management, International Human Resource Management and Employee Relations. Next to this, we supervise a number of PhD and DBA students, and are always open to applications from inquisitive and motivated people to study with us.

The team brings together expertise from different areas drawing on a broad multidisciplinary and international agenda. These include international industrial relations, voice and participation, gender, intersectionality and diversity management, the lived experience of work and its relationship with social and organisational dynamics; practice-based approaches in the study of work; communities of practice; workplace-as-theatre and the performance of work; emotion and aesthetics at work; the impact of ageing societies on the world of work; careers from the perspectives of the individual and the organisation; the political economy of work, with specific interests in inter-organisational structures and social networks, and interests in critical realist philosophy and its applications in research and theory.
Recent work by members of the HRMWE group has been published in: *Accounting, Auditing and Accountability; British Accounting Review; Business History; Critical Discourse Studies; British Journal of Management; Human Relations; International Journal of Human Resource Management; Journal of Management Studies; Organisation; Organisation Studies;* and *Work, Employment & Society.*

Members of the **Strategy, Organizations and Society (SOS) Research Group** have particular expertise in using social theory to understand major strategic, organisational and societal issues. This commitment to social theory is what makes SOS unique: in contrast to mainstream economic perspectives, SOS views strategy as an important cultural, organisational and political phenomenon. Members of the group possess specific strengths in the use of theories of power, identity, institutions, symbolism, narrative and discourse.

These core strengths are applied to a range of issues and empirical domains, including (but not limited to): strategic practices and processes, organisational change, institutional change, technological change, contemporary and historical management practices, elites, business philanthropy and corporate social responsibility.

SOS would particularly encourage interdisciplinary applications from students across the humanities and social sciences. We have expertise in a range of interdisciplinary fields, including: sociology, social psychology, history, philosophy, criminology, linguistics, political science and anthropology.

Recent work by members of the Leadership, Economics group has been published in: *Academy of Management Review; Accounting, Auditing and Accountability; Business History; Corporate Governance: an International Review; Critical Discourse Studies; European Management Journal; Human Relations; International Journal of Human Resource Management; International Journal of Organisational Analysis Journal of Health Organisation and Management; Journal of Management Studies; Journal of Organisational Change Management; Organisation Studies;* and *Strategic Management Review.*
Marketing, Operations and Systems

MARKETING

The research of the services group focuses on how to contribute to the success of service organisations by improving the quality of their services, increasing their profitability, and stimulating service innovations. The research is organised into three themes:

Service Relationships and Experience Management: Research in this area examines how to create an outstanding service experience and studies its impact on relationship performance. Understanding customer behaviour is of obvious importance to service management. Therefore, research continuously assesses potential drivers of purchase behaviour. Among them, quality, customer satisfaction, and loyalty have received the most attention. Within the last years, that the creation of superior customer experience has the potential to further strengthen the customer-firm relationship. Service firms around the globe invest into experience management and incorporate this shift of investment into the firm's mission.

Service Networks and Service Solutions: Research in this area examines how products and services are bundled to service solutions and the role of external network partners in delivering these solutions. Due to increasing competition, product levelling, and shifting customer demands in various industries, firms invest significantly in sophisticated technology and/or over-the-top customer service. Yet these efforts may not be enough, as is indicated by a recent study conducted by the Corporate Executive Board that included more than 75,000 interviews with individuals from B2C and B2B industries, emphasising that pleasing customers, alone, is not sufficient to create customer loyalty. Contrary to conventional wisdom, the study indicates that only solving customer problems and reducing customer effort have the potential to build long-lasting relationships between the company and the provider.

Service Technologies and Service Innovations: Research in this area examines how new technologies are designed to create novel services and thereby to improve either the service experience or improve company profitability. During the last decade, service industries were subject to considerable changes with respect to the way services are conceived, provided and delivered. The increasing employment of information technologies alters not only the nature of services and their delivery process but also the interaction at the interface between customers and service providers. Innovative technologies enable service transactions over the Internet, and services are generated without establishing personal contact.
Recent work by members of the Marketing group has been published in: Advances in Consumer Research; Environment & Planning, A; European Business Review; European Journal of Marketing; Industrial Marketing Management; International Journal of Consumer Studies; International Marketing Review; Journal of the Academy of Marketing Science; Journal of Retailing; and Psychology & Marketing.

**OPERATIONS and SYSTEMS**

The aim of the research group is to conduct world-class research that has significant impact in helping organisations achieve excellence through improving their service delivery and competitiveness. The group takes a broad multidisciplinary, sociotechnical approach to research, combining expertise in a range of areas including operations management, operations research, human resource management, information systems and strategy.

The agenda is driven by the changing needs of organisations as they seek responses to changes in the political, regulatory, commercial and economic environment. The research addresses the societal challenge themes: sustainability (green supply chains/logistics, Lean); ageing and health (transformational change in the NHS, innovation/growth in the regenerative medicine industry); and social renewal (supporting employment through the transfer of best practice to SMEs).

Work is arranged around the following themes:

**Food and agricultural and sustainable supply chains**

This work focuses on sustainable food supply chains/networks. It includes the use of Lean approaches for promoting food security and alleviating food poverty. Comparative research relating to farmers’ markets in the North East of England and the state of Delaware is ongoing.

**Healthcare theme**

This work has been in collaboration with the NHS. The North East Transformation System is the first attempt to transform an entire healthcare system through the combined use of a combination of vision, compact and Lean method. Our evaluation of this initiative involved a holistic combination of strategy, HRM, operations management and health policy. We utilised a wide mix of qualitative and quantitative methods.

The Lean design of healthcare facilities project, involves the evaluation of the use of Lean 3P for designing healthcare facilities.

We are also undertaking work supply chain management in the regenerative medicine industry in collaboration with colleagues at Monash University.

**Manufacturing theme**

We completed the European Regions for Innovative Productivity project in December 2011. Work in collaboration with Groningen University has investigated work load control systems.
Maritime container shipping optimisation
The work aims to build a decision-making platform for the stakeholders involved in the maritime container supply chain.

Optimisation theme
This work, in collaboration with Naresuan University, has focused on the development and application of naturally inspired optimisation techniques. The primary focus was related to the scheduling of production in capital goods companies (using cases and data from Chris Hicks’ PhD, Deputy Director and Professor of Operations Management). We have since investigated other topics including timetabling and container packing.

Recent funding
• Benfield Motors, Knowledge Transfer Partnership, £134k, started January 2014.

• The Evaluation of the Lean Design of Healthcare Facilities at Gateshead Foundation Trust, £42k, Health Foundation, 01/2013–05/2015.

• Supply Chain Management in Regenerative Medicine, £16,500, Newcastle University Internationalisation Fund 08/2011–08/2012.

• An Evaluation of Transformational Change in NHS North East, National Institute for Health Research Service Delivery and Organisation, Total Grant £500k (Joint with Professor David Hunter at Durham, Newcastle University Business School contribution £200k), 11/2009–06/2013.

• European Regions for Innovative Productivity (ERIP) project, EU Interreg project, Total grant €3.3m, Newcastle University Business School contribution, €428,000, 06/2008–12/2011.

• Evaluation of Lean techniques in the North East Health Authority, a scoping study, £122,000 (joint with David Hunter at Durham, Newcastle University Business School contribution £61,000), 2008.

Recent work by members of the Marketing group has been published in: European Journal of Operations Research; International Journal of Engineering & Technological Innovation; International Journal of Logistics Research; International Journal of Operations & Production Management; International Journal of Production Economics; International Journal of Production Research; Journal of Health Organisation & Management; Production Planning & Control; Supply Chain Management: an International Review; Technological Forecasting & Social Change; and Transportation Research, B.
History of Newcastle University and the Business School

About Newcastle University

Newcastle University is a Russell Group University organised into large faculties. Newcastle’s faculties comprise Medical Sciences (FMS), Science, Agriculture and Engineering (SAgE) and Humanities and Social Sciences (HaSS); the Business School is one of the nine academic schools within HaSS.

Newcastle University can trace its origins to a School of Medicine and Surgery (later the College of Medicine), established in 1834, and to Armstrong College, founded in 1871 for the teaching of physical sciences. These two colleges formed one division of the federal University of Durham, the Durham Colleges forming the other division. In 1937, the Newcastle Colleges merged to become King’s College. In 1963, when the federal University was dissolved, King’s College became the University of Newcastle upon Tyne, known today as Newcastle University.

The first chairs at the Colleges were not only in fundamental disciplines such as mathematics, chemistry, physics, arts and literature, but also in the regionally important applied sciences such as geology, mining, naval architecture, engineering and agriculture. Newcastle became a brand name worldwide, known as a hub of industrial activity, with a strong civic agenda as its intellectual underpinning.

The primary feature of a civic university is its sense of purpose – an understanding of not just what it is good at, but what it is good for – delivering benefits to individuals, organisations and to society as a whole. The modern-day Newcastle University, and the Business School, seek to make a positive difference to the city of Newcastle, the wider North East, and to society, globally.

As the North East’s fourth largest employer, the University is an anchor institution in the economic and social life of the region, but the best demonstration of the civic university role is in the development of the societal challenge themes of ageing, social renewal and sustainability, under which a significant part of the University’s research is grouped and to which the Business School makes a contribution. This commitment to tackling these societal issues embodies the mission of being a world-class civic university and the combination of being globally ambitious and regionally rooted underpins the vision for the future of both Newcastle University and Newcastle University Business School.
About Newcastle University Business School

The School was formed in 2002 when the departments of Economics, Accounting, and Management were combined as part of a University-wide reorganisation. However, management and business education has a much longer history with the first business subject (book-keeping) being taught from 1893.

The School operates in four areas: undergraduate studies; postgraduate studies (including MBA); research; and engagement with external organisations. At undergraduate (UG) level the School offers nine Single Honours programmes. At postgraduate taught (PGT) level, the School offers 25 programmes, including three joint programmes with the University of Groningen, and an MBA. At PGR level, the School offers PhD programmes. As of 2014–15, the student body comprises 2,292 UG students (31 per cent non-UK), 906 PGT students (79 per cent non-UK) and approximately 100 doctoral students (61 per cent non-UK).

The School’s 132 core faculty members are organised into subject groups. Subject groups are defined as a coherent academic unit of staff and doctoral students working in cognate areas. There are currently four subject groups representing: Accounting and Finance; Economics; Leadership, Work and Organisation; and Marketing, Operations and Systems. In addition, there are over 50 professional support staff.
Aims of the PhD programme

The aims of the PhD programme are to:

- enable students to perceive the intellectual context in which their research topic is embedded
- help students understand the substantive content of the material they are studying, and to see its wider significance
- develop students’ capacity to grasp the theoretical and methodological issues relevant to their research topic
- encourage students to make an original contribution to their subject area
- ensure students reach the academic standards set for a PhD thesis by external examiners
- train students in research methods
- develop students’ skills in analysis, oral and written communication, time management, organisation, initiative, adaptability, and computer usage

Intended outcomes

Knowledge outcomes
At the end of the programme, students will have:

- achieved a scholarly understanding of the subject matter of their thesis topic
- attained a considerable knowledge of relevant theoretical and methodological controversies
- grasped the context in which their thesis is situated
- learnt how to apply this knowledge in dealing with the ideas of others
- achieved the capacity to make an original contribution

Skills outcomes
At the end of the programme, students will have:

- learnt how to make use of a variety of research techniques including bibliographical searches, data analysis, and research design
- developed other skills including written communication, analytical and synthetical reasoning and evaluative ability, necessary to undertake scholarly research
- acquired key skills, such as interpersonal negotiation, planning and organisation, flexibility and project management
- improved their capacity to make oral presentations

For the general regulations governing the PhD degree programme, please see

www.ncl.ac.uk/students/progress/student-resources/PGR

www.ncl.ac.uk/regulations/docs/2016.html
On arrival

Your offer letter for the PhD programme will have detailed who your designated main academic supervisor will be (sometimes called the principal supervisor or lead supervisor). You should arrange to meet with your supervisor as soon as possible. During the first few months of your studies, you will also be designated a second supervisor who, together with your main academic supervisor, will form your supervisory team for the duration of your studies.

Under the University’s ‘Code of Practice’, the academic supervisor will be a member of University staff, have a doctoral degree or equivalent research experience and be demonstrably research-active. The Code requires the academic supervisor to have had previous experience of at least one successful supervision, but where this is not the case, the person acting in a secondary role will have had at least two successful supervisions.

Initial contact is with the School's PhD secretary who, in coordination with the Postgraduate Administrator, allocates students to rooms. Details of the facilities you are entitled to are outlined below.

Induction

Formal induction onto the programme is conducted at Faculty level, which gives students information on the University’s ‘Code of Practice’ and the ‘Faculty Training Programme’. Some details are given below (see section ‘Student responsibilities’), including requirements that are made of the students and their supervisors. The ‘Faculty Training Programme’ is a formal University requirement, but for which certain exemptions may be obtained.

There will be an induction day, run by Professor David Higgins and Dr Robert Willison, which will cover more information about the School's research training modules. This event offers new students the chance to meet existing PGR students over lunch as well as their supervisors.
The main point of contact for any research student is their academic supervisor. At your first formal meeting with the supervisory team you should discuss the arrangements for supervision, using the University document given at Appendix A. Formally, the University requires the student to meet with their academic supervisor to discuss progress at least 10 times per year, normally monthly, while the secondary supervisor should be involved in these meetings at least three times per year.

**Progress**

You will be given information at your induction about the steps you must carry out as a formal part of your studies and progression through your MPhil/PhD. This progression involves the successful achievement of a series of research milestones (see Appendix B for a detailed overview of these milestones). It is important that you familiarise yourself with the processes and deadlines involved. You will need to access the ePortfolio system at the weblink below to complete many of these processes:

http://postgrad.ncl.ac.uk
Research facilities for PhD students

The School makes the following resources available to the PhD/MPhil students:

**Room allocation**

The School seeks to provide full-time students with a working space in open-plan accommodation on the 6th Floor, at the Business School building, 5 Barrack Road. Students will be allocated a desk and space for the secure and safe storage of essential books, personal belongings, and research data.

The above accommodation will cover up to four years of study on the PhD programme, after which students continuing in a writing-up phase can expect a ‘hot desk’ only. Hot desks will be reviewed on an annual basis. Part-time doctoral students can expect access to a ‘hot desk’ only.

These arrangements apply during the normal course of study for which full-time or pro rata doctoral fees are being paid. In all cases, students will be provided with adequate heating and ventilation, and with adequate access and security arrangements. Accommodation is the responsibility of the School manager in conjunction with the Director of Doctoral Programmes.

Leaves of absence longer than three months will result in you having to give up your desk space. You will be expected to clear your desk and belongings and return any keys to the PhD secretary.

Your desk will be in an open-plan office shared with other research students and some part-time staff. Please be respectful to those sharing the office by keeping noise to a minimum and avoiding disruption to others.

Rooms are not allowed any heaters, microwaves, kettles, toasters or any other electrical items other than those provided by the Business School.

**Access to the Business School building**

You will require your University smartcard to access the Business School building and your designated work area. Research students have the same access permissions as Business School staff, which means you can access the building within the following times:

- Monday to Friday: 7.00am–11.00pm
- Saturday and Sunday: 7.00am–8.00pm
Outside of these hours, you should not remain in the building. The Business School’s main reception will usually be open Monday to Friday, 8.00am–6.00pm. When the main reception doors are closed, you can only enter and exit the building via the side door, down the corridor behind the reception (access to the corridor from inside is via the door between the ground floor lifts and the reception desk).

Please be mindful of security when entering and exiting the building – do not allow others to enter the building if you are not sure that they are staff or students of the Business School. If you have any concerns, in-house security service staff (University Police) are on duty 24/7 and can be contacted on 0191 208 6817 or via e-mail at security.control@ncl.ac.uk.

In an emergency where there is an imminent and serious danger to people or property dial 0191 208 6666 (extension 86666 internally) to contact the University switchboard operator or dial 999 (9-999 if dialling from an internal phone) to contact directly to the Police, Fire and Ambulance Services.

**Computing equipment**

The School provides at least one computer between two students. Each room has access to a printer. We aim to maintain and to upgrade the computing equipment available, but any problems and faults should be reported to the PhD secretary, who can log these and pass them on to the School’s computing technicians. Please do not log these calls yourself with the technicians.

**Food and drink**

You will have access to the 6th floor tearoom (room 6.20) and senior common room (room 7.11), which has a microwave, fridge and facilities to make hot drinks. Please respect the cleaners and other colleagues by ensuring that you clean up cutlery, crockery and any food wrappings. Empty the dishwasher regularly. Tea, coffee, milk and sugar will also be provided here for all research students and staff at a minimal cost of £10 per academic year. Please see separate guide for further information.

**Stationery**

Basic writing materials are supplied by the Business School. Paper for the printers and printer toner cartridges can be obtained from the Business School’s reception. Please e-mail nubsreception@ncl.ac.uk if paper or toner is running low.
**Printing and photocopying**

Both of the open-plan PhD rooms have multi-function devices that do both printing and photocopying – all research students have access to these facilities. Printing and copying should be for materials specifically related to your research. All usage is monitored and may be restricted if necessary. The Business School also provides £30 print credit to each research student per academic year if requested. If you wish to make use of your print credit allocation, please notify the PhD secretary by 7 October 2016.

**Inter-library loans**

Each student can be allocated inter-library loans to the value of 12 x £1.50 on request. If you wish to make use of your inter-library loan credits, please notify the PhD secretary by 7 October 2016.

**Telephone calls**

Work-related local calls are not charged, but all calls made by staff and students are monitored by the School manager on a monthly basis. Long distance and overseas calls connected with your research needs to be approved by the Director of Doctoral Programmes. In his absence, please ask the School manager.

**Mail**

Post trays for incoming mail are located in the senior common room on the 7th Floor – the room is accessible by smartcard only. Please check the post trays regularly for anything addressed to you. Research-related mail can be sent out by the School if deemed appropriate by the Director of Doctoral Programmes. A case will need to be made by the applicant for the activity they would like to undertake. This should include a brief summary of the activity, a rationale of how this is essential for their research activity and approximate costs, eg cost of postage and stationery.

This should be submitted in the first instance to the Director of Doctoral Programmes for approval. The Director of Doctoral Programmes will inform the individual if their application for assistance has been approved, and the PhD secretary will assist in the process.

**Fax**

The fax machines in the School can be used for emergencies and if approved by the Director of Doctoral Programmes. In the absence of the Director of Doctoral Programmes, please ask the School manager for authorisation.
Conferences and funding

Conferences

The School encourages students to attend conferences and present papers directly related to their research over the course of their study. For students without alternative income, the School provides limited resources to attend conferences or postgraduate training events. It is on condition that the event is relevant and beneficial for the student. Usually, this means that the student is delivering a conference paper or that the training is relevant to the thesis work that is being undertaken.

Students are entitled to attend up to four conferences throughout their studies. The maximum number of conferences for which a student can apply for funding is four. One of these conferences can be international in nature, ie outside of the UK, and funding applications of up to £2,000 will be considered for international conferences. If a student does attend an international conference, all other funding applications from the student will only be considered for domestic conferences, ie within the UK. For domestic conferences, applications of up to £1,000 will be considered. If you wish to apply for funding, you should first discuss it with your supervisor and then complete the ‘Postgraduate Student Funding Application’ form. This form must be approved by your supervisor and the Director of Doctoral Programmes (Professor David Higgins). If both parties approve, the application will then be sent to the Director of Research at nubsdirectorofresearch@ncl.ac.uk for final approval. Please note that the operation of this policy is conditional on the existence of appropriate School funds. The ‘Postgraduate Student Funding Application’ form can be found at: https://sharepoint.ncl.ac.uk/sites/nubs/research/default.aspx

As part of their training, students are strongly encouraged to present their research to in-house seminars. Second- and third-year students are required to participate in the annual student conference organised by NARTI. NUBS is also a member of the NEDTC and NARTI and, where appropriate, students are encouraged to participate in training events run by these organisations.

Visa requirements for travel in the EU for non-EU passport holders

As part of your studies, or to just have a holiday, you may wish to visit other European countries during your time at the University. Most non-EEA students will have to get a visa for the country or countries they wish to visit and will find that they have to apply for a Schengen visa. More information on this can be found here www.ncl.ac.uk/students/progress/visa/Travelling
Insurance
If a postgraduate research student has received approval for travel outside of the UK on
University-related business, such as attending a conference as part of their PhD training, they
are covered by the University insurance policy. The link to the postgraduate travel insurance
section, www.ncl.ac.uk/internal/finance/insurance/cover/travel_pg.htm, will provide more
information on the scope of the cover provided. However, the insurance letter on the University
website is non-specific/generic. As a result, students will need to acquire an additional document,
‘Visa Certificate’, from the insurance team at King’s Gate. This document will include their full
name (as stated on their passport); dates of travel (timeframe the insurance is required); and the
country and city they will be visiting. While this procedure is specific to non-EU passport holders,
it does not exclude EU passport holders, so it is advised that all PGR students should obtain this
document to submit as part of their visa application (where required), or if they are travelling on
University business.

Please note that the University insurance will only provide cover for current registered students
who travel outside of UK territorial waters for the primary purpose of official University business.
It does not cover personal holidays or students having to return home for personal reasons or
expiry of their visa.

Fieldwork
Funding for any fieldwork for data collection or for travel costs to conduct research is not available.
Student responsibilities

Please remember that at all times you should adhere to the University Regulations and Procedures. These are outlined in the Handbook for Research Students and Research Supervisors, which can be found at: www.ncl.ac.uk/students/progress/staff-resources/pg-research/handbook

The University’s standards in relation to its doctoral programmes are given in its ‘Code of Practice for Research Degree Programmes’, which can be found on the University website (www.ncl.ac.uk/students/progress/staff-resources/pg-research). This sets out the general University policies in relation to the PhD and MPhil programmes.

The ‘Code of Practice’ also makes requirements of the students, which can be summarised as follows:

• research students should inform their supervisors and the Research Student Support Team about any sponsorship received for research projects, and obligations in terms of reporting to sponsors on progress

• research students should attend induction programmes

• students should signify that they have received, understood, and accepted the expectations of their doctoral programme by signing a formal learning agreement with their principal supervisor (this can be completed via ePortfolio)

• students should complete the research training programme and any prescribed taught courses, and successfully complete any assessments and/or examinations

• students, in conjunction with the supervisory team, will agree to a personal skills development programme to achieve the capacity to make a substantial and original contribution. Students should maintain an up-to-date research training portfolio. Students should maintain an up-to-date research training portfolio

• students should maintain regular contact with supervisors. The normal minimum requirement is to meet with the principal supervisor at least once per month, and attend regular progress meetings with the supervisory team, with a minimum frequency of three per year. The University requires that research students should record and confirm the outcomes of meetings

• except where a research project has been approved and funded in advance of the allocation of a student, the University requires the student, with support from the supervisory team, to develop a formal research project proposal. This must be submitted to a review panel within the time period prescribed by the Research Student Support Team

• research students should take responsibility for listening to, understanding, and accepting feedback from the supervisory team and the panel
• students take responsibility for keeping their research project on track so that it is completed within the normal timescale

• academic problems with the research project should be promptly brought to the attention of the principal supervisor or the supervisory team so that they can provide support. Non-academic problems with a bearing on the progress of the research (e.g., financial, social, domestic, or health problems) should also be brought promptly to the attention of the main supervisor or supervisory team

• each year, students should prepare a written progress report on the research project and submit it to a review panel as part of an annual progression review

• research students contribute to the research environment by attending appropriate internal and external events. The University requires that these events are recorded in the student’s research training portfolio

• the University requires that research students abide by this ‘Code of Practice’

The policies and procedures outlined in the ‘Code of Practice’ document take immediate effect. If any area of provision has not been covered, this should be brought to the attention of the Director of Doctoral Programmes or the Postgraduate Administrator.

Standards of Personal Conduct
The Student Charter outlines the standards of personal conduct which all students are expected to observe during their time at the University. Further details and links to specific policies are available at www.ncl.ac.uk/students/progress/Regulations/Personal

Disciplinary Procedures
The Student Disciplinary Procedure will apply to any student who is alleged to have breached the University’s code of conduct. More information is available here: www.ncl.ac.uk/students/progress/Regulations/SPS/disciplinary.htm.

This procedure applies to any student who breaches academic codes of conduct as well as non-academic situations (disruption, anti-social behaviour, theft and fraud, violent behaviour, criminal offences, etc.).

Absence (including holiday)
Postgraduate research students are normally required to attend their programme for a minimum of 45 weeks per year. In any full academic year you are therefore entitled to seven weeks’ (35 working days) holiday, which includes bank holidays and University closure over the Christmas period. There is flexibility about when this holiday can be taken, although it is assumed that bank holidays and University closures will be taken as standard unless agreement is reached with your supervisor in advance.
For all other holidays, a leave request should be completed. International students are required to seek approval for all holidays in advance, cannot take more than four weeks’ at any one time and are also advised to avoid holidays at the end of their programme and near the end of their visa. You should confirm any holiday periods with your supervisor in advance and contact Carolyn Watkin, PG Clerical Officer, regarding the paperwork you need to complete.

**Outside study**

Postgraduate research students undertaking study outside of the University for periods greater than four weeks should complete an ‘Outside Study’ form. For periods of fewer than four weeks, a ‘Student Notice of Absence’ form should be completed.

**Attendance requirements**

The University is obliged to report to the Home Office on all students who are studying with the University and are in the UK on a visa. This includes confirming that you are still active with your studies. The Home Office audits the University on this data and requires evidence of regular attendance at University for research students.

For research students, this will involve recording details of your supervisory meetings throughout the year for audit purposes. Our Code of Practice for Research Degree Programmes states that students should have at least 10 structured interactions (formal supervisory meetings) with their supervisor/supervisory team each academic year. Students are also required to record these meetings on the University's ePortfolio system. Recording your supervisory meetings is a useful tool as it demonstrates your engagement with your supervisor, as well as providing you with a mechanism to record the content of these meetings.

The University is required to report on attendance monthly and if no meetings have been recorded by the time each monthly report is run, you may be reported to the Student Data Team. This may result in a report of your non-engagement to the Home Office. The ultimate sanction could be curtailment of your visa.

The University has also appointed three ePortfolio Student Ambassadors who are available to receive feedback on the process and will be involved in student inductions and other activities relating to ePortfolio. Their details can be found below:

- Mr Ali Alameer  a.m.a.alameer@ncl.ac.uk  PGR in Electrical and Electronic Engineering
- Mr Jaeuk Park  j.u.park@ncl.ac.uk  PGR in Education, Communication and Language Sciences
- Mr Uchenna Egwu  u.egwu@ncl.ac.uk  PGR in Civil Engineering and Geosciences
To assist in your development, the Faculty and Business School provide training courses for PhD students. You will be provided details of these courses during your induction. The Faculty offers two training programmes. The first is the 'Postgraduate Research Training and Researcher Development Programmes' for first-year students and the second is the ‘Programme Research Training and Researcher Development Programme’ for second and third years. Each programme has its own handbook and you will be provided with copies during your induction. It is important to note that each programme offers many training modules and you should discuss with your supervisor which you should attend.

Aside from the Faculty courses, the Business School also offers in-house training. More specifically, two mandatory modules are taught. These modules are:

NBS 8554  Research Designs in Management and Business Studies
NBS 8556  Core Readings in Management and Business

You will be given further details of these courses in your induction.

There may be the possibility for you to undertake some teaching during your studies. If you are interested, please discuss this with one of your supervisors who will also inform you of the University-wide policy and the Business School’s own policy. Before taking on any teaching, you must first complete the University’s Introduction to Learning and Teaching in Higher Education (ILTHE). You should discuss this with your supervisor and inform Carolyn Watkin at carolyn.watkin@ncl.ac.uk in order to be registered.
Your support framework

If you have a problem

If you have academic problems with your research project, then these should be promptly brought to the attention of the principal supervisor or the supervisory team, so that they can provide support. Non-academic problems with a bearing on the progress of the research (e.g., financial, social, domestic, or health problems) should also be brought promptly to the attention of the principal supervisor or supervisory team.

If there are matters that cannot be satisfactorily resolved with the supervisor(s) or issues that need to be discussed at a different level (e.g., concerns over supervisory arrangements, personal matters or general issues relating to the School’s policy and procedures), then it is best to raise these with the programme director. All such matters are handled sensitively.

If you have queries concerning issues related to the policy and procedures outlined below (e.g., photocopy cards, telephone calls, stationery, conference attendance and so on), then it is best to see the postgraduate research secretary, at least in the first instance.

Issues of a more general nature affecting all students can be raised and discussed through the staff–student committee.

Student feedback

While any issues that arise should be dealt with, initially, through your academic supervisor, there is also the opportunity for you to feedback on more general matters to the Director of Doctoral Programmes who will hold meetings for all PhD students throughout the year as necessary.

University website

You will receive a copy of the University’s Handbook for Research Students and Research Supervisors when you begin your studies. This is also available online at the link below, along with other useful documents and forms relating to postgraduate research studies: www.ncl.ac.uk/students/progress/student-resources/PGR

Faculty graduate school committee

The Faculty runs a committee that involves School representatives for all postgraduate programmes in the Faculty. This committee discusses broad University policy and other issues, as they relate to all programmes. A small number of postgraduate students from across the Faculty serve on this committee to represent student opinion, and may contact you directly from time to time to discuss issues and solicit opinion.
Academic support

The Faculty of Humanities and Social Sciences’ Research Student Support Team (RSS) offers advice and assistance on research student administration forms, regulations and procedures. The HaSS RSS Team are based on Level 2 of the King’s Gate Building and can be accessed via the Student Services Helpdesk or e-mail: hss.gradschool@ncl.ac.uk.

The University’s Information System and Services section (ISS) is a vital computing facility, providing friendly and effective advice to PGRs and is based on the ground floor of Claremont Tower (www.ncl.ac.uk/itservice).

Research students require extensive use of the excellent library facilities provided by the University’s Robinson Library. The Library offers excellent study conditions for students. The Library is well stocked, with over 800,000 books and 5,000 periodical titles. It also maintains an efficient inter-library loan service. There is an online computer catalogue, which can be accessed throughout the School via the University network. The network also gives access to locally held databases, especially those on CD-ROM and to other national and international databases, for example the online catalogues of other universities and the BIDS service with bibliographic databases such as the Science Citation index.

Further information on the Library can be found at: www.ncl.ac.uk/library

Writing Development Centre
Location: Level 2, Robinson Library
Website: www.ncl.ac.uk/students/wdc
E-mail: wdc@ncl.ac.uk
Telephone: 0191 208 7659 or 0191 208 5650

The Writing Development Centre offers tuition and guidance for students who wish to improve their writing skills for study purposes. Help is available with the following:

- understanding assignment and examination questions
- planning, structuring and revising assignments
- using reading sources without plagiarism
- developing an argument
- writing critically
- using an appropriate authorial voice
- writing different types of assignment (eg essays, reports, reviews, reflective pieces)
- writing theses and dissertations
Postgraduate Research Student Guide 2016–17

• answering examination questions
• using grammar and punctuation accurately and effectively
• using appropriate vocabulary and style
• learning from feedback on previous assignments

The Writing Development Centre runs a series of lectures and workshops throughout the academic year. Some are open to all students, while others have been developed for specific degree programmes or modules. More information about these sessions is available on the group teaching pages of our website: www.ncl.ac.uk/students/wdc/group

The Centre also offers a one-to-one support service. You can have an individual consultation with an academic writing tutor to discuss any difficulties you may have with writing, seek feedback on your written work or gain a better understanding of academic writing conventions and the standards expected at university. It is recommended that you book a session in advance via our online booking system: www.ncl.ac.uk/students/wdc/support. A limited drop-in service is also available. For more information, see opening hours below.

International students with English as an additional language please note: You can use the Writing Development Centre one-to-one support service if you meet one of the following conditions:

• you have been exempted from language testing and/or the UELA assessment
• you have attained a mark of 70 or over in the UELA writing assessment
• you are a continuing student who has attended one full year of INTO In-Sessional writing classes in the past

If you are a new international student with a UELA writing score of less than 70, you will be supported by the INTO In-Sessional programme in the first instance.

**Opening hours**

During the teaching and assessment period in Semesters 1 and 2, the Centre is open from 1.00pm to 4.30pm, Monday to Thursday, and from 10.00am to 1.00pm on Friday. Bookable sessions are available from 1.00pm to 4.00pm, Monday to Thursday, and 10.00am to 12 noon on Friday. We also offer a limited drop-in service from 4.00pm to 4.30pm, Monday to Thursday and 12.00 noon to 1.00pm on Friday. In addition, if a bookable slot is free, you may drop in at the appropriate time. A timetable showing free slots will be displayed at the entrance to the Centre.

During the Easter and summer breaks, sessions are available by appointment only.
Online resources
You will find a collection of learning resources for academic writing and general writing skills at www.ncl.ac.uk/students/wdc/learning

English Language Materials Online (ELMO) is a website of multimedia, self-study English language activities to help you improve your English for Academic Purposes (EAP). It is free for Newcastle University students and staff. The website and the materials have been designed and written by English language teachers at the University who work to support Newcastle’s international students and staff. See www.ncl.ac.uk/students/insessional/materials/elmo

ELMO has a combination of general and subject-specific academic English activities divided into units and activities. You can use it anywhere, anytime, at your own speed for any length of time. All activities give you feedback and scores. You can save these scores to create your own personalised study record. It includes video and audio material, so you will need to use a computer with headphones or speakers. You can use your own headphones with computers in on-campus clusters.

You can discover ELMO by exploring the website. Alternatively, you can download a simple instructions document. When logged in to a campus computer, ELMO will identify you automatically. If you are off-campus, use your University login and password to log on to ELMO. Contact elmo@ncl.ac.uk.
Student facilities and services

The Student Advice Centre
The Student Advice Centre (SAC) specialises in student concerns. It is located in the Students’ Union Building. It provides a support service for all Newcastle University students and their dependents. More specifically, the SAC offers support, advice and information on a range of issues including finance and employment, legal and consumer matters, health, personal/family, consumer rights, academic problems, and housing.

Make an appointment by phone 0191 239 3979 or e-mail Student-Advice-Centre@ncl.ac.uk, or see the SAC website www.nusu.co.uk/sac

University Student Wellbeing Service (King’s Gate)
For personal issues, you may prefer to visit the University Student Wellbeing Service (USWS), which is situated in the King’s Gate building. It provides a completely confidential counselling service. Counsellors are available every weekday and appointments can be made by telephoning 0191 208 3333, by e-mailing studentwellbeingservice@ncl.ac.uk or by calling in person. See the USWS website: www.ncl.ac.uk/students/wellbeing
Health facilities

Medical care

Students are required by the University regulations to register with a medical practice. There are many NHS medical practices in Newcastle, the names and addresses of which are available from Newcastle Health Authority (www.nepcsa.nhs.uk). Names and addresses of practices in other areas of Tyne and Wear, Durham, and Northumberland can be obtained from the local health authority for that area.

Before registering with any medical practice, students are advised to ensure that the practice will carry out home visits to their address. A list of medical practices in the areas most commonly lived in by Newcastle students is given in the Appendix of The Student Guide.

Dental care

It is advisable for students to register with a dental practice. There are many NHS dental practices in Newcastle, the names and addresses of which are available from the Newcastle Health Authority.

An independent dental practice, the King’s Walk Dental Implant Practice, is situated on Leazes Park Road. It offers full NHS services to students and NHS and private services to members of staff and the general public. Students can collect application forms for exemption certificates (HC1) from the practice in advance of their appointment in order to avoid charges. To make an appointment, telephone 0191 222 0725 or call in person to speak to the dental receptionist.
Appendix A: Induction checklist

You should discuss the following key issues with your supervisor at your first formal meeting. It is your responsibility to ensure that with your supervisor you have/are (please tick relevant box):

<table>
<thead>
<tr>
<th>Item</th>
<th>Ticked</th>
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<tbody>
<tr>
<td>Reviewed the relevant degree regulations</td>
<td></td>
</tr>
<tr>
<td>Reviewed the guidelines for research students and research supervisors</td>
<td></td>
</tr>
<tr>
<td>Discussed and signed the formal Learning Agreement</td>
<td></td>
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<tr>
<td>Discussed the overall timetable for your programme and its completion</td>
<td></td>
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<tr>
<td>Noted constraints other than time (eg costs, equipment availability)</td>
<td></td>
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<tr>
<td>Agreed and are aware of the importance of completing on time</td>
<td></td>
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<tr>
<td>Considered and noted the requirements for Induction and other formal training</td>
<td></td>
</tr>
<tr>
<td>Reviewed relevant safety procedures and responsibility for compliance</td>
<td></td>
</tr>
<tr>
<td>Aware of other relevant members of staff, particularly assessors</td>
<td></td>
</tr>
<tr>
<td>Discussed the standard of work expected (degree regulations, successful theses)</td>
<td></td>
</tr>
<tr>
<td>Discussed good practice in storage/maintenance of results, research protocols etc</td>
<td></td>
</tr>
<tr>
<td>Been given preliminary guidance about relevant literature and other information sources</td>
<td></td>
</tr>
<tr>
<td>Discussed the importance of publication and authorship of publications</td>
<td></td>
</tr>
<tr>
<td>Aware of issues of plagiarism and fabrication of results</td>
<td></td>
</tr>
<tr>
<td>Reviewed participation in meetings of learned societies and details of conferences</td>
<td></td>
</tr>
<tr>
<td>Reviewed faculty assessment procedures</td>
<td></td>
</tr>
<tr>
<td>Agreed a programme of regular supervisory meetings</td>
<td></td>
</tr>
<tr>
<td>Aware of the need to maintain your Research Training Portfolio</td>
<td></td>
</tr>
<tr>
<td>Aware of the monitoring and evaluation processes if progress of your research degree is unsatisfactory or does not meet the required standard for the award</td>
<td></td>
</tr>
</tbody>
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It is important that you are aware of and have discussed the following items:

- The University's general guidelines, which explain the student/supervisor relationship and the respective responsibilities of both individuals.
- The periodical assessments of progress.
- The system for recording meetings with your supervisor(s).
- The Research Training Portfolio for planning and recording activities/achievements whilst a postgraduate researcher at Newcastle University.
Appendix B: Milestones for successful and timely submission of the PhD

The following gives an overview of the key stages throughout your PhD from the initial stages to completion. Appendix C gives more detailed guidance on the milestones to be met during your first year.

1 Admissions stage

A good initial research proposal developed at the outset
1. Clear and practical research question(s)
2. The research field and the potential contribution of the project are clearly identified
3. Data sources, resources and techniques that can be applied are known

2 After three months

A good project outline developed at project approval stage
1. Precise and detailed research question(s) developed
2. A bibliography developed for the field
3. Contribution of the research identified
4. A focused outline project developed that can be completed by the end of the student's minimum candidature, ie three years full-time / six years part-time
5. Preliminary methodology/approach worked out:
   a. Research design clear
   b. Sample decided where relevant
   c. Techniques/approaches identified (eg type and scope of any interviewing; the statistical technique being deployed or way in which material will be analysed considered for more qualitative analysis)
6. A clear plan and timetable for the research articulated including key milestones and deadlines
7. Checked any sources or material needed are available and are appropriate to the task
8. Any ethical issues identified and where appropriate a plan developed for dealing with them
9. Potential risks and problems highlighted and a clear plan for how these will be overcome
10. Training needs identified to complete the project and become a well-rounded researcher
11. Project plans agreed with relevant external partners where appropriate
3 Expected development at first year annual progress review – approximately nine months full-time (21 months part-time)

A realistic, focused and academically viable research project identified that can be completed in an additional two years full-time or four years part-time

1. Theoretical framework clearly developed
2. Critical review of the core literature for the topic conducted
3. Contribution of the research clearly articulated
4. Detailed methodology or approach to research written
5. Scope of the project clear and that it can be completed on time
6. Detailed plan and timetable worked out with clear phases and milestones for development during the course of the study
7. Demonstrable evidence of the ability to write well in a substantive piece of work
8. The main research skills required for the study have been acquired
9. Ethical issues/problems dealt with
10. Attention to the dissemination of the results of the work and the impact it might have on the academic and wider community – timetable attendance at and participation in prestigious conferences

4 Expected development at second year annual progress review – approximately 21 months full-time (45 months part-time)

The main building blocks of the thesis are in place, all evidence has been assembled and understood, and the student has all the skills required

1. Sections of the thesis written in the first year (theory, methods, core literature etc) reviewed and updated as required
2. Text-based PhDs should have reviewed all their main authors/texts
3. The vast majority of any data collection including secondary source information, interview surveys or field work completed
4. Research skills needed for the analysis of data should be in place
5. Data analysis is imminent: preliminary data preparation conducted (eg transcribing for qualitative research) and the main analytical steps for data analysis identified
6. Any difficulties with academic writing have been addressed
7. A plan for submission in approximately 12 months full-time (24 months part-time) should be in place
5 Expected development at third year annual progress review – approximately 33 months full-time (69 months part-time)

The thesis is almost complete, only the final finishing touches remain
1. All data analysis should have been completed (preferably by the end of year two full-time/ year four part-time)
2. A complete draft of the PhD should be in place
3. Only the conclusion and the introduction may be still incomplete, but they should be available in draft form
4. Supervisors should have had an opportunity to review the final draft
5. A clear timetable for prompt submission should be evident

6 The final few months
1. Time made available for the supervisory team to read drafts
2. Continuous writing is important
3. Students focus on the project, and do not get distracted
4. The thesis is integrated as a whole document
5. The regulations and guidance on the format of the PhD are consulted
6. The examination criteria should be considered and it is made clear that the thesis meets them
7. Prepare for the viva with the supervisory team

7 Important tips: resolving potential problems and pitfalls
1. There is usually a standard structure for the PhD in each subject
2. It is important to have previous work that has ‘blazed a trail’
3. It is important to have scope for ‘originality’, ie an input from the student
4. The thesis is an argument supported by theory, evidence from existing research, text or data
5. Attend essential research training – the Research Training Handbook provides valuable guidance
6. The PhD is a long journey with many twists and turns; ‘keep calm and carry on’
7. Recognise everyone has dips in performance during the project (common concerns are that the project is viable; that it can be done by the student)
8. Break large issues into small ones
9. If a project hits a blockage seek advice
10. Students must stay in regular touch with the supervisor
11. Students should keep writing regularly throughout the PhD
Appendix C: Milestones and annual progression for Year 1 PhD Business School students

The following gives detailed guidance on the milestones to be met during your first year.

Learning agreement
• After registering on their PhD, students will meet in due course with their designated (first) supervisors.

• At the first meeting between student and supervisor, or shortly thereafter but no later than three months after the start of the programme, they will sign the learning agreement. The Postgraduate Student/Supervisor Learning Agreement form can be accessed via the link below. www.ncl.ac.uk/students/progress/student-resources/PGR

• A copy of the signed learning agreement (hard copy or scanned and e-mailed) should be sent to the Business School’s PhD programme secretary at carolyn.watkin@ncl.ac.uk.

Project proposal
• You must complete and submit a project proposal approval form within three months of starting the programme, through the ePortfolio system via the link below. http://postgrad.ncl.ac.uk

• For part-time students, the time period for submission is six months.

• You and your supervisor should agree on an earlier deadline (eg two weeks prior to the ePortfolio deadline) for you to submit a draft project summary to the supervisor for feedback.

• The project proposal approval form requires a 500-word project summary and a project plan. The Application Form for Research Project Approval can be accessed via the link below. www.ncl.ac.uk/students/progress/student-resources/PGR

• Your supervisor will review your submission and designate the full supervisory team (ie if this has not been done previously, a second supervisor should be added at this stage).
The project proposal is successively approved at a Panel, School, and Faculty levels. The School approval ensures that all University guidelines regarding PGR supervision are followed and should be completed within one month of the project approval form submission in ePortfoli. In rare cases, the student may be asked to resubmit their project proposal with further evidence.

If the project requires ethical approval, the approval process will flag this, and you should follow University guidelines for obtaining ethical approval.

First annual progression

You must submit a 10,000-word, fully elaborated thesis proposal as evidence of your progress in the first year (second year for part-time students). The thesis proposal should follow the guidelines provided and be submitted through the ePortfolio system via the link below.

http://postgrad.ncl.ac.uk

For full-time students, the thesis proposal deadline will be mid-May of your first year (around eight months after registration). For part-time students, the deadline falls in their second year.

The ePortfolio system will be open for document submission six weeks prior to the respective deadline.

Student and supervisor should agree on an earlier deadline for the student to submit a draft thesis proposal for timely feedback by the supervisor that can be incorporated in the final submission.

Failure to submit the thesis proposal will result in termination of the student's candidature.

Submission of the thesis proposal after the set deadline, will forfeit the possibility for re-examination of the proposal. Thus, a late proposal will be simply accepted or rejected.

A Progress Panel will be formed for each student, which will consist of two academic staff members. The latter will be selected based on their knowledge of the thesis topic and/or proposed methodology.

Each student will meet individually with the Progress Panel to defend their thesis proposal. These Progress Panel meetings will take place over the three weeks following the submission deadline.

Supervisors will be required to submit their Annual Progress Report, including comments on the thesis proposal, prior to the student's meeting with the Progress Panel.
• The Progress Panel meeting will last about one hour and will consist of a presentation from the student about their thesis proposal (approximately 15 minutes) followed by questions from the Panel (approximately 45 minutes).

• Following the meeting, the Progress Panel will make a decision on the student’s progress. At that point, the following decisions can be made:
  - Terminate the student's candidature. This option will only be used if the thesis proposal is of very poor quality and if the supervisor has indicated that the student's work throughout the year has also been unsatisfactory.
  - Review a revised thesis proposal within two months. The student will have two months from the Panel's decision to revise their thesis proposal in line with the feedback offered by the panel.
  - Progress the student to year 2 of their studies.

• When the initial decision by the panel is for the student to revise and resubmit their thesis proposal, the student will have two months to do so, with a deadline clearly communicated by the Progress Panel in their initial decision. The student's failure to submit the revised thesis proposal by that deadline will result in termination of their candidature. Once the revised thesis proposal is submitted, the Progress Panel will review it, with a view of making a final decision prior to the end of the student's first year in the programme. The final decision will be to either progress the student or terminate their candidature if the thesis proposal is still deemed substandard.

• Students will be notified by the Business School of the provisional outcome of their Progress Panel meeting. All Progress Panel decisions are submitted to the Faculty Postgraduate Dean for final approval when the official outcome will be notified to students by the Research Student Support Team.
For more information

Newcastle University Business School
5 Barrack Road
Newcastle upon Tyne
NE1 4SE
UK

Telephone: 0191 208 1500
ncl.ac.uk/business-school

This brochure is for information and guidance purposes only. Details are correct at the time of printing (August 2016) but should be checked on the University's and School's website.

The matters covered by this brochure and other information that we provide for students, are naturally subject to change from time to time, both before and after a candidate's admission. The University may have to make such changes without notice. Further details of the University's policies, procedures and regulations can be found at www.ncl.ac.uk/pre-arrival/regulations.

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