



**KAMPALA  
INTERNATIONAL  
UNIVERSITY  
IN TANZANIA**



**MASTERS AND PHD  
SUPERVISION GUIDELINES**

**2021**



## FOREWORD

The Kampala International University in Tanzania (KIUT) offers a wide range of postgraduate programmes in PhD, Masters and Postgraduate Diploma levels. The programmes are offered by thesis (research mode), dissertation (taught mode) or by both modes. The Director of Postgraduate Studies and Research (DPSR) is mandated to oversee the conduct and administration of postgraduate study and research programmes including teaching, examinations as well as competence of academic staff who participate in teaching, supervision and examining of graduate students. The DPSR is also responsible for formulating and carry out regular review of the policy framework and regulations for postgraduate studies and research. It is the University arm in preparing, verifying and enforcing rules and regulations pertaining to graduate studies and researches in so far as such rules and regulations have been approved by Senate in order to ensure effective and harmonious coordination and implementation among the internal and external key role players.

Research supervision guidelines have been developed to assist supervisors, postgraduate students, as well as Departments and the Directorate of Postgraduate Studies and Research to be aware of roles and responsibilities in supervision process at KIUT.

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Director of Postgraduate Studies and Research

# Contents

1.0	INTRODUCTION .....	1
2.0	MEANING OF SUPERVISION.....	1
3.0	RESEARCH SUPERVISOR .....	2
4.0	CHOOSING A SUPERVISOR.....	2
5.0	THINGS TO CONSIDER WHEN CHOOSING A SUPERVISOR .....	2
6.0	ELIGIBILITY FOR PHD DEGREE PROGRAMME SUPERVISION.....	2
7.0	SUPERVISION PROCESSES AT THE KIUT.....	3
8.0	SUPERVISOR'S QUALIFICATIONS.....	3
9.0	APPOINTMENT AND CHANGE OF SUPERVISOR (S) .....	4
10.0	SUPERVISORY COMMITTEE.....	4
11.0	ROLES AND RESPONSIBILITIES OF DIFFERENT STAKEHOLDERS IN SUPERVISORY PROCESS.....	5
11.1.	Introduction .....	5
11.2	Role of the Directorate of Postgraduate Studies and Research .....	6
11.3	Role of Faculties .....	6
11.4	Role of Departments .....	7
11.5	Roles of Supervisors .....	7
11.5.1	General responsibilities of a Supervisor .....	8
11.5.2	Roles and responsibilities of main Supervisor (s) .....	9
11.5.3	Roles and responsibilities of Co-Supervisor(s).....	9
11.6	Supervisory Support for a PhD, Master and Postgraduate Diploma Candidate .....	10
11.6.1	Practical support.....	10
11.6.2	Professional support .....	10
11.7	Roles of the PhD, Master and Postgraduate Diploma Candidate.....	11
12.0	EXPECTATIONS OF PhD, MASTER AND POSTGRADUATE .....	12
13.0	EXPECTATIONS OF SUPERVISORS FROM THEIR STUDENTS .....	13
14.0	FEATURES OF GOOD SUPERVISION .....	13
14.1	Good Supervisory Relationship .....	13
15.0	PROCEDURE FOR SUBMISSION OF THESES, DISSERTATIONS .....	14
	AND PROJECTS.....	14
16.0	ETHICAL CONSIDERATIONS .....	14
16.1	Supervision of Close Family or Personal Relationship.....	14
16.2	Declaration of Conflict of Interest.....	14
16.3	Plagiarism.....	15
17.0	SUPERVISORY TRAINING .....	15
18.0	SUPERVISOR WORKLOAD.....	15
19.0	STUDENT PROGRESS REPORT .....	16
20.0	RESEARCH SUPERVISION RECORD.....	16
21.0	CONFLICT RESOLUTION .....	17

## **1.0 INTRODUCTION**

PhD, Masters and Postgraduate Diploma supervision guidelines provide a framework for the support of students in various ways with a view to enhancing research and academic success. The objectives of these guidelines include i) fostering academic integrity and professional standards and ethics; ii) giving support in navigating the journey through the program with a clear understanding and adherence to the appropriate requirements, rules, and procedures, and to handle any emerging problems in a timely fashion; iii) enabling and supporting the learning of the essential methodologies, concepts, and culture of the discipline, and conducting research of high quality and significance; iv) engaging with the wider context of the discipline and the relevant communities of scholars, while preparing for future careers both within and outside the academia; v) supporting students in realizing full scholarly potential by providing an environment that is intellectually stimulating and supportive.

It is within the above context that, these guidelines have been prepared to enhance the contribution of Postgraduate Studies and Research to the intellectual development and academic success of students and the Kampala International University in Tanzania. The specific roles and responsibilities of Postgraduate Studies and Research are congruent with all relevant University policies pertaining to responsible conduct and integrity in research. While it is important to acknowledge that students are partners in the University, it is equally important to recognize their differential power status, especially as it relates to their supervisors. Some students may feel at risk when they complain or disagree with their supervisors. At the same time, Faculty members who are new in their roles as advisors need support and mentoring by their peers at the Faculty and Departmental levels.

## **2.0 MEANING OF SUPERVISION**

Supervision is a professional relationship between one or more academician and a student with the purpose of enhancing the academic and research abilities of the student, leading to a University degree. The ultimate purpose of supervision is to transfer the knowledge and experience of Lecturers, Senior Lecturers, Associate Professors or Professors in the particular areas of expertise to the student in a pre-specified period of time, making student ready for a

profession in the relevant field. Supervision is an important component in research. It is important to maintain mutual relationship between the student and supervisor during the period of supervision.

### **3.0 RESEARCH SUPERVISOR**

Is a key person in a student's graduate program. When students work closely and effectively with their supervisors, they improve the quality of their projects, dissertations, theses and their educational experience. Supervisor acts as a guide, mentor, adviser, friend, source of information and facilitator to the students as they progress in research. Every supervising will be unique. It will vary depending on the circumstances of the students, the research and the relationship between the supervisor and the students.

### **4.0 CHOOSING A SUPERVISOR**

Choosing the right supervisor is an essential task for students about to embark on research. Students shall be allowed to choose potential supervisors who have expertise in research particularly in the field of specialization. The supervisor-students relationship is one of the most important determinants in the success of research. It is recommended that the students contact supervisor before submitting application form.

### **5.0 THINGS TO CONSIDER WHEN CHOOSING A SUPERVISOR**

- (a) Do not choose a supervisor who has many students already;
- (b) Choose someone you feel comfortable with;
- (c) Choose someone you are inspired by and proud to associate;
- (d) Make sure the supervisor is available; and
- (e) Ensure that the supervisor has a proven track record of supervising.

### **6.0 ELIGIBILITY FOR PHD DEGREE PROGRAMME SUPERVISION**

A supervisor should be a Department or Faculty member holding a position of Lecturer, Senior Lecturer, Associate Professor or Professor. Others with similar qualifications from other accredited universities within and beyond Tanzania can also supervise KIUT PhD students provided that their qualifications and Curricular Vitae (CV) have been endorsed by the University Senate. A student being supervised by an external supervisor must have a co-supervisor from KIUT.

A supervisor from a non-academic sector (such as industry) can also be considered provided that a request (with the proposed co-supervisor's CV), is approved by the Senate. However, in this case there should be an indication of the means by which meaningful interaction can be maintained between the supervisor and the student. External co-supervisors are also expected to follow these supervision guidelines. The Kampala International University in Tanzania Emeritus Professors may also co-supervise provided they are duly approval by the concerned Department, Faculty and the Senate.

## **7.0 SUPERVISION PROCESSES AT THE KIUT**

The supervision process at the KIUT starts immediately after a student has been officially registered. Each successful graduate applicant is assigned supervisors appointed by the Senate based on recommendation of the Department, Faculty, and Directorate of Postgraduate Studies and Research based on expertise and experience in the field of specialization, taking into consideration teaching load and administrative duties. Each student for Masters shall be assigned one supervisor while PhD shall be assigned at least two supervisors; of whom one will be a principal supervisor and the other a co-supervisor. In case a student is assigned a supervisor from an accredited University other than the KIUT, he/she shall be allocated a local supervisor from the Kampala International University in Tanzania and the former shall be a co-supervisor. Apart from having a supervisor, all PhD students shall also have a Supervisory Committee to assist through the program.

## **8.0 SUPERVISOR'S QUALIFICATIONS**

A PhD supervisor whose academic qualification is at the UQF Level 10 but is at rank lower than Associate Professor shall be required to have attained his/her PhD and Master degree at least four years, and shall previously had supervised Master student(s) to completion and shall have outstanding achievements in scholarly works published in relevant field in referred journals, books or scholarly papers in peer reviewed proceedings of professional international symposia or conferences recognized by the University and the Tanzania Commission for Universities (TCU).

## **9.0 APPOINTMENT AND CHANGE OF SUPERVISOR (S)**

The appointment of supervisor(s) - (principal and co-supervisor) is done by the Senate on the recommendation of the relevant Faculty. The appointment of a supervisor must meet the following criteria:

- a) The appointed supervisor must have a minimum qualification equivalent to the degree or at par with the program registered by the candidate;
- b) The appointment of a supervisor shall take into account the research skills and experiences of the appointee which shall be consistent with the research field of the candidate;
- c) Supervisors suggested by prospective candidates, are given priority to supervise, except in cases where the Faculty feels that other supervisors are more qualified to supervise;
- d) For academic staff who will be coming to the end of their services tenures, the Faculty shall ensure that a replacement supervisor is appointed at least six (6) months prior to the end of the tenure of the initial supervisor so that both the principal and co-supervisor can supervise without affecting the progress of the candidate's research.
- e) Appointment of supervisors shall be managed by the Directorate of Postgraduate Studies and Research in compliance with all the criteria specified in these guidelines.

The change of a supervisor can be made by the request of a candidate or the Department/Faculty by providing a rationale for the change. Any complaint about supervisors' performance must be accompanied by valid evidence. For instance, if there is a supervisor who did not perform the supervisory duties satisfactorily, the Faculty Dean may recommend for appointment of another qualified academic staff to replace the said supervisor. The student may apply to change the supervisor not more than once during the period of his/her candidature. These changes, however, have to be endorsed by the Senate.

## **10.0 SUPERVISORY COMMITTEE**

The Supervisory Committee (SC) consists of Faculty members (the principal thesis supervisor and proposed readers) who are appointed to read a student's dissertation or thesis and serve on the orals committee. The SC shall be established early in the student's program with the assistance of the supervisor and the Director of Postgraduate Studies and Research. Every effort

shall be made to maintain the same SC Members throughout a student's progress within the program. However, occasions may arise which require that changes be made. The Head of Department in consultation with the Directorate of Postgraduate Studies and Research shall convene the SC meetings. The SC shall meet at least once every six months and any time when the HoD, believes that there is a need for the Committee to meet, particularly when a candidate seems not to make meaningful progress.

The SC members should be able to provide expertise that complements and expands on that of the supervisor. They can act as a valuable body for discussions of ideas emerging from the research. Should problems arise with a supervisor, the SC shall provide advice, mentoring, and, if necessary, mediation in problem solving. Consequently, SCs are most valuable if they are established as early as feasible in the student's program, provided that the members are chosen carefully, and that both the student and SC members are able to interact more frequently beyond the necessary annual meetings.

The relationships between the SC members and the students shall be Academic. Any personal relationships that alter or affect the expected academic relationship may constitute a conflict of interest (e.g., familial or intimate relationship, or business relationship). The SC members shall also strive to recognize and manage potential conflicts of interest amongst themselves. The Director of Postgraduate Studies and Research or Chair should be informed of any potential conflicts of interest. Whenever a conflict of interest arises, the examining members shall inform the DPSR and withdraw from the SC.

## **11.0 ROLES AND RESPONSIBILITIES OF DIFFERENT STAKEHOLDERS IN SUPERVISORY PROCESS**

### **11.1. Introduction**

All PhD, Masters and Postgraduate Diploma supervisors are the staff members appointed by the University's Senate to take academic responsibility in guiding a PhD, Master and Postgraduate Diploma candidate during the period of research project report, dissertation and thesis writing. The supervisory process involves different stakeholders at the KIUT. These stakeholders include the Directorate of Postgraduate Studies and Research, Faculties and Departments at one level and students and supervisors at another level. In this section the roles and responsibilities of the



Directorate of Postgraduate Studies and Research, Faculties, Departments, supervisors and students are defined.

## **11.2 Role of the Directorate of Postgraduate Studies and Research**

The Directorate of Postgraduate Studies and Research shall:

- a) Coordinate all matters relating to supervision of postgraduate students from Departments, faculties and institutes;
- b) Create, revise and implement guidelines, policies and regulations concerning thesis supervision and examinations, as approved by the Senate;
- c) Follow the progress of students and stay informed of a student's research activities (Annual Progress Report);
- d) Deal with all processes of postgraduate students' supervisions and examinations;
- e) Issue contracts for supervision, prepare payments for supervisors and ensure timely payments; and
- f) Monitor student's proposal and seminar presentations conducted at Faculty level.

## **11.3 Role of Faculties**

Faculties shall:

- a) Propose supervisors for PhD, Masters and Postgraduate Diploma applicants;
- b) Assess and improve the quality of supervision, and provide support for new supervisors, e.g., through workshops or mentoring models. Procedures for monitoring the quality of student supervision and for providing constructive feedback for supervisors shall be developed;
- c) Recognize that graduate supervision is an integral part of the academic responsibility of an academic unit, and consider it in the allocation of staff workload along with the teaching of graduate courses;
- d) Establish criteria of excellence in supervision and graduate teaching appropriate to disciplines, and suitably reward those who meet defined criteria, e.g., in decisions concerning tenure and promotion, or merit pay awards;
- e) Organize seminars for PhD, Masters and Postgraduate Diploma students within the Faculty to present their research findings;
- f) Create supervisor data bank at Faculty level;

- g) Report Faculty supervision issues in the Postgraduate Board meetings.

#### **11.4 Role of Departments**

Department plays a central role in the initial matching of supervisors and students. In fact, they are responsible for providing supervision within a subject area through competent supervisors, and in which the students have expressed interests. Thus, Departments admit only students for whom they can reasonably expect to have the appropriate Faculty members as supervisors when needed. Nevertheless, it should be recognized that there may be circumstances when it may prove difficult or impossible for a supervisor to be found for a student. It is expected that every reasonable effort will be made to arrive at a mutually agreeable arrangement for supervision of the student by the Department.

Departments have a crucial role in supporting students in the following aspects:

- a) Organize seminars for PhD, Masters and Postgraduate Diploma students within the Department to present research findings;
- b) Engage PhD, Masters and Postgraduate Diploma students in academic activities organized within the Department and the Faculty;
- c) Establish procedures to ensure continuity in supervision when a student is separated from a supervisor – for example, when the supervisor takes a sabbatical leave, falls ill over a long period of time, retires, or leaves university service or when the student leaves to complete field work or takes a job before submitting a dissertation/thesis. No student should be left without supervision for more than two months;

#### **11.5 Roles of Supervisors**

The main role of a supervisor in any setting is to oversee an individual (or group) engaged in a particular task with the express goal of ensuring that they perform correctly. In the context of graduate studies, the supervisor's role is to successfully guide a student through the requirements of an academic program. Such supervisors have varied roles depending on whether they are appointed as principal or co-supervisor. There are general roles which all supervisors must comply to if they are to accomplish their supervisory responsibilities smoothly. Yet there are also specific roles for principal and co-supervisors. These are stipulated in the following sub-sections.

### **11.5.1 General responsibilities of a Supervisor**

A Supervisor acts as a guide, mentor, source of information and facilitator to the student as they progress through a research project. The Supervisor of a PhD, Masters and Postgraduate Diploma candidate shall provide academic guidance and practical support from the inception of the project to the submission of the thesis. For this to be smoothly realized, supervisor shall:

- a) Before engaging in the task, the supervisor of a candidate shall Endeavour to know the latest University rules and regulations relating to higher degree programs;
- b) Assist in integrating the candidate into the academic and social life of the Department and the University as whole;
- c) Provide a conducive research environment and encourage open communication with the candidate;
- d) Ensure regular meetings with co-supervisors and/or Departmental advisory committees so as to operate cooperatively in a constructive manner;
- e) Evaluate the student's progress in the course of the graduate program;
- f) Oversee the research undertakings of student by mentoring and directing him/her on the research scholarship in the manner generally set out through the practices and traditions of the relevant discipline and related academic Departments;
- g) Discuss with the student the general nature of the working relationship through the developmental stages of the supervisor-candidate collaboration to ensure mutually compatible expectations about the work such as the frequency of meetings, time lapse between the submission and evaluation of written work, etc.;
- h) Establish a realistic timetable for the completion of the various phases of the program;
- i) Provide timely comments on written material submitted by the student, including advice on submission of the thesis for examination;
- j) Be open, honest, and fair with the student when academic performance is not meeting expectations. Although dealing with inadequate academic performance can be difficult, it is in no one's best interests to prolong a program of study when success is unlikely; and
- k) Assist and encourage the wider professional development of the student by such means as participation in seminars and colloquia and presentation of work at local, national, or international conferences and publication of the work in appropriate media.

- l) To assist and support a student throughout their academic studies.

### **11.5.2 Roles and responsibilities of main Supervisor (s)**

The main Supervisor takes full responsibility for the overall management and direction of the student's research degree program in addition to administrative issues relating to the student's registration and progress. Where two members of staff are both actively involved in supervising a research candidate this requirement still stands. Whilst recognizing the equal academic contributions of the staff concerned it is essential for one of the supervisors to be appointed and serve as the main supervisor.

### **11.5.3 Roles and responsibilities of Co-Supervisor(s)**

The Co-supervisor will normally be appointed to contribute specific expertise in assisting the main supervisor throughout the development of the student's research degree program. He/she may act as a supervisor of sections of work in progress in consultation with the main supervisor. These roles are clearly stated in the appointment letter. The balance of responsibility for the student's day-to-day supervision should be negotiated between the members of the supervisory team, in consultation with the student, as the research progresses.

### **11.5.4 Roles and Responsibilities of students**

Students are expected to:

- a) Inform themselves about the program regulations and standards as specified in the Graduate Calendar and in the relevant documents produced by the program offering the degree and by the Postgraduate Studies and Research;
- b) Be responsible for presenting in time work progress of ongoing work and meet contractual obligations and maintain regular contacts with supervisor;
- c) Prepare a research plan and timetable for the program of study. A good approach is to work with the supervisors or advisors in formulating a timeline for the whole program, noting important milestones and deadlines, such as: establishing a thesis topic, completing literature review, achieving intermediate research goals, attending conferences and doing fieldwork;

- d) Publish papers, complete the research, analyze data, and complete drafts. Students can usefully revisit this plan at annual committee meetings or more often, and revise it as appropriate;
- e) Let the supervisor know how the student can be contacted when he or she will absent (e.g., due to illness or out of town for an extended period of time for any other reason), and inform the supervisor about anything significant that may affect their academic progress or that of others;
- f) Attend various seminars related to his/her area of study within and outside the country;
- g) Participate in PhD, Master and Postgraduate Diploma clubs' activities for learning, sharing of experience, networking and other collaborative strategies;
- h) Submit draft publication materials based on collaborative research to supervisors before submission of the same for publication.

## **11.6 Supervisory Support for a PhD, Master and Postgraduate Diploma Candidate**

During the supervision process, the student shall be provided with practical and professional support in order to enhance comprehensive study and high-quality research output. The modality of the practical and professional support during the supervisory process is as described in the following sub-sections:

### **11.6.1 Practical support**

The Supervisor should ensure that the candidate is properly forewarned if the Supervisor is to be absent from the University for more than a brief period (for the purposes of academic leave, for example). He or she shall arrange, through the Head of Department, for adequate alternative supervision during any period of his/her absence, either by assigning another staff member to take over supervision or by setting up other means of communication (by e-mail, for example with the candidate). The Supervisor may also give advice on sources of financial support, such as bridging grants, or direct the candidate to sources that can provide such advice.

### **11.6.2 Professional support**

The supervisor shall among other things:

- a) Encourage the candidate to become an active member of the professional community, national and international level;
- b) Ensure that the candidate participates in and contributes to research seminars within the relevant University Department;
- c) Encourage the candidate to attend relevant conferences and participate in giving guidance in the preparation of conference presentations;
- d) Identify work by the candidate, suitable for publication in refereed journals or other academic publications and assist in the preparation of articles for such submission; and
- e) Make clear, from the outset how issues relating to joint publication of work arising from the candidate's thesis should be handled.
- f) Keep record of supervisory activities, such as meetings, and the tasks accomplished in each of such activities.

### **11.7 Roles of the PhD, Master and Postgraduate Diploma Candidate**

PhD, Master and Postgraduate Diploma candidates have a number of responsibilities. Such candidates should accept that the diploma/degree program requires them to work towards intellectual independence within a supportive supervisory environment. As the KIUT's most senior students, PhD, Masters and Postgraduate Diploma candidates must demonstrate a high level of commitment and personal initiative. Candidates should also ensure that they have acquainted themselves with the regulations and procedures governing the postgraduate programme. Therefore, they are strongly encouraged to attend the orientation session run by the University. Additionally, such candidates are required to submit periodic progress reports on their work once every six months. The specific responsibilities of Postgraduate Diploma, Masters and PhD candidates are as follows:

- a) To commit adequate time and effort to the research project;
- b) To demonstrate initiative in identifying and resolving problems relating to the research project;
- c) To manage their work efficiently so as not to place unreasonable demands on supervisors;
- d) To meet deadlines for various phases of the research undertaking;
- e) To acquire new skills required as part of the research project;
- f) To maintain frequent and regular contact with the supervisors;
- g) To seek and accept, in good faith, advice from supervisors and advisory panels;

- h) To fulfill tasks required by the supervisors as part of the research project;
- i) To produce self-review documents as part of the reporting process;
- j) To meet the normal scholarly and professional standards required by their discipline;
- k) To start writing the dissertation/thesis/project as early as is practicable;
- l) To ensure that all written work is of a high standard of expression and organization;
- m) To present work in progress reports at seminars and conferences where appropriate and participate in the academic, professional and social life of the Department; and
- n) To publish sections of completed work, where appropriate, under the guidance of their supervisors.

It is essential that candidates listen advice and criticism positively when offered. Ideally, this should take the form of a constructive dialogue, but where misunderstandings and tensions develop in the course of research and supervision there will, inevitably, be times when this is the source of some tension. In cases where such dialogue is proving difficult, the same must be addressed as soon as possible through dialogue. The concerned candidate should make efforts to reconcile with the supervisor. If such effort fails the candidate should take the liberty to seek advice from other members of the Supervisory Committee or report the matter to the Head of Department if the tension persists.

## **12.0 EXPECTATIONS OF PhD, MASTER AND POSTGRADUATE DIPOLMA STUDENTS FROM THEIR SUPERVISORS**

PhD, Master and Postgraduate Diploma candidates expect quite a lot from their supervisors. They expect that supervisors will take full responsibility in overseeing their studies and read with great interest any work they submit to them. They expect supervisors to be available when needed, and to be friendly, open and supportive. But supervisors should also be role models, constructively critical, with a good knowledge of the research area including willingness to share their knowledge. It is expected that supervisors would be easy to reach and readily willing to exchange ideas, preferably in well programmed supervisory meetings, Candidates also expect that supervisors would readily respond and assist them with any psychological challenges they may encounter in the course of their studies. Many candidates also expect their supervisors to help them get a good job after completing their study programme. Supervisors should do their best in meeting all these expectations in both the realms of intellectual development and emotional challenges.

## **13.0 EXPECTATIONS OF SUPERVISORS FROM THEIR STUDENTS**

Supervisors expect their research projects, doctoral thesis and master dissertations by students to be independent. Supervisors expect regular meetings with their students and honesty in progress reporting. Among other things relating to academic honesty, candidates must always avoid plagiarism. Supervisors shall expect that their clearly communicated advice will be followed by the candidate at all times. Supervisors shall additionally expect their students to maintain a high degree of enthusiasm and motivation with their work, and shall always endeavor to report to the supervisor the outcomes of actions agreed upon in previous supervisory meetings.

## **14.0 FEATURES OF GOOD SUPERVISION**

### **14.1 Good Supervisory Relationship**

A good supervisory relationship is the essence of a successful PhD, Master and Postgraduate Diploma program. Ideally, a PhD, Master and Postgraduate Diploma will be seen in terms of both its desired end result (the award of the degree) and the process by which that results is achieved. In this connection, the key word is relationship. This should be an open, honest and professional interaction between students and supervisors, based on mutual respect, trust and good-will. Good PhD, Master and Postgraduate Diploma program supervision relies on open communication between the supervisors and the candidate.

At the outset of the project, it is important that all parties are clear about their expectations of each other. It should be accepted by all the concerned that the early phases of such work may lead to problems which will need to be worked through in a constructive manner if the project is to flourish. Although academic matters will be of primary concern, students and supervisors should be prepared to talk candidly about other issues affecting candidate's ability to make progress in there with their work.



## **15.0 PROCEDURE FOR SUBMISSION OF THESES, DISSERTATIONS AND PROJECTS**

- (i) Once the supervisor has completed supervision task, he/she will submit a report to the Head of the Department to inform that the candidate's work is ready for presentation at the next level.
- (ii) HoD should then call for a Departmental Meeting and allow the candidate to present his/her work for assessment by all staff in the Department.
- (iii) If the department approves the thesis/dissertation for onward transmission, minutes from the meeting will be submitted to the DPSR together with candidate's work and a report affirming that the candidate qualified at the Department level. The Director Postgraduate Studies will then arrange for the candidate's viva voce examination.

## **16.0 ETHICAL CONSIDERATIONS**

### **16.1 Supervision of Close Family or Personal Relationship**

Ethically, a member of staff cannot and should not supervise candidates with whom they have a close family or personal relationship. If a close emotional or other relationship develops, the supervisor shall have the obligation to inform the Head of Department of such development so that appropriate alternative arrangements can be made to ensure that professionalism is maintained in the supervision work. It is for this reason that supervisors and candidates are alerted to the conflict of interest provisions in their behavior which state that any family or personal relationship between a supervisor and a student must be declared to the Department to safeguard academic work from conflict of interest. Once such situation has been reported to the Head of Department the latter officer shall take immediate measures to replace the supervisor in question.

### **16.2 Declaration of Conflict of Interest**

The University strongly discourages, and staff should avoid entering into, an intimate personal relationship with a student at the University, particularly a student for whom they have responsibility for. Failure by a staff member to disclose such a conflict of interest may be

considered a disciplinary matter by the University. While these provisions apply specifically to staff, candidates are alerted to them because they may suffer disadvantage and distress from any unreported conflict of interest. The KIUT students' Handbook provides clear guidelines for students to observe with regard to the relationship in question.

### **16.3 Plagiarism**

Plagiarism refers to unethical practice of using words or ideas (knowingly or unknowingly) by another author/researcher or from one's own previous works without proper acknowledgment of the source. Considered as a serious academic and intellectual offense, plagiarism can result in highly negative consequences such as paper retractions and loss of author credibility and reputation. Plagiarism in writing a dissertation, thesis, or report may lead to disqualification of the candidate from receiving the intended award.

## **17.0 SUPERVISORY TRAINING**

- (a) The University shall ensure that all new academic staff attends a workshop on introduction to supervising students at the Faculty level. This is to be delivered by the Directorate of Postgraduate Studies and Research. The training will offer practical guidance on recruitment of handling of the student / supervisor relationship effectively and methods to help students to complete work in time as well as make them become independent researcher in their discipline.
- (b) All inexperienced supervisors (those that have not had a student that has successfully completed their research degree), must have an experienced co-supervisor to mentor and support them.

## **18.0 SUPERVISOR WORKLOAD**

The number of students that an individual staff member can supervise satisfactorily will vary with the nature and size of the research and with the scope of the supervisor's other duties. According to TCU's Handbook of Standards and Guidelines of 2019, academic staff is eligible for supervising (5) PhD candidates and (15) Master by thesis.

## 19.0 STUDENT PROGRESS REPORT

- (a) All students are responsible for filling out and submitting their bi-annual progress report  
A progress report is the institutional basis for evaluating a student's progress. The Directorate of Postgraduate Studies and Research is responsible for monitoring all progress reports and following up on problems/issues that come to light, as well as communicating with the relevant Dean of the respective Faculties;
- (b) The student who fails to present his/her progress report shall not be allowed to proceed to the next stage of his/her study.

## 20.0 RESEARCH SUPERVISION RECORD

The student must keep detailed records of all meetings with the supervisor(s) using the compliance template. The report shall be written every three months.

NAMES OF STUDENT	
DATE OF MEETING	

Progress made since last meeting:

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Issues discussed during meeting:

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Agreed actions:

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Date of next meeting:

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Signatures

Student :	Supervisor :	Director DPSR:
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Date received in DPSR: .....

## **21.0 CONFLICT RESOLUTION**

In the event of problems of supervision between a supervisor and student, the Head of Department shall make an attempt to resolve the tension and report all such matters settled by him/her to the Faculty Dean where the Department belongs. If the Head of Department is unable to settle the conflict, he/she should forward it to Faculty Dean for handling. If the problem cannot be resolved at this level, the matter may be submitted to the Director of Postgraduate Studies and Research for further consideration and resolution.