Doctor of Management Course Handbook

This programme is for senior managers who are already very experienced, but who desire to develop in-depth knowledge of their own practice and the organisations that they manage — not in general, but specific to their ongoing concerns. The programme will be demanding and will require the support of your organisation. However, the rewards will be significant, both in personal growth and in value added to your organisation.

Doctor of Management vs a typical PhD and a typical DBA

<table>
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<th>PhD “A research degree”</th>
<th>DBA “A practice-oriented degree”</th>
<th>Doctor of Management “A practice-oriented research degree”</th>
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<td><strong>Degree aims</strong></td>
<td>To contribute to the body of academic literature and theory in your discipline</td>
<td>To contribute to your profession, community, and practice in the relevant area of focus</td>
<td>To contribute both to the academic discipline and the practice within your organisation</td>
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<td><strong>Research focus/project</strong></td>
<td>Research is focused on key questions within the academic discipline</td>
<td>A combination of coursework and research, which is limited in scope and is practitioner focused</td>
<td>Research contributes to the discipline and is focused on problems relevant to practice</td>
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<td><strong>Research process</strong></td>
<td>A supervisor guides you to become an expert in research practice</td>
<td>A supervisor guides you to produce research appropriate to the needs of your practice</td>
<td>You and your supervisor co-create research as part of a research-practitioner community</td>
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<td><strong>Career outcomes</strong></td>
<td>To become a professional research practitioner (often as an academic)</td>
<td>To become a more professional practitioner</td>
<td>To become a research-oriented practitioner who can bridge theory and practice</td>
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**PhD** studies tend to be oriented towards contributing to the theoretical work (academic literature) in the chosen discipline or sub discipline. This is achieved through extensive engagement with the theory, as well as training in a variety of research methods. The work is done under the supervision of a supervisor who guides you to become an independent expert in research practice. PhD students intend to become academics (or professional research practitioners) themselves.

**A DBA** is very different from a PhD. The aim of the DBA is to contribute to practice and to develop professional practitioners. The DBA normally consists of a combination of coursework and a research project that is limited in scope, and focused on improving practice. The research project is completed under the supervision of a supervisor. Engagement with theory and methods are limited to those which are appropriate for your project. DBA students tend to want to become more informed and professional by incorporating their research insights into their own or organisational practice.

The **Doctor of Management** aims to create research that is academically rigorous and practically relevant. It aims to contribute both to the discipline and to practice. This is achieved by a different research process called co-creation. Academics are expert research
practitioners. Doctor of Management participants are expert organisational practitioners. These two practitioner communities bring their different expertise to bear on relevant and important organisational issues to co-produce research. Doctor of Management participants appreciate the importance of research and aim to contribute to their own organisation, and the academic discipline, by acting as a bridge between theory and practice. The research relationship is typically seen as a long-term investment for both communities.

Every year has four major events:

- The first residential visit (five days of intensive workshop and seminar activity)
- The second residential (five days of intensive workshop and seminar activity)
- The writing retreat (five days onsite, or offsite)
- The panel review (where progress is assessed, and progression decisions are made)

**Learning between residential visits**

Between residential visits, you will have fortnightly tutorial meetings with your supervisor. This could be face-to-face or, more likely, via Skype. In addition, you will be using a student-led online community, where you can interact and share experiences with other students.

Your supervisor will also visit your organisation once or twice a year to observe you carrying out research.
Annual review and progression

You will be subject to an annual review where a significant piece of your writing will be assessed by a review panel consisting of your supervisor and two other members of staff. The aim of this meeting will not only be to evaluate your progress, but will also help you to reflect on and learn from practice. You will be given detailed feedback and, if satisfactory, you will progress to the next academic year. If it is deemed unsatisfactory, you can resubmit the writing once more.

It may, providing sufficient credits have been gained to exit the programme earlier, for example:

- After successfully completing the first year, you may be able to exit with a PG Certificate in the Research of Management Practice.
- After the second year, you may be able to exit with a PG Diploma in the Research of Management Practice.
- After the third year, you may be able to exit with a Masters degree in the Research of Management Practice.

Awarding of the final doctorate

Your doctoral thesis should make a distinct contribution to the discipline, especially with regard to practice. The quality of the work must be sufficiently rigorous and relevant that it can be presented at refereed international conferences (such as the Academy of Management Conference).

The thesis will be examined by *viva voce* and will be publically defended. There will be two external examiners, one of whom will be a senior practitioner. The academic examiners will make the final judgement in consultation with the practitioner.
Year 1

Introduction to Researching Management Practice

The First Residential – Locating a field of study (5th – 9th February 2018)

In this five-day residential visit, you will be introduced to a broad range of theoretical perspectives and thematic approaches within the management field. It will be done through workshops and seminars.

The supervisors will outline some of the significant debates, competing theories, and main authors in their particular fields of research. You will present your organisation as a case study to the supervisors and other students, outlining your role in the organisation and the key issues that you are facing, as well as what you are interested in researching. Through this sharing, you will identify overlaps in interests and form supervisor/student pairs.

The Second Residential – Learning about methods (2nd – 6th July 2018)

In this five-day visit, you will be introduced to the research methods and approaches which the academics use in their own research practice, as well as some of the alternatives available. This will be done through a variety of workshops and seminars.

The supervisors will also outline some of the issues relating to their research practice — in terms of methodology — and how they have dealt with these in the past. You will present a preliminary research proposal indicating what you want to research, what methods you want to use, and how you might actually carry out the research.

The writing retreat (15th – 19th October 2018)

Each year will be completed by a significant piece of writing. The writing project for the first year will be a literature review of a chosen field of study, with a relevant discussion of research methods, as well as a preliminary plan for the first research project (20,000 words). Success in the writing project is a condition for progressing to the next year of the course. The writing will be evaluated by a panel of supervisors, supported by an external.

Review Panel will take place on 10th December 2018.
Year 2

Researching Management and Organisational Practice

The First Residential – Setting up the first research project

In this five-day residential visit, academic staff will discuss a typical research project, as well as explaining how research papers are typically structured and presented for publication.

You will then develop a plan for the first research project, together with your supervisor. The emphasis will be on the fieldwork to be carried out before the next residential visit, setting up the project, the data collection methods that will be used, and research ethics. Practical issues such as organising and coding data will also be considered.

The Second Residential – Developing the analysis

You will arrive at the second five-day residential visit with a set of data collected according to your research plan. The emphasis of this residential will be on sharing and practising data analysis and looking at different ways the data and analysis might be presented. Any further data collection that might be required will also be identified.

The writing retreat

The writing retreat of year two will be focused on developing the first draft of a research paper (15,000 words). Success in developing the first research paper is a condition for progressing to the third year. The panel reviewing the work will not only judge the work, but also help the student to reflect and learn from the first research project, in order to help shape and execute the second.
Years 3 and 4

Researching Management and Organisational Practice

Years three and four will be similar to year two in terms of their general structure. The purpose will be to plan and execute two more research projects that will culminate in two new research papers. However, there is an expectation that you will learn from your experience and from reflecting on your practice, and that your research papers will become more sophisticated.

The three research papers will all be based around your own organisation and will be related in thematic and theoretical focus (for example, gender in leadership, work-life balance, strategic practices, decision-making approaches, technologically mediated change, and so forth). They may follow each other around the same focus, or they may be about the same issue but treated differently.

The five-day writing retreat will be focused on developing, and learning from, the research papers that will be incorporated into the final doctoral thesis.
Year 5

Doctor of Management Thesis

This will be the thesis write-up year and entails bringing together the various elements of the thesis (literature review, research methods and three research papers) together into a coherent whole, with a discussion and conclusions. Since you will now be much more accomplished, you may want to review or revise some of the work you produced in earlier years. You will examine the implications your findings have for the way in which your organisation works.

Although the three papers will typically be interrelated and focused on the same topic area, they will all need to be sufficiently distinct in order to constitute different contributions in their own right.

The final dissertation will consist of a document that will contain:

- An introduction situating the research
- A discussion of the research methodology and approach used
- The three distinct research papers
- A concluding discussion with implications for practice. The length will typically be 70,000 to 80,000 words