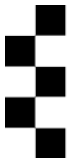


**Essex Business School: Standard Milestones for 3-Paper PhD Students**

<b>Milestones</b>	<b>Criteria for progress</b>	<b>Deliverables</b>	<b>Deadline</b>
M1: Confirmation and Progress to Year 2 (or equivalent for part-time students)	A: Assess training needs and knowledge required to undertake research project and complete the thesis.	<ul style="list-style-type: none"> <li>▪ Training Needs Analysis to be completed.</li> <li>▪ Attend Proficio courses and Insite workshops</li> <li>▪ Regular attendance at department research seminars</li> <li>▪ Plan for further courses to attend, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Term 1 for full-time students; Term 2 for part-time students</li> <li>▪ By end of Term 3 for full-time students; Term 6 for part-time students</li> </ul>
	B: Choose research topic and demonstrate significance/impact of research.	<p>Research Paper 1 Proposal, including (dependent on subject area):</p> <ul style="list-style-type: none"> <li>▪ Central research problem/questions to be answered.</li> <li>▪ Methodological considerations.</li> <li>▪ List of potential empirical data sources (for empirical paper)</li> <li>▪ Paper 1 plan, outlining objectives for each stage.</li> </ul>	By Confirmation Board (Term 3 for full-time students; Term 6 for part-time students)
	C: Demonstrate understanding of chosen topic within the context of the field.	<ul style="list-style-type: none"> <li>▪ Literature Review</li> </ul>	By Confirmation Board (Term 3 for full-time students; Term 6 for part-time students)
	D: Demonstrate the ability to produce work of the quality and quantity in order to complete within the four year maximum period.	<p>Evidence that academic writing is of standard and ability expected at PhD level, including adequate referencing and language skills. A substantive Paper 1 draft will need to include elements of the following:</p> <ul style="list-style-type: none"> <li>• Introduction and</li> </ul>	By Confirmation Board (Term 3 for full-time students; Term 6 for part-time students)

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		<p>conclusion</p> <ul style="list-style-type: none"> <li>• Literature review</li> <li>• Methodology</li> <li>• Data description</li> <li>• Preliminary empirical analysis</li> </ul>	
	E: Demonstration of effective project management through the setting of research goals and prioritisation of activities.	<ul style="list-style-type: none"> <li>▪ Continuing detailed, realistic plans of work/ timetable for the next six months.</li> <li>▪ Supervisory panel report written in a clear and self-reflective style</li> </ul>	By Confirmation Board (Term 3 for full-time students; Term 6 for part-time students)
M2: Progress from Year 2 to Year 3 (or equivalent for part-time students)	A: Review training needs and knowledge required to continue with research project and complete the thesis.	<ul style="list-style-type: none"> <li>▪ Training Needs Analysis to be completed.</li> <li>▪ Attend Proficio courses and Insite workshops</li> <li>▪ Regular attendance at department research seminars</li> <li>▪ Plan for further courses to attend, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Term 4 for full-time students; Term 8 for part-time students</li> <li>▪ By end of Term 6 for full-time students; Term 12 for part-time students</li> </ul>
	B: Demonstrate work of the quality and quantity expected at the end of Year 2	<p>Drafts of following chapters</p> <ul style="list-style-type: none"> <li>▪ Introduction and Conclusion chapter</li> <li>▪ Complete draft of Research Paper 1</li> <li>▪ Substantial draft of Paper 2</li> </ul>	By end of year Supervisory Panel (Term 6 for full-time students; Term 12 for part-time students)
	C: Review significance and impact of research and articulate output.	<ul style="list-style-type: none"> <li>▪ Presentation of research project to staff and students at annual PhD conference</li> </ul>	By end of year Supervisory Panel (Term 6 for full-time students; Term 12 for part-time students)
	D: Demonstration of effective project management through the setting of research goals and prioritisation of	<ul style="list-style-type: none"> <li>▪ Continuing detailed, realistic plans of work/ timetable for the next six months.</li> <li>▪ Supervisory panel</li> </ul>	By end of year Supervisory Panel (Term 6 for full-time students; Term 12 for part-time students)



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	activities.	report written in a clear and self-reflective style	
M3: Progress from Year 3 (or equivalent for part-time students) to Completion Year	A: Ability to reflect on skills and knowledge development and its application to the research project	<ul style="list-style-type: none"><li>▪ Training Needs Analysis reviewed</li><li>▪ Regular attendance at department research seminars</li></ul>	By end of year Supervisory Panel (Term 9 for full-time students; Term 18 for part-time students)

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	B: Demonstrate work of the quality and quantity expected at the end of Year 3 (or equivalent for part-time students)	<ul style="list-style-type: none"> <li>▪ Complete drafts of Research Paper 1 and 2 including introduction and conclusion chapters</li> <li>▪ Substantial draft of Paper 3 including introduction and conclusion chapters</li> </ul>	By end of year Supervisory Panel (Term 9 for full-time students; Term 18 for part-time students)
	C: Demonstrate ability to complete within the maximum period.	<ul style="list-style-type: none"> <li>▪ Continuing detailed, realistic plans of work/ timetable for the next six months.</li> <li>▪ Supervisory panel reports written in a clear and self-reflective style</li> </ul>	By end of year Supervisory Panel (Term 9 for full-time students; Term 18 for part-time students)
M4: During Completion Year	A: Clear evidence of progress towards submission	<ul style="list-style-type: none"> <li>▪ Completed draft of Paper 3</li> <li>▪ Completed introduction and conclusion chapters for all 3 papers</li> <li>▪ Produce complete draft of thesis for supervisor(s)/ supervisory panel comment</li> </ul>	By interim Supervisory Panel prior to submission/Term 2 of completion year (Term 11/12 for full-time students; Term 20/21 for part-time students)
	B: Administrative milestones	<ul style="list-style-type: none"> <li>• Submit thesis title form</li> </ul>	