Part B - Doctoral Programme Profile

8298 Doctor of Business Administration 2018-19

Awarding Institution	University of Southampton
Teaching Institution	University of Southampton
Mode of study	Part Time
Duration in years	84 months-following standard progression for a PT student
Final award	DBA
Name of award	Doctor of Business Administration
Interim Exit awards	See note under intermediate exit points
FHEQ level of final award	8
Programme Lead	Associate Professor Mel Ashleigh
Date specification was written	March 2009
Date Programme was validated	July 2009
Date specification last updated	August 2018

This Doctoral Programme Profile should be read alongside the University of Southampton *Postgraduate Research Handbook 2018/19*, the University of Southampton's Regulations for Research Degrees and Higher Doctorates and Academic Regulations for Doctor of Business Administration.

Programme Overview

Brief outline of the programme

The DBA Programme is a doctoral degree that is based on supervised research in areas of Business and Management such as Accounting, Accountability and Governance, Corporate Social Responsibility, Entrepreneurship, Innovation, Strategic Management, Banking, Financial Markets, Health Care Management, Human Resources, Organisational Behaviour, Information Technology, Management Science, Marketing, Risk, Operational Research and Supply Chain Management, and leads to a qualification at a doctoral level (DBA) when successfully completed.

The Doctor of Business Administration (DBA) is **a professional part-time doctoral degree** designed to enhance executive and professional practice through the application of sound theory and rigorous research to real and complex issues in business and management. It provides a structure and a wide range of learning opportunities including formal teaching, group work and research colloquia, as well as a community of practice to develop knowledge and understanding of research that is both scholarly and relevant.

While DBA is equivalent to a PhD, there are a number of areas in which the DBA route is different to a part-time PhD:

- you will be required to demonstrate that you have made a contribution to knowledge in your field and made a contribution to practice in your field;
- the dominant nature of the research will be addressing practical issues and problems conducted in organisations with employees, managers, executives etc. (commonly referred to as Mode II research);
- your research will be conducted in an organisation rather than on an organisation.

Aims of the Programme

The aims of the programme are to enable you to:

- enhance your performance as a reflective practitioner and to enhance your professional practice;
- have a sound understanding of the relevant conceptual and theoretical underpinnings of your chosen area of research into business and management, which may have a single discipline or an interdisciplinary focus;
- have a detailed understanding of applicable techniques for research and advanced academic and management enquiry;
- create and interpret knowledge through original research of a quality to satisfy review by senior scholars and practitioners and to make a contribution to theory and professional practice;

- have the ability to conceptualise, design and implement projects for the generation of significant new knowledge or understanding and adjust the project design in the light of unforeseen difficulties;
- argue an effective, coherent and scholarly case for your chosen research topic, both orally and in writing, including the production of a Doctoral Thesis;
- have the ability to communicate your ideas and conclusions clearly and effectively to specialists, practising managers and non-specialist audiences;
- have developed your professional and research competencies sufficient to continue to undertake rigorous and relevant research at an advanced level that contributes to theory and practice in business and management, and to continue a lifetime of self-reflective development.

Programme Structure

Programme details

For students commencing the DBA programme in the Academic Year 2018/19

Part 1

Part 1 of the DBA is designed to cover the first 42-48 months of the programme. At the start of Part 1 students are required to attend an introductory week that explores the structure of a DBA and introduces students to the main components of the research journey and requirements for successful completion of the DBA. Following the introductory week the students complete a development plan that covers both their development as researchers and the development of their professional practice. This plan is reviewed and agreed with the supervisory team. During Part 1 students undertake Independent study and research and are expected to present their work at one DBA research colloquium each year. DBA students are expected to attend research seminars, conferences and training programmes that are available to PhD students

During Part 1 DBA students will be required to undertake **First Progression Review** and **Second Progression review (Confirmation)**. Two attempts at each review are permitted as indicated by Table A. Failure to meet the criteria for a successful progression review will lead to a termination of a student's candidature in line with the Procedures for Circumstances that may lead to Withdrawal or Termination.

Table A:

DBA Progression reviews – students commencing in the Academic Year 2018/19

		1st attempt	2nd attempt
Part 1	First Progression Review	Months 18 - 21	Before the end of Month 24
	Second Progression Review (Confirmation)	Months 30 - 42	Before the end of Month 48
Part 2	Third Progression Review	Months 61 - 66	Before the end of Month 72
Final Thesis submission: Before the end of Month 84			

First Progression Review

The review includes a viva which is conducted by an internal independent assessor, proposed by the supervisor, and approved by the Director of the Faculty Graduate School; and a member of the supervisory team. In exceptional circumstances, with the permission of the Director of the Faculty Graduate School, an external independent assessor may be appointed.

Prior to the review, the student is required to submit a **written report**. This should be done at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table 1. For instance, for the First attempt review, the respective written report must be submitted at least 4 weeks before the end of Month 21.

Failure to submit a written report by the specified deadline will result in a failure of the respective progression review attempt.

The structure of the 1st progression report should be as follows:

- Literature review (up to 5,000 words).
- Critique of a PhD thesis in the relevant area of research (up to 3,000 words).
- Reflective document outlining how DBA studies have contributed to the student's professional development (up to 3,000 words).

The panel will assess the written report and academic needs of the candidate.
If the mandatory Ethics 1 module has not been completed by the student it should be included in the student's training plan, with the view of completing it before the 2nd (Confirmation) Review.

The recommendation from the First Progression Review can be one of the following:
1. to progress to the next stage of candidature;
2. to re-assess.
If re-assessment is recommended, the research student will be given written guidance on preparation for their second (and final) attempt.
The second attempt at the first Progression Review will have the same format as the first attempt, and will usually be conducted by the same panel as for the first attempt. In exceptional circumstances, the Director of the Faculty Graduate School may wish to appoint a third panel member and/or an independent note taker.
The second attempt at the first Progression Review will involve a re-viva. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School. However, if the assessors deem that the revised written submission is sufficient to progress, the re-viva will be cancelled.
The assessment of the second attempt will lead to one of the following recommendations:
1. to progress to the next stage of candidature;
2. to terminate the student's candidature.

Second Progression Review (Confirmation)

The confirmation review involves a viva, based on the research student's written submission (**Research Proposal**) for confirmation. This is conducted by the review panel which consists of two members of staff who have had no direct involvement in the student's research and can take the role of independent 'assessors'. One of these members of staff should act as chair of the panel. One of the independent assessors can be the assessor used for the first Progression Review. In exceptional circumstances, the Director of the Faculty Graduate School may approve an independent assessor who has been appointed as a 'Visitor' to the University. A member of the supervisory team will normally be invited to attend as an observer; however, research students can request the opportunity to meet the confirmation panel without a supervisor being present. This request should be made through the Faculty Graduate School Office.

Research Proposal should be submitted at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table A. For instance, for the First attempt review, Research Proposal must be submitted at least 4 weeks before the end of Month 42.

The **Research Proposal must** be a substantial piece of work (10,000 words), demonstrate an understanding of the chosen field of research, provide a review of the background literature and draw together the work to date and outline the future direction of the research. The proposal will include an introduction, setting out the overall aims and objectives, based on literature and/or student work issues/experiences. The methodology section should set out philosophical stances, what methods have been chosen and why and include a timeline of how the empirical work will be undertaken. Further guidance is available for students from student's individual supervisory team, and DBA Programme Director.

The panel will assess the written work submitted by the research student. In order for the Doctoral status to be confirmed, the following criteria must be met:
· that the research student has demonstrated the ability to manage the research project, to become proficient in the special field of research involved, and to achieve success at doctoral level given adequate motivation and perseverance;
· that the project being undertaken is of sufficient scope, originality and theoretical interest to constitute a genuine contribution to the subject in the form of the understanding of a problem, the advancement of knowledge or the generation of new ideas.

The review will also conduct the **academic needs analysis**. By the date of the review, the candidate is required to complete the **Ethics 1** module, and pass **MANG7001**. Students will be awarded a Pass at MANG 7001 for a mark of 60% or greater, with two attempts permitted. A Pass in MANG7001 will be considered to have partially fulfilled the criteria used by the Confirmation Panel to determine whether or not to recommend Confirmation of Doctoral Candidature. Failure to pass MANG7001 will normally trigger the process of Termination of the candidature.

The Recommendation of the review panel must be supported by all its members and can be one of the following:
· Successful confirmation; the candidate can proceed to Part 2 for the final submission of the thesis. Research students who have been successful in their confirmation should receive written feedback on the confirmation process highlighting, where appropriate, any potential areas of concern.
· DBA candidature is not confirmed; the PhD candidate must be given a written report giving a statement of the reasons, guidance regarding any ways in which s/he might reach the required standard, and offered the opportunity for a second (and final) confirmation panel.

The second attempt at the Confirmation Review will have the same format as the first attempt, and will usually be conducted by the same panel as for the first attempt. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School.
The second Confirmation panel may make one of three recommendations:
- the DBA candidature is confirmed;
- the DBA candidature is terminated;
- the DBA candidate is to be transferred onto the MPhil programme

Part 2

During Part 2 students will continue to undertake Independent study and research and be expected to present their work at one DBA research colloquium each year, and attend research seminars, conferences and training programmes that are available to PhD students. The focus of Part 2 is the completion of the research project and the writing up of the final up to 75,000 word thesis.

As specified by Table B, during Part 2 DBA students must successfully complete third Progression Review**.**

Third Progression Review

The 3rd review involves a viva, based on the research student's written submission of a **fully drafted thesis** including a reflective document demonstrating the impact of the student's learning on the development of their professional practice. The 3rd review will be conducted by all the members of the supervisory team. It will also include a review of the academic needs analysis.

A written submission should be made at least four working weeks in advance of the decision deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table A. For instance, for the First attempt review, the respective written submission must be done at least 4 weeks before the end of Month 66.

The Full draft should include literature review; methodology section; results section, analysis & discussion, conclusions, contributions, limitations; and future research. It should also include the separate personal reflection document, including the learning journey. The full draft should not exceed 75,000 words.

The 3rd review will lead to one of two recommendations:

- to progress to the final stage of candidature;
- to re-assess with a full panel.

If re-assessment is recommended, the research student will be given written guidance on preparation for their second (and final) attempt. The second attempt at the Confirmation Review will have the same format as the first attempt, and will be conducted by a member of the supervisory team and an internal independent assessor appointed by the Director of the Faculty Graduate School. In exceptional circumstances, with the permission of the Director of the Faculty Graduate School, an external independent assessor may be appointed. In exceptional circumstances, the Director of the Faculty Graduate School may wish to appoint a third panel member, and/or

an independent note taker

The second attempt at the third Progression Review will involve a re-viva. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School. However, if the assessors deem that the Report is sufficient to progress, the re-viva will be cancelled.

The review will lead to one of three recommendations:

- to progress to the final stage of candidature
- to transfer to MPhil candidature
- to terminate the student's candidature

The **final thesis** should be submitted by **Month 84**. It will be assessed by at least one internal and one external examiner and a *viva* held. Examiners make their reports to the Faculty Graduate School. Possible outcomes are the recommendation to the University of the award of the DBA; award of the DBA subject to minor or modest corrections; further viva examination required; resubmission including viva; permission to apply for the degree of MPhil; no degree awarded and no resubmission allowed.

Throughout the DBA the student will work with their supervisory team to prepare the main deliverables. The student is required to provide regular **updates on progress** at **every three months**. The main supervisor is typically the leading supervisor for the project and very often also coincides with the co-ordinating supervisor who is responsible for organising the completion of all progression paperwork and timely examination. A second supervisor may have less direct involvement with the candidate's work, but may still attend review meetings with the candidate (as well as progression milestones) and be available to discuss the progress of the candidate's project.

For students commencing the DBA programme before the Academic year 2018/19

Part 1

Part 1 of the DBA is designed to cover the first 24-31 months of the programme. At the start of Part 1 students are required to attend an introductory week that explores the structure of a DBA and introduces students to the main components of the research journey and requirements for successful completion of the DBA. Following the introductory week the students complete a development plan that covers both their development as researchers and the development of their professional practice. This plan is reviewed and agreed with the supervisory team. During Part 1 students undertake Independent study and research and are expected to present their work at one DBA research colloquium each year. DBA students are expected to attend research seminars, conferences and training programmes that are available to PhD students

During Part 1 DBA students will be required to complete four **progression milestones** such as **thesis critique literature review**, **reflective professional development document**, and **research proposal**.
Two attempts at each milestone are permitted as outlined in Table B. Failure to meet the criteria for a successful progression review will lead to a termination of a student's candidature in line with the Procedures for Circumstances that may lead to Withdrawal or Termination.

Table B:
DBA Progression milestones – students commencing before the academic Year 2018/19

	Milestone	1st attempt		2nd attempt	
		submission	assessment	submission	assessment
Part 1	Thesis Critique	Before the end of Month 12	Before the end of Month 13	Before the end of Month 18	Before the end of Month 19
	Literature review	Before the end of Month 18	Before the end of Month 19	Before the end of Month 24	Before the end of Month 25
	Reflective document 1	Before the end of Month 24	Before the end of Month 25	Before the end of Month 30	Before the end of Month 31
	Research Proposal/Confirmation	Before the end of Month 24	Before the end of Month 25	Before the end of Month 30	Before the end of Month 31
Part 2	Reflective document 2 (including evidence portfolio)	Before the end of Month 36	Before the end of Month 37	Before the end of Month 42	Before the end of Month 43
Final Thesis submission: Before the end of Month 84					

Thesis critique (up to 3000 words) will involve a critique of a PhD thesis in the area of chosen research.
Literature review (up to 5000 words) should provide a critical overview of a background literature and draw together the work to date.
Reflective document 1 (up to 3,000 words) should outline how DBA studies have contributed to the student's professional development (up to 3,000 words).

Research proposal/ Confirmation: At the end of Part 1 DBA students are required to submit a 10,000 word research proposal for confirmation of progression to Part 2.

The confirmation review involves **a viva**, which is conducted by the review panel which consists of two members of staff who have had no direct involvement in the student's research and can take the role of independent 'assessors'. One of these members of staff should act as chair of the panel. In exceptional circumstances, the Director of the Faculty Graduate School may approve an independent assessor who has been appointed as a 'Visitor' to the University.

A member of the supervisory team will normally be invited to attend as an observer; however, research students can request the opportunity to meet the confirmation panel without a supervisor being present. This request

should be made through the Faculty Graduate School Office.

Research Proposal should be submitted at least four working weeks in advance of the assessment deadline to allow the panel to consider the material, hold meeting, and make a recommendation within the specified timeframe as specified by Table B.

The **Research Proposal must** be a substantial piece of work, demonstrate an understanding of the chosen field of research, provide a review of the background literature and draw together the work to date and outline the future direction of the research. The proposal will include an introduction, setting out the overall aims and objectives, based on literature and/or student work issues/experiences. The methodology section should set out philosophical stances, what methods have been chosen and why and include a timeline of how the empirical work will be undertaken. Further guidance is available for students from student's individual supervisory team, and DBA Programme Director.

The panel will assess the written work submitted by the research student. In order for the Doctoral status to be confirmed, the following criteria must be met:
· that the research student has demonstrated the ability to manage the research project, to become proficient in the special field of research involved, and to achieve success at doctoral level given adequate motivation and perseverance;
· that the project being undertaken is of sufficient scope, originality and theoretical interest to constitute a genuine contribution to the subject in the form of the understanding of a problem, the advancement of knowledge or the generation of new ideas.

The review will also conduct the **academic needs analysis**. By the date of the review, the candidate is required to complete the **Ethics 1** module, and pass **MANG7001**. Students will be awarded a Pass at MANG 7001 for a mark of 60% or greater, with two attempts permitted. A Pass in MANG7001 will be considered to have partially fulfilled the criteria used by the Confirmation Panel to determine whether or not to recommend Confirmation of Doctoral Candidature. Failure to pass MANG7001 will normally trigger the process of Termination of the candidature.

The Recommendation of the review panel must be supported by all its members and can be one of the following:
· Successful confirmation; the candidate can proceed to Part 2 for the final submission of the thesis. Research students who have been successful in their confirmation should receive written feedback on the confirmation process highlighting, where appropriate, any potential areas of concern.
· DBA candidature is not confirmed; the candidate must be given a written report giving a statement of the reasons, guidance regarding any ways in which s/he might reach the required standard, and offered the opportunity for a second (and final) confirmation panel.

The second attempt at the Confirmation Review will have the same format as the first attempt, and will usually be conducted by the same panel as for the first attempt. An independent chair for re-viva will be appointed by the Director of the Faculty Graduate School.
The second Confirmation panel may make one of three recommendations:
- the DBA candidature is confirmed;
- the DBA candidature is terminated;
  If termination is recommended, the DBA candidate can request to be transferred onto the MPhil programme.

Part 2

During Part 2 students will continue to undertake Independent study and research and be expected to present their work at one DBA research colloquium each year, and attend research seminars, conferences and training programmes that are available to PhD students. The focus of Part 2 is the completion of the research project and the writing up of the final up to 75,000 word thesis.

As indicated by Table B, during Part 2 DBA students must complete one compulsory milestone: a second 5000 word **reflective document** that focuses on demonstrating the impact of their learning on the development of their professional practice. This document is assessed by the supervisory team.

The **final thesis** should be submitted by **Month 84**. It will be assessed by at least one internal and one external examiner and a *viva* held. Examiners make their reports to the Faculty Graduate School. Possible outcomes are the recommendation to the University of the award of the DBA; award of the DBA subject to minor or modest corrections; further viva examination required; resubmission including viva; permission to apply for the degree of MPhil; no degree awarded and no resubmission allowed.

Throughout the DBA the student will work with their supervisory team to prepare the main deliverables. The student is required to provide regular **updates on progress** at least **every six months**. The main supervisor is typically the leading supervisor for the project and very often also coincides with the co-ordinating supervisor who is responsible for organising the completion of all progression paperwork and timely examination. A second supervisor may have less direct involvement with the candidate's work, but may still attend review meetings with the candidate (as well as progression milestones) and be available to discuss the progress of the candidate's project.

Programme Outcomes

Having successfully completed this programme you will be able to demonstrate:

- the creation and interpretation of new knowledge through original research or other advanced scholarship, of a quality to satisfy peer review, extend the forefront of the discipline and merit publication

- a systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of an academic discipline or an area of professional practice

- the general ability to conceptualise, design and implement a project for the generation of new knowledge, applications or understanding at the forefront of the discipline, and to adjust the project design in the light of unforeseen problems

- a detailed understanding of applicable techniques for research, practice in terms of effective organisational outcomes and advanced academic enquiry

Knowledge and Understanding

Having successfully completed this programme you will be able to demonstrate knowledge and understanding of:

- Current research developments and findings within your area of research for your DBA
- Theory, practice, analysis and interpretation of data in your DBA, including relevant analytic techniques and processes Theoretical and empirical developments at the research frontiers in your DBA topic
- Applications of theory and research to practice within tour area of research in your DBA

Subject Specific Intellectual and Research Skills

Having successfully completed this programme you will be able to:
- Interpret and critically evaluate information from academic papers, books, practitioner journals, and other sources
- Synthesise ideas and apply creative and original thought to the solution of management problems and challenges within your area of research
- Develop, modify and apply existing theory in novel situations and circumstances.
- Create and evaluate new knowledge through research of a quality to satisfy peer review and merit publication.
- Apply your acquired skills to practical situations and developing your professional practice

Support for student learning

There are facilities and services to support your learning some of which are accessible to students across the University and some of which will be geared more particularly to students in your particular Faculty or discipline area.

The University provides:

- library resources, including e-books, on-line journals and databases, which are comprehensive and up-to-date; together with assistance from Library staff to enable you to make the best use of these resources
- high speed access to online electronic learning resources on the Internet from dedicated PC Workstations onsite and from your own devices; laptops, smartphones and tablet PCs via the Eduroam wireless network. There is a wide range of application software available from the Student Public Workstations.
- computer accounts which will connect you to a number of learning technologies for example, the Blackboard virtual learning environment (which facilitates online learning and access to specific

learning resources)

- Standard ICT tools such as Email, secure filestore and calendars.
- Access to key information through the MySouthampton Student Mobile Portal which delivers timetables, Module information, Locations, Tutor details, Library account, bus timetables etc. while you are on the move.
- IT support through a comprehensive website, telephone and online ticketed support and a dedicated helpdesk in the Student Services Centre
- Enabling Services offering assessment and support (including specialist IT support) facilities if you have a disability, dyslexia, mental health issue or specific learning difficulties
- the Student Services Centre (SSC) to assist you with a range of general enquiries including financial matters, accommodation, exams, graduation, student visas, ID cards
- Career Destinations, advising on job search, applications, interviews, paid work, volunteering and internship opportunities and getting the most out of your extra-curricular activities alongside your degree programme when writing your CV
- a range of personal support services : mentoring, counselling, residence support service, chaplaincy, health service
- a Centre for Language Study, providing assistance in the development of English language and study skills for non-native speakers.
- a Researcher Development and Graduate Centre, which provides professional development and skills training
- An appropriate research environment, as set out in the Code of Practice

The Students' Union provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; SUSU provides training and support for all these representatives, whose role is to represent students' views to the University.
- opportunities for extracurricular activities and volunteering
- an Advice Centre offering free and confidential advice including support if you need to make an academic appeal
- Support for student peer-to-peer groups, such as Nightline

Associated with your programme you will be able to access:
- Research infrastructure
- A Research Training and Support Grant of at least £700 per annum (FT) for registered students including those on nominal roll and pro-rata for PT
- An additional PGR Conference and Research Support Fund providing up to £1000 to further support dissemination and research activities
- Access to appropriate desk space and computing facilities (as per SBS policy)
- Support of a supervisory team consisting of at least two members of staff
- Finance for details of your personal RTSG subproject code and claims
- Publication award scheme providing financial incentives for publishing papers in internationally recognised journals.

  UoS Supervisors will act, in lieu of Personal Academic Tutors, to ensure University of Southampton pastoral care duties to PGR students. Further clarification on this will be made available in due course.

Fees, Additional Costs and Funding

The Fees for the programme are as per the published fee rates for the DBA. All details are shown on the DBA website https://www.southampton.ac.uk/business-school/postgraduate/research_degrees/courses/dba.page

Other than additional costs shown in the section later in this programme specification, there are no additional fees payable.

Admission

An important aspect of the entry requirements for this programme is the extent of your work experience. It is likely that you will have **at least seven years** work experience with a substantial part of this having been within a managerial (or equivalent) role.

You would normally be expected to have a Masters level degree (MBA or MSc) with evidence of a good quality dissertation. However, an alternative entry route could be available if you have a professional qualification (eg Fellow of the Chartered Institute of Personnel and Development - FCIPD, Fellow of the Chartered Institute of Marketing – FCIM, etc) and a significant period of senior level management experience.

Recognition of Prior Learning (RPL): The University has a Recognition of Prior Learning Policy

English Language Proficiency: For candidates whose first language is not English, the following scores are accepted for direct entry: IELTS – overall 7.0 or above with 6.5 or above in reading and writing in listening and speaking.

All candidates whose first language is not English and who require a visa to study must comply with the minimum requirements for language proficiency set by UK Visas and Immigration for the issuance of the visa.

Career Opportunities

As DBA students have to be currently employed (see admission requirements) it is anticipated that the DBA studies will be encompassed within their personal career development plans. The studies undertaken by students are designed to enhance their chosen career aspirations and the inclusion in the programme of professional development planning is designed to support the students in achieving their career goals.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook (or other appropriate guide)

Appendix 1:

Additional Costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, reports and dissertations as are required to fulfil the academic requirements for the DBA. In addition to this, students Will need to meet any costs involved in the collection of their data (e.g. travel to conduct interviews etc.)