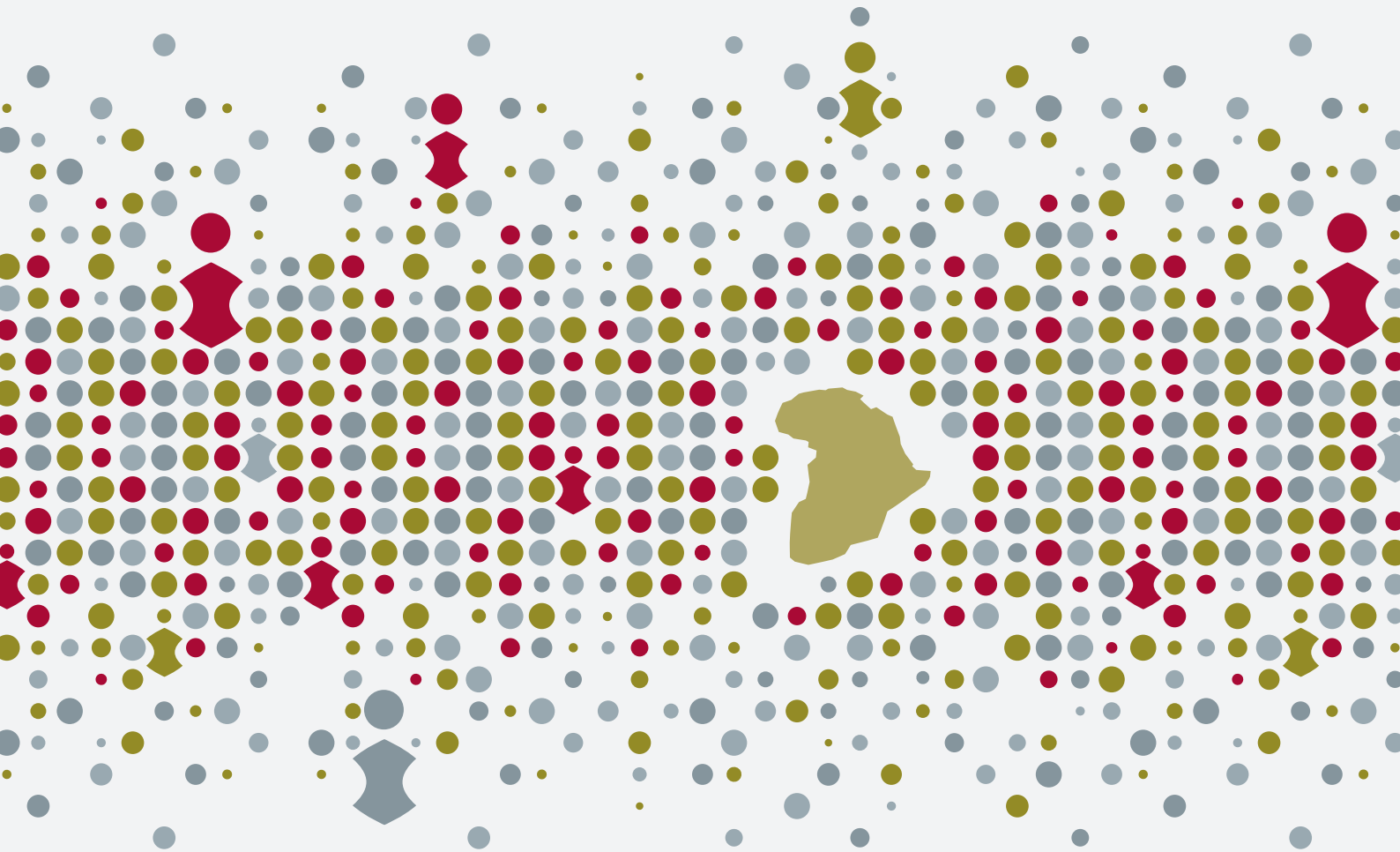


THE UNIVERSITY OF STELLENBOSCH
BUSINESS SCHOOL

PhD

Business Management and Administration



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INTRODUCTION

The PhD (Doctor of Philosophy), also referred to as a doctorate, implies that the holder is in command of his/her field of study.

The PhD in Management is a comparatively recent field of study in relation to the classical sciences. In Europe, for example, very few PhD programmes in Management were created more than 40 years ago. Most commenced in the second half of the 1980s and the early 1990s.

As a PhD student you will be expected to pursue supervised research, culminating in a doctoral dissertation which constitutes the examinable product for which the PhD degree is eventually awarded. This dissertation must:

- Represent an original and significant contribution to the enrichment and advancement of knowledge in the chosen area
- Demonstrate originality of thought, a theoretical underpinning, relevance to the discipline and rigour in execution
- Create intellectual capital, which is the cornerstone of the knowledge society of the 21st century.



INTERNATIONAL RECOGNITION

EDAMBA and EQUIS



The USB's PhD was the first PhD outside Europe audited and approved by the European Doctoral Programmes Association in Management and Business Administration (EDAMBA), based on the quality of this degree at the USB.



The USB's PhD is also internationally accredited by EQUIS of the European Foundation for Management Development (EFMD).

More about EDAMBA

This network presents USB doctoral students with opportunities such as:

- Attendance of the annual EDAMBA Research Summer Academy held in Sorèze, France. These academies are based on the idea of a learning community and are built on sound philosophical and methodological issues. Various USB PhD students have attended these Summer Academies over the years.
- Participation in the Doctoral Thesis Competition. Winning entries are published in the *EDAMBA Journal*.
- Integration with the European Credit Transfer and Accumulation System (ECTS) which facilitates the recognition of periods of study at other EDAMBA member universities to enhance the quality and mobility of PhD students.

RESEARCH PHILOSOPHY

The USB's executive PhD departs from the traditional research route of the PhD in Management mainly in that the USB places emphasis on the development of employable knowledge in its Research Programme.

As such, the aim is to link the two areas of theory and practice in such a way that this results in "hybrid vigour". The term "executive" denotes this emphasis of an interaction of knowledge that is particularly relevant to South African organisations, be they in the private or public sector, and from there to beyond our borders. This forms part of our social responsibility to strengthen our country to the benefit of all those involved.

Students are encouraged to conduct action research on challenging and real-world problems, and to develop personal and transferable skills, which can be used in a range of applied situations. The executive PhD may be described as a practice-based programme since knowledge is advanced partly by means of professional application of the discipline. It combines scientific rigour and managerial relevance, and consequently PhD students must be able to demonstrate that they have a theoretical as well as a practical appreciation and understanding of their research area.



ADMISSION REQUIREMENTS AND CONDITIONS

Key academic requirements

For the USB's PhD only applicants of exceptional standing and ability, and with existing professional or relevant business or public management work experience, will be considered. The two main academic requirements for admission to the PhD degree are:

- A relevant master's degree in an appropriate management-related area. The major part of the master's degree (weight within degree) must consist of a written thesis.
- A minimum period of registration (residency) of two years.

What happens if a candidate does not have the relevant academic background?

Should the candidate not have a sufficiently broad and in-depth academic background related to management as specified by the USB, the USB may request that any MBA degree not obtained from the USB be rated and accredited by SAQA at the applicant's expense.

Will your interest in the research topic keep you motivated for several years?

From a personal perspective, the challenges and workload posed by doctoral studies should not be underestimated and a high level of motivation, inspiration and determination is essential. You need to be sure that you have a deep personal interest in the topic you intend to research, as well as an interest in the process of research. You must also possess the capacity and endurance to pursue independent research at the highest level for a minimum of two, or even three or four years.

Studying for a doctoral degree is a serious endeavour and it is important that you ask yourself why you want a doctoral degree and to consider the impact it may have on your life:

- Does your career advancement depend on further education? If so, is a doctorate the right degree?
- Will your doctorate make a real contribution to knowledge? (It must not merely be a way to document your experiences, however valuable they may seem.)
- Do you have a clear understanding of why you wish to embark on high-level research?

PREPARATION FOR YOUR APPLICATION

Your application is a two-way process. We need to make sure that you are a suitable PhD candidate and that the USB can fulfil all your expectations, such as providing you with a willing and able promoter. We therefore encourage you to read this section carefully before commencing with your formal application.

We highly recommend the following books to help you to prepare your application package, as well as to understand fully the comprehensive nature and processes of effective doctoral education.

- Cryer, P. 2006. *The research student's guide to success*. Buckingham-Philadelphia: Open University Press [ISBN: 0335206867].
- Henning, E., Gravett, S. & Van Rensburg, W. 2005. *Finding your way in Academic Writing*. Pretoria: Van Schaik Publishers [ISBN: 0 627 02583 8].
- Locke, L.F., Spirduso, W.W. & Silverman, S.J. 2000. *Proposals that work*, 4th ed. Thousand Oaks, London: Sage Publications, Inc. [ISBN: 0-7619-1706-3].
- Mouton, J. 1996. *Understanding social research*. Pretoria: J.L. van Schaik, [ISBN: 0 627 02163 8].
- Phillips, E.M. & Pugh, D.S. 2000. *How to get a PhD*, 3rd ed. Buckingham, Philadelphia: Open University Press, [ISBN: 0-335-20551-8].
- Phelps, R., Fisher, R. & Ellis, A. 2007. *Organizing and managing your research - A practical guide for post graduates*. London: Sage Publications Ltd. [ISBN: 97814129 2063 6]
- Remenyi, D., Williams, B., Money, A. & Swartz, E. 2000. *Doing research in Business and Management*. London: Sage Publications. [ISBN: 0 7619 5949 1]
- Remenyi, D & Money, A. 2004. *Research supervision for supervisors and their students*. London: Academic Conference Limited. [ISBN: 0-9547096-0-8]
- Thomas, R.M. & Brubater, D.L. 2000. *Theses and dissertations*. Westport, Connecticut: Bergin & Garvey, [ISBN: 0-89789-746-3].

Informal discussion of your research ideas

If you would like to discuss your research ideas informally with a particular member of the academic staff prior to submitting your application package, please contact him/her directly.

See staff academic staff list at www.usb.ac.za.

APPLICATION PACKAGE

The application package must comprise the following:

- Application form
- Proof of payment of application fee (see *Fees and funding*)
- Essay
- Curriculum vitae (CV)
- Initial research proposal
- Covering letter
- Certified copies of academic records and degree certificates.

Application form

Find the application form at www.usb.ac.za under PhD and complete it in accordance with the guidelines in order to be allocated a student number. Please note that this is an application for doctoral studies. It does NOT imply acceptance as a doctoral candidate or registrant.

Banking details for payment of application fee

Application fee payable – see *Fees and funding*

Bank: Standard Bank

Type of account: Cheque account

Account number: 073003069

Branch name: Stellenbosch

Branch code: 050610

Please fax or e-mail proof of payment to the PhD Admissions Office:

Ms Marietjie van Zyl

Telephone: +27 (0)21 918 4205

Fax: +27 (0)21 918 4468

E-mail: mvzyl@belpark.sun.ac.za

Essay

We are interested in your reasons for pursuing doctoral study and particularly why you are considering the USB. In an essay of about 250 words please describe:

- Those academic and/or professional achievements which have contributed most to your development
- Your educational goals, research interests and professional aims.

Curriculum vitae (CV)

The information provided in your CV will be treated as confidential. Your CV must contain:

- Details of your previous studies, i.e. subjects passed, thesis and/or working papers
- Particulars of previous research experience, including a list of published articles and papers presented at conferences
- An overview of your activities after completion of your master's degree
- Two contactable references (names and contact details) to whom we can refer during the application process. These should be people who can comment on your abilities to undertake research and who can support your motivation for wanting to commence with PhD research.

Initial research proposal

The initial research proposal forms a very important part of the application package and serves to demonstrate whether you have a mature approach to high-level research. The section on *Development and format of research proposal* (see below) offers guidelines to assist you. Also, consult the books mentioned in the section under *Application procedure*. It is the responsibility of the applicant, not of the USB, to construct and submit an acceptable initial proposal.

Please note

An applicant will only be allowed to progress with his/her research if his/her application package has been completed in full and all required documentation is provided.



Where to send your application package

Submit the application package to:
PhD Admissions Office
University Stellenbosch Business School
PO Box 610, Bellville 7535, South Africa

When are the applications considered?

The Doctoral Research Committee considers applications at the end of April and October each year.

DEVELOPMENT OF INITIAL RESEARCH PROPOSAL

The initial research proposal forms one of the essential parts of a PhD application. It must be comprehensive and written in scientific language according to the specified guidelines. Both the contents and form of the initial research proposal will form part of the assessment of the research project and the applicant.

Although students can, and often do, alter their research direction slightly after registering, an initial proposal assists the USB to evaluate at an early stage that:

- The topic is viable
- We can provide appropriate supervision and resources
- You have thought through your interest in and commitment to the programme
- You are suitable for admission.

The proposal should thus be formulated in such a way that it is informative to a knowledgeable researcher within the discipline to which the project belongs and should contain the elements discussed below.

To reiterate, the initial research proposal constitutes a substantial document. It should not be rushed and should be presented in such a way that it is informative and convincing to a knowledgeable researcher in the particular field. It is expected to demonstrate your potential for independently and successfully planning, organising and handling academic written communication. In other words, a popular description will not meet the requirements.

Naturally, this does not imply that you already know the answers to the research problem posed, but it must clearly reflect that this is an advanced research project.

Provide a preliminary title

This preliminary title should clearly convey the key words associated with the proposed research. It is the responsibility of the applicant, not of the USB or provisional promoter, to find a suitable topic.

Give an overview of the subject area

By way of introduction, this reading section of the existing literature should take the form of an abstract of the general subject or study area and identify the discipline(s) within which it falls. From this analysis the problem or disorder you wish to research will emerge and constitutes the reason or condition which necessitates the research. You should also indicate here the way in which your background gives you competencies in the chosen area.

State the research problem and aim

From the overview of the subject area follows the research problem, i.e. you have to identify the possible cause(s) of the disorder. Next, you have to describe the research aim as it relates to solving the uncertainty or burning question you are interested in.

Outline the methodology to be used

In its most widely used description, research methodology relates to the nature of the scientific method used.

You need to display an awareness of the available methodologies for data collection and show a clear understanding of the methodologies that would be most suitable for your research. It may be that qualitative methods are appropriate, e.g. case studies and group discussions. Alternatively, your research may involve quantitative aspects relating to statistics and finance. In many instances you will be combining methodologies.

You are expected to outline the design you consider to be most appropriate, i.e. how the research would be conducted. Typically, reference is made here to the nature of data collection (questionnaire development, sampling, type of survey, etc.), processing and interpretation.

State why your topic merits research and how it will contribute to science

A convincing statement is required as to why your topic merits scientific research, i.e. how it will contribute to and enrich the academic knowledge and understanding of management theory and professional management practice. This contribution results from the systematic investigation of your research activities, which are conducted to discover new information as well as to expand and verify existing knowledge.

This contribution does not simply imply the gathering of new data and a description thereof, i.e. the *What?* questions. There are many things we do not know and that we could find out. This is data-gathering. The contribution to be made by doctoral research goes beyond this and requires the *So what?* questions, i.e. explanations, relationships, generalisations and theories.

We refer you to a working paper by Dr John Morrison, entitled *A contribution to scientific knowledge*, which we highly recommend to PhD registrants. (Find the link to this downloadable document at www.usb.ac.za/phd.)

Provide a literature review

In this section you should demonstrate that you are *au fait* with the debates and issues raised in related literature. You should furnish a description of recent academic and empirical research in your chosen area.

References to key texts and recently published articles should be made to convince that you appreciate their integrative relevance to your research area. A PhD is original research and you should be able to demonstrate that your proposed area has not been studied before. As such, you need to identify how your own research might make a useful contribution to the particular management-related area.

Provide a research protocol

You need to include a preliminary time and work schedule outlining the main phases in your research project. This is referred to as the research protocol.

Include a list of sources

A full list of references to key texts and articles must be included. For referencing purposes you can refer to the *USB Research Report Guide* (find the link to this downloadable document at www.usb.ac.za/phd).

Adhere to technical specifications

Download the USB Initial Research Proposal Template from the PhD website to familiarise yourself with the format and technical specifications.

REASONS WHY INITIAL RESEARCH PROPOSALS ARE NOT ACCEPTED

- The *raison d'être* of the research topic is not motivated comprehensively and in depth. What you plan to research, why and how must be convincingly explained and justified.
- The proposal identifies a practical business problem, but does not demonstrate its theoretical underpinning. For example, research which produces new empirical information, even if it solves a management problem, will not necessarily suffice.
- The focus of the proposal does not fit the supervisory competencies of the USB, i.e. we are unable to provide you with an appropriate supervisor.

ASSESSMENT OF APPLICATION

The head of the USB's Doctoral Research Programme will examine your application package for compliance with formalities and then refer it to a provisional or intended promoter with related research interests. The provisional promoter need not be a permanent staff member of Stellenbosch University. Also, the prospective student may suggest a provisional promoter, subject to approval by Stellenbosch University.

The Doctoral Research Committee will review the suggestions received from the potential supervisor and then make a final recommendation regarding the application. If successful, provisional admission to the programme will be granted. You will be contacted regarding the status of your application in about eight weeks, though at certain times of the year it may take longer.

Note

If your qualifications are not from a South African university and/or you are not a South African national, please allow more time for the processing of your application.

APPOINTMENT OF PROMOTER

Promoters, also called supervisors or study leaders, are selected for their expertise and involvement in a field of study broadly related to your topic area.

- **Appointment of provisional promoter:** A provisional promoter will be assigned to you after the assessment of your application package, which includes your initial research proposal. The provisional promoter will guide you in the preparation of your comprehensive research proposal.
- **Appointment of actual promoter:** The actual promoter for the duration of your research will be appointed once your comprehensive research proposal as been accepted and you have been granted

full admission and registration as a doctoral student. Also refer to *Assessment of comprehensive proposal* (find the link to this downloadable document at www.usb.ac.za/phd).

Relationship with your promoter

Your relationship with your promoter is most important in the completion of your research project. The role of the promoter takes on different forms over the study period from being fully prescriptive or technical in the early stages to that of being more 'pastoral' (giving guidance, advice and support) in the latter stages. Remember, your project represents independent research. You have to make your own decisions regarding the research process and have to justify these decisions scientifically.

It is your responsibility to communicate, remain in constant contact and work closely with your promoter. It is recommended that the candidate write a contact report (minutes of the discussion) which is approved (signed) by the promoter and kept in the student's file for future reference.

Rules of conduct

The USB adheres to Stellenbosch University's *Code of conduct* for the relationship between supervisor/promoter and research-based postgraduate students. (Find the link to this downloadable document at www.usb.ac.za/phd.)

Should a dispute arise between the promoter and registrant which they are unable to resolve, either party is advised to discuss the matter in confidence with the head: Doctoral Research Programme.

ASSESSMENT OF COMPREHENSIVE PROPOSAL

Preparing your comprehensive research proposal

Once your initial research proposal (submitted with your application package) has been approved, you need to prepare a comprehensive research proposal. Your provisional promoter will guide you in the preparation of your comprehensive research proposal, which must be presented to the PhD Admissions Panel. The finalisation of your comprehensive research proposal may take you through a number of iterations which may take four to six months.

Presenting your proposal to PhD Admissions Panel

Once you and your provisional promoter are satisfied that your comprehensive research proposal has been fully thought through, and meets with the highest academic research requirements, it must be presented to an Admissions Panel of experts.

This presentation constitutes an interview to convince the panel that the candidate will be an asset to the Research Programme. The panel usually consists of members of the Doctoral Research Committee, invited faculty (including those from departments other than the USB), as well as knowledgeable members of the business or related communities.

This presentation serves to formally assess the candidate for admission to the Doctoral Programme. The candidate is being evaluated in respect of his/her demonstrated and potential ability to conduct high-level research, as well as the suitability of the topic for academic and real-life contribution to knowledge. The provisional promoter will lead this discussion with the candidate, who will be expected to answer questions posed by the members of the Admissions Panel.

Drawing up a research protocol

A comprehensive written development plan, called the research protocol, for the envisaged study period is crucial for time management and has to be submitted at the presentation. It replaces the broad project design outline, which was submitted as part of the initial research proposal, and will provide a detailed roadmap for the research.

The research protocol will also demonstrate that the researcher is aware of the magnitude of the task ahead and will serve as a basis for monitoring progress. See *Monitoring research progress*.

Getting accepted by the PhD Admissions Panel

Acceptance by the PhD Admissions Panel of both the research topic and suitability of the candidate leads to a recommendation to the Faculty Board and the Senate that the candidate be formally accepted and granted full admission and registration as a doctoral student or registrant.

Registering to start your residency

Registration prior to February of any year will count as one full year towards the required minimum residency period of two years. Registration between March and August will be deemed valid for residency from the second semester only, i.e. six-month residency.

UNDERTAKING INDEPENDENT RESEARCH FOR YOUR DISSERTATION

What the registrant must demonstrate

The registrant needs to demonstrate the following:

- The ability to undertake independent academic research
- The ability to work independently
- The ability to liaise with the promoter at time mutually agreed to.

Requirements for all registrants

- **Doctoral Research Training Programme (DRTP):** Attending the 5-day DRTP is compulsory for all USB PhD students. This must be done before embarking on a PhD at the USB or as early as possible during the PhD studies.
- **Presentation:** A peer-review presentation, accompanied by a structured written report which has been approved by the promoter, at a Doctoral Colloquium once a year.
- **Articles:** Two publishable articles (which will be blind-read by at least two reviewers)
- **Conference paper:** The reading of a paper at a subject-related conference prior to submitting a final copy of the PhD dissertation for evaluation.
- **Research Colloquium Programme:** Attendance of the Research Colloquium Programme (strongly recommended). See below.
- **Progress Reports:** All registrants must submit two Progress Reports per year.

Additional requirements for scholarship registrants

- **Requirements:** Contractually agreed upon tasks for full-time scholarship registrants are outlined in the Bursary Agreement. This includes approximately 100 hours of teaching, research assistance, etc.
- **Research Colloquium Programme:** It is compulsory for registrants with USB scholarships to attend the Research Colloquium Programme. These peer-group discussions provide frequent and interpersonal contact between research students and faculty, and are deemed essential

to develop high levels of scholarship. Also, even though a particular discussion may not be in your personal research area, it is considered important that you are aware of a broad scope of management research, and not only research relating to your own application. Prospective doctoral candidates are also invited to attend these colloquia.

- **Progress Reports:** All scholarship registrants must submit two Progress Reports per year.

MONITORING THE RESEARCH PROGRESS

Keeping track of your progress

Your progress is monitored throughout your study period by your promoter in conjunction with the Doctoral Research Committee. Also taken into consideration is your progress towards the completion of the research based on the research protocol furnished at the assessment of your comprehensive research proposal, as well as the relationship between you and your promoter. In the case of scholarship students, the contractually agreed upon tasks are also evaluated.

Drawing up Progress Reports

The monitoring process takes the form of a self-completed Progress Report by the student, which is commented on by the promoter and then forwarded to the Doctoral Research Committee for their consideration. The Doctoral Research Committee meets twice each year to review completed Progress Reports for each student. The purpose of the report is to assess whether the requirements of the research protocol and scholarship agreement (where applicable) have been satisfactorily fulfilled, taking into account any adjustments agreed upon or periods of absence owing to, for example, illness. All registrants submit two Progress Reports per year

Non-adherence to requirements

If the student does not satisfy the requirements, and has not, within a time limit agreed upon, utilised an opportunity to rectify the situation, his/her enrolment will be cancelled. Such a termination will also extend to any funding received by a full-time scholarship student. The offer of an opportunity to retrieve the situation in connection with the Progress Report will, unless under very exceptional circumstances, only be made once to any student during the course of the study.

EXAMINATION OF DISSERTATION

The final stage of the doctoral programme constitutes:

- **Evaluation of dissertation:** Three examiners, of which the promoter and/or co-promoter may not be one, will evaluate the doctoral dissertation.
- **Public defence of dissertation:** This is also called the oral or *viva voce* examination (or the *viva* in short). During this examination the registrant is engaged in debate on his/her work. The dissertation is defended on the basis of a presentation of its main results. The dean acts as chairperson and the opponents are the Doctoral Research Committee and members of the invited evaluation committee. However, the *viva* is not intended to be confrontational. Its major aim is to confirm that the registrant knows about the research and the field of study in order to establish that the doctorate has been duly earned.
- **Awarding of PhD degree:** Upon completion of the executive PhD process the registrant will be awarded the degree of Doctor of Philosophy (PhD) in Business Management and Administration by Stellenbosch University.

FEES AND FUNDING

Fees for PhD studies at the USB

Fees for PhD studies: 2011	
2011	Total
Application fee	R400
First year of registration	R23 500 per annum
Second year of registration	R23 500 per annum
Third and subsequent years of registration	R3 300 per annum

Bursaries and scholarships

- **Financial support for full-time students:** In the case of exceptional full-time students, financial support (bursary/scholarship) is available within the doctoral programme budget on a competitive basis. This is reviewed on an annual basis. A legally binding contract will be entered into. Important: An application for financial assistance will only be considered after acceptance of the comprehensive proposal and after an oral presentation to a panel of experts. Refer to *Assessment of comprehensive proposal* (find the link to this downloadable document at www.usb.ac.za/phd).
- **Facilities and services for PhD students:** Full-time scholarship students will be furnished with a fully equipped office, or may have to share an office with another doctoral student. PhD students will have access to advanced IT facilities, an onsite library which functions as a modern information centre, and printing, photocopying, telephone, e-mail and fax facilities.
- **Attending conferences and workshops:** Financial support is available within the doctoral programme budget to enable full-time scholarship PhD students to attend and present papers at conferences and workshops. All such expenditure must be recommended by the student's promoter and be approved by the Doctoral Research Committee.
- **Providing teaching and research assistance:** Full-time scholarship students are expected to be present at the USB for approximately 100 hours per year for contractually negotiated tasks such as teaching and research assistance.

OVERVIEW OF THE USB PHD PROCESS

Application and registration

Getting started

- Familiarise yourself with the content (especially the application procedure) of the PhD in this brochure, and/or
- Make an appointment with Prof Sylvanus Ikhide, head of the USB's Doctoral Programme.
- **Please note:** Your application and the provision of a Stellenbosch University student number does not imply admittance to the PhD programme.

Preparation and submission of your application package

- Compile and submit a full application package, which includes your initial research proposal.
- Post your PhD application package to: PhD Admissions Office, University of Stellenbosch Business School, PO Box 610, Bellville 7535, South Africa

Assessment of application package

- The Doctoral Research Committee annually assesses application packages on 30 April and 31 October.

Notification of application outcome and allocation of provisional promoter

- You will be notified by telephone and/or in writing of the outcome of the PhD application.
- If successful, the Doctoral Research Committee will allocate a provisional promoter to you.

Preparation of a comprehensive research proposal

- Rework and refine your initial research proposal (part of application package) as well as research protocol in consultation with your provisional promoter.
- The provisional promoter may request the library (USBI) to provide you with access to the necessary resources in order to prepare the comprehensive research proposal.

Presentation to Doctoral Colloquium

- Make a presentation, in consultation with your provisional promoter, to a Doctoral Colloquium.

Presentation of comprehensive research proposal

- Present your comprehensive research proposal to the PhD Admissions Panel.
- Submit your research protocol to the PhD Admissions Panel.

Constitution of PhD Admissions Panel

- **The panel usually consists of the following:** The Dean of the Faculty of Economic and Management Sciences (chairperson), the Director of the USB, the Associate Director: Academic of the USB, the provisional promoter, an additional faculty member (not from the USB), and any other people deemed appropriate.
- **Invitations:** The provisional promoter's secretary or PA must send out invitations to the panel members and inform them of the date, time, venue, audio-visual, refreshments, etc.

PhD Admissions Panel and appointment of promoter

- Once the Admissions Panel has approved you and your research topic, it will recommend to the Faculty of Economic and Management Sciences that you be admitted as a PhD registrant.
- Next, the Admissions Panel requests the appointment of a promoter.
- The Admissions Panel also recommends and motivates the appointment of three independent examiners to the Faculty Board.

Recommendation to the Faculty Board and US Senate

- The Faculty secretary sends the recommendation for the approval of the PhD Registrant to the Faculty Board and to the US Senate.
- Should the Doctoral Research Committee and/or Promoter be of the opinion that the proposed research has ethical implications the proposal will be submitted for approval to the Ethics Committee.

Confirmation of appointment of promoter(s) and examiners

Once the Senate has approved the examiners, the Academic Administration contacts the external promoter, co-promoter and examiners to confirm their appointment and to obtain their personal details.

Application for full-time scholarship

- At this stage, you may apply for financial support, i.e. a USB scholarship. Your promoter must motivate your application for financial support and submit it for consideration to the Doctoral Research Committee.
- Should the Doctoral Research Committee approve the USB scholarship it is recommended to the Academic Administration.
- Stellenbosch University will inform you and Bursaries Administration of the outcome.

The research process, examination and graduation

Research process: What the registrant must demonstrate

- The ability to undertake independent academic research
- The ability to work independently
- The ability to liaise with the promoter at time mutually agreed to

Deliverables for all registrants

- **Doctoral Research Training Programme (DRTP):** Attending the 5-day DRTP is compulsory for all USB PhD students.
- **Presentation:** A peer-review presentation, accompanied by a structured written report which has been approved by the promoter, at a Doctoral Colloquium once a year.
- **Articles:** Two publishable articles (blind-read by at least two reviewers).
- **Conference paper:** The reading of a paper at a subject-related conference prior to submitting a final copy of the PhD dissertation.
- **Research Colloquium Programme:** Attendance of the Research Colloquium Programme.
- **Progress Reports:** All registrants must submit two Progress Reports per year.
- **Final dissertation:** To be approved by Faculty of Economic and Management Sciences, SU Senate and/or SU Council.

Additional deliverables for scholarship registrants

- **Requirements:** Contractually agreed upon tasks for full-time scholarship registrants are outlined in the Bursary Agreement. This includes approximately 100 hours of teaching, research assistance, etc.
- **Research Colloquium Programme:** It is compulsory for registrants with USB scholarships to attend the Research Colloquium Programme. These peer-group discussions provide frequent and interpersonal contact between research students and faculty, and are deemed essential to develop high levels of scholarship.

Examination of your dissertation

- **Submitting your dissertation:** You will receive written approval that you may officially submit your dissertation to Stellenbosch University for examination. You need to submit your dissertation before 1 September to graduate in December, and before 1 December to graduate in March/April. Ensure that independent examiners have been appointed.
- **Examination of your dissertation:** The promoter hands three copies of the dissertation to the office of the Dean: Faculty of Economic and Management Sciences. The Dean distributes the copies to three independent examiners for their individual reports. The independent examiners forward their evaluations of the dissertation with recommendations to the Dean: Faculty of Economic and Management Sciences. An independent panel, which includes the three examiners, considers the reports. The promoter(s) may be consulted. The examiners make suggestions and the required changes are made. The examiners complete the standard form and confirm their evaluation in writing.
- **Public oral defence of the dissertation:** The promoter and/or Dean's office arranges the public oral defence of the dissertation – the *viva voce*. The Dean chairs the meeting while examiners are expected to attend. Telephonic and/or satellite communication is acceptable. The meeting is usually held at the USB. Notice of an open invitation to attend the *viva* appears on the daily bulletin of the University and members of the general public are welcome to attend. If the *viva* is conducted successfully a comprehensive report is compiled and a recommendation is made to the Faculty of Economic and Management Sciences that the PhD degree be awarded to the registrant. Changes may be recommended and are to be supervised by the promoter. A copy of the dissertation must be available at the Dean's office for all members of the Faculty Board.
- **Approval:** The Faculty of Economic and Management Sciences, SU Senate and/or SU Council put forward a recommendation for consideration and approval. The University informs you of the outcome. The Academic Administration pays the examiners and loads the final mark onto the central network system of the University.

Graduation

- **Receiving your PhD:** Upon completion of the PhD the registrant will be awarded the degree of Doctor of Philosophy (PhD) in Business Management and Administration by Stellenbosch University. The promoter completes the graduation ceremony information form.



CURRENT PhD RESEARCH

Find an overview of current PhD research on the USB website under Research.

PhD PROGRAMME MANAGEMENT

The academic direction of the PhD programme is managed by the Doctoral Research Committee. It comprises the head: Doctoral Research Programme (chairperson), the director of the USB, the Associate Director: Academic Affairs (USB), the Deputy Registrar (Bellville Park Campus), and a co-opted staff member (alternate) who is knowledgeable in the particular research field.

FURTHER INFORMATION

Further information about the academic aspects of the USB doctoral programme may be obtained from:

Prof Sylvanus Ikhide

Head: Doctoral Programme

Economic Development Perspective in Africa, Public Sector Finance

Telephone: +27 (0)21 918 4485

Fax: +27 (0)21 918 4112 or +27 (0)21 918 4468

E-mail: Sylvanus.Ikhide@usb.ac.za

Information regarding operational aspects, e.g. application page, registration, financial and general administration, may be obtained from:

PhD Admissions Office: Ms Marietjie van Zyl

Telephone: +27 (0)21 918 4205

Fax: +27 (0)21 918 4468

E-mail: mvz@belpark.sun.ac.za