



Programme Specification

Title of Course: *Doctor Business Administration*

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Faculty	Faculty of Business and Social Sciences
School	Kingston Business School
Department	Department of Strategy, Marketing and Innovation
Delivery Institution	Kingston University

This Programme Specification is designed for prospective students, current students, academic staff and employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if they take full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes and content of each modules can be found in the course VLE site and in individual Module Descriptors.

SECTION 1: GENERAL INFORMATION

Award(s) and Title(s): <i>Up to 10 pathways</i>	Doctor Business Administration
Intermediate Awards(s) and Title(s): <i>There are 4 Intermediate awards for each pathway</i>	MSc Management and Business Studies Research
Course Code <i>For each pathway and mode of delivery</i>	PPDBA1DBA02
UCAS code <i>For each pathway</i>	n/a

RQF Level for the Final Award:	Doctorate
Awarding Institution:	Kingston University
Teaching Institution:	Kingston University
Location:	Kingston University
Language of Delivery:	English
Modes of Delivery:	Part-time
Available as:	
Minimum period of registration:	Part-time - 48 months
Maximum period of registration:	Part-time - 96 months
Entry Requirements:	The minimum entry qualifications for the programme are: • Academic qualifications: the applicant should normally have obtained a general business and/or management based master's level degree (e.g. MBA), or a specialist MA or MSc degree in a business related area (e.g. MA in HRM). • Professional experience: evidence of substantial work experience at a senior management or professional (including teaching/ lecturing) level containing significant responsibilities will be required. • Suitable personal references: the applicant will have to produce both academic and professional references. These must be received before the selection procedure presented below can take place. • Language competency: applicants whose first language is not English will be required to

	provide evidence of an English Language Qualification, e.g. IELTS 7.0, TOEFL score of 600+ or equivalent (applicants with a degree from an English speaking country would not be required to hold a language qualification). In exceptional cases, applicants who do not meet all the formal education selection criteria specified above may be considered, provided exceptional qualities can be demonstrated in terms of: • managerial experience • intellectual capacity to deal with the demands of the programme • personal benefits that could be derived from their participation and contribution to the programme. Typically, these exceptions apply to applicants over 40 years in age who are CEOs, or senior managers, of large organisations, MDs of small/medium enterprises, or consultants/partners who had not previously had the opportunity to follow a master's level course and obtain such qualifications.
Programme Accredited by:	Association of MBAs and European Foundation for Management Development, AACSB
QAA Subject Benchmark Statements:	Doctor of Business Administration Type 1
Approved Variants:	Separate approved regulations for the Doctor of Business Administration apply (<i>Regulations for the Award of Doctor of Business Administration, 2004</i>)
Is this Higher or Degree Apprenticeship course?	

For Higher or Degree Apprenticeship proposals only

Higher or Degree Apprenticeship standard:	n/a
Recruitment, Selection and Admission process:	n/a
End Point Assessment Organisation(s):	n/a

SECTION 2: THE COURSE

A. Aims of the Course

The Kingston Doctor of Business Administration (DBA) is a research degree that meets the educational objectives outlined in the QAA Descriptors for Qualifications at Doctoral Level (2001). The DBA is a research degree, but has an element that is structured or 'taught' and can be categorised as a Professional Doctorate. As a professional doctorate, the DBA aims to promote critical self-reflection in the context of staged and structured learning experiences. Relevance and academic rigour will be achieved through an optimum combination of taught, supervised and cohort experience, culminating in a substantial piece of research in the form of a thesis that makes a contribution to knowledge and demonstrates relevance to their specific professional domain. The first stage of the DBA consists of an MSc in Management and Business Studies Research which provides a grounding in research methods. This is followed by the thesis stage which operates under similar regulations as the PhD. The research students are registered for the DBA and on successful completion of the first two years they receive the award of the MSc in Management and Business Studies Research.

The DBA is a practice-focussed doctorate. As such, it both draws on and contributes to the research activity and research culture of Kingston Business School, Faculty of Business and Social Sciences.

The primary aim of the DBA is to offer experienced professionals in business and management, and in relevant fields related to business, the opportunity to pursue doctoral level study of relevance to their roles and contexts. The aims of the programme are to:

- promote relevant knowledge of business at high levels of critical understanding and application
- provide opportunity for considerable personal development, such that the participant achieves a greater level of effectiveness as a professional practitioner
- provide opportunities for professionals to study, at an advanced level, the methodologies and epistemologies within business and management research
- enable and support professionals to undertake a substantial piece of relevant and focused research that creates new knowledge and contributes to the corpus of knowledge which can be applied in their field
- provide opportunities for research associates to bridge the gap between theory and practice by undertaking research that has implications for professionals.

B. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced to the QAA subject benchmarks for Business and Management, QAA Descriptors for Qualifications at Doctoral level (2001) and the Framework for Higher Education Qualifications in England, Wales and Northern Ireland (2008), and relate to the typical student.

The programme learning outcomes are the high-level learning outcomes that will have been achieved by all students receiving this award. They must align to the levels set out in the [‘Sector Recognised Standards in England’](#) (OFS 2022).

Programme Learning Outcomes					
	Knowledge and Understanding		Intellectual Skills		Subject Practical Skills
	On completion of the course students will be able to:		On completion of the course students will be able to		On completion of the course students will be able to
A7	an ability to analyse and manage the implications of ethical dilemmas in research design and application.	B7	demonstrate the capacity to apply professionally relevant knowledge at the 'cutting edge' of their field in the investigation of business practice;	C6	bridge the gap between theoretical knowledge and practical implementation of that knowledge within business and management settings;
A6	demonstrate command of relevant knowledge at the 'cutting edge' of their profession or field and the capacity to apply this knowledge in the investigation of business practice	B6	make informed judgements on complex issues in professional or business environments, often in the absence of complete data;	C5	generate, plan, validate, execute, report, and evaluate a substantial research project which is professionally relevant and creates new knowledge
A4	appreciate the practical implications of management research activities	B5	synthesise new approaches to business and management practice in a manner that will contribute to the methodology or understanding of their discipline;	C4	follow good practice in implementing methods of data collection and analysis.
A3	use a variety of techniques of data collection and analysis for both quantifiable and non-quantifiable forms of data	B2	analyse and solve complex problems	C3	conduct analysis of data using appropriate methods and present the results of the analysis to others
A2	demonstrate knowledge of issues concerning knowledge acquisition and dissemination in management and business studies including the ability to evaluate existing research critically and to design and implement their own programme of research	B3	organise and synthesise complex information	C2	identify appropriate research methods for a chosen research topic

A1	demonstrate understanding of different ontological and epistemological perspectives in management and business research, and the value of different perspectives	B1	think in a critically reflective and creative manner	C1	critique research literature in a chosen field
A5	demonstrate an ability to work with theoretical/research knowledge at the forefront of the discipline at peer reviewed/publication standards	B4	produce and justify a coherent and practicable plan for a DBA thesis which identifies a contribution to both theory and to practice	C7	act professionally and largely autonomously and with initiative in complex and unpredictable situations

In addition to the programme learning outcomes, the programme of study defined in this programme specification will allow students to develop the following range of Graduate Attributes:

1. Creative Problem Solving
2. Digital Competency
3. Enterprise
4. Questioning Mindset
5. Adaptability
6. Empathy
7. Collaboration
8. Resilience
9. Self-Awareness

C. Outline Programme Structure

This programme is offered in part-time mode, and leads to the award of DBA. The Kingston DBA is a research degree that is modular in structure. Professional doctorates have 540 credits, 180 of which may be at level 7 with a minimum of 360 at level 8.

There are two stages in the Kingston DBA which has been designed to incorporate the MSc in Management and Business Studies Research, attracting 180 level 7 credits, as the first stage of the programme (please see the Programme Specification document for the MSc in Management and Business Studies Research for detail of the programme structure).

The second stage of the programme attracts 375 level 8 credits and entails completion of an independent research programme leading to the submission and examination of a thesis that

provides a distinct and original contribution to knowledge, scholarship and professional practice accompanied by completion of a personal and professional development programme and submission of a professional development portfolio.

Progression from Stage One to Stage Two is governed by the *Regulations for the Award of Doctor of Business Administration, 2004*.

In order to progress from Stage One of the DBA to Stage Two students must fulfil the requirements for the award of the MSc Management and Business Studies Research and receive a mark of 60% or higher for the DBA proposal

Doctor Business Administration

Level 7							
Doctor Business Administration							
Core modules	Module code	Credit Value	Level	Teaching Block	Pre-requisites	Full Time	Part Time
DBA Proposal	BQ7806	60	7	1			1
Foundations of Management and Business Research	BQ7808	30	7	1			1
Personal and Professional Development	BQ7810	30	7	1			1

Qualitative Research Methods	BQ781 1	30	7	1			1
Quantitative Research Methods	BQ781 2	30	7	1			1
Optional Modules							

Level 7 information

This programme is offered in part-time mode, and leads to the award of Doctor of Business Administration. Entry is normally at level 7 or equivalent qualifications (See section D). Intake is normally in September.

D. Principles of Teaching, Learning and Assessment

This programme is designed to meet the aims and objectives of a professional doctorate and the teaching methods used, and learning strategies developed, ensure that they facilitate achievement of the overall aims and objectives of the programme. The programme as a whole embraces the notion of progressive focusing, in managed incremental ways, of the learning experience within and through the elements of the programme. This fosters the development of the skills and competencies mapped carefully against those needed in order to achieve the qualification of Doctor of Business Administration.

The teaching and learning strategies are designed to facilitate the process of researching within a business and/or management context, with increasing confidence, through theoretically informed contextualising debate upon business and professional issues and research methodologies.

The structured initial parts of the programme are designed to help the research students become familiar and able to cope with the demands of the programme and lead to a more independent mode of study. This is essential for the independent research project leading to the submission and examination of a thesis that provides a distinct and original contribution to knowledge and practice.

Research associates on this programme vary in background and experience and include mature adults at mid-career and later stages of their lives having a wide range of professional, business and management experience. It is important that suitable teaching methods and approaches are used to cater for the variety of needs. The teaching and learning strategies adopted, for the various elements of the programme, are designed to meet the specific objectives of each element. Details of the learning and teaching strategies adopted in the MSc Management and Business Studies Research are detailed in that programme's specification document and are congruent with the learning and teaching strategies of the DBA. As a general rule, these will involve the tutor leading the structured sessions, acting as a facilitator and manager of learning and knowledge, as distinct from being an authoritative expert and arbiter. Study groups (initially formed for the MSc MBSR) to foster mutual support and learning will be continued throughout the DBA. The Canvas Learning Management System will also be used to support all aspects of the programme in addition to face-to-face interactions with staff and other associates.

Professional Development (PD) is an integral component of the Kingston DBA. The PD programme places significant emphasis on the attainment of appropriate skills by the associates, matched to their own needs and capabilities. During the intensive induction programme, each research associate develops a PD Target Plan. This is achieved with the support of a PD mentor who will advise and provide guidance on the development of the Plan, which will identify the way each element of the programme is linked with the associate's personal development. It will take into account entry-level evidence and set

out specific targets and means by which achievement can be evaluated. PD sessions and the mentor will be used to support the research associates through both the structured and later stages of the programme. The associates are required to compile a PD Log demonstrating how these objectives have been met, and the mentor will again provide advice and guidance. The PD will contribute to the development of the PD Portfolio submitted with the DBA thesis. The PD portfolio will contain both critically reflective commentary on the associate's learning and development and demonstrate the contribution of the DBA to professional development. The DBA thesis will be approximately 50,000 words in length and is assessed by a viva voce examination (under the same regulations as a PhD viva).

The Kingston University Postgraduate Researcher Handbook gives guidance regarding the minimum expected standards of good practice in supervision which will be adhered to as will University requirements regarding the composition of supervisory teams. Specifically, each student will have at least two supervisors, one of whom must have successfully supervised a doctoral student to completion.

E. Support for Students and their Learning

Students are supported by:

A supervisory team of at least two supervisors: one Director of Studies and a second supervisor

PD mentor

The Director of Doctoral Programmes

The Doctoral Programmes Co-ordinator

The Graduate Research School

DBA students also have access to the Business School's dedicated doctoral students' office and

Canvas (the University's Virtual Learning Environment).

F. Ensuring and Enhancing the Quality of the Course

The University has several methods for evaluating and improving the quality and standards of its provision. These include:

- External examiners (for both the programme and for each viva)
- Student representation on the Faculty Research Degree Committee
- Annual review and development
- Periodic review undertaken at the subject level
- Student evaluation

G. Employability and work-based learning

DBA students are part time and (usually) in full-time employment in senior management or professional roles. Hence, employability in this context can be taken to refer to career and personal development. The practice focus of a DBA builds personal/career development into the programme, in particular in the PD element of both the MSc MBSR and the DBA thesis.

The career destinations of programme graduates are diverse. Some graduates of the programme have used the DBA to change the direction of their careers and have moved into roles in consulting (including some who set up their own consultancies), in business development / business mentoring roles and in academia, both in the UK and overseas.

Other graduates of the programme have used the DBA to develop further careers in their industries (including some who now hold senior level positions in multinational companies).

Work-based learning, including sandwich courses and higher or degree apprenticeships

n/a

H. Other sources of information that you may wish to consult

Kingston University Postgraduate Researcher Handbook

I. Development of Course Learning Outcomes in Modules

This table maps where course learning outcomes are **summatively** assessed across the modules for this course. It provides an aid to academic staff in understanding how individual modules contribute to the course aims, a means to help students monitor their own learning, personal and professional development as the course progresses and a checklist for quality assurance purposes.

Module Code		Level 7				
		BQ7808	BQ7811	BQ7812	BQ7810	BQ7806
Knowledge & Understanding	A7					
	A6					
	A4					
	A3					
	A2					
	A1					
	A5					
Intellectual Skills	B7					
	B6					
	B5					
	B2					
	B3					
	B1					
	B4					
Practical Skills	C6					
	C5					
	C4					
	C3					

	C2					
	C1					
	C7					

Students will be provided with formative assessment opportunities throughout the course to practise and develop their proficiency in the range of assessment methods utilised.