

APPENDIX

PROGRAMME SPECIFICATION DOCTOR OF BUSINESS ADMINISTRATION



1. Programme title	Doctor of Business Administration (DBA)
2. Awarding institution	Middlesex University, London
3. Teaching institution	KMU Akademie & Management AG
4. Programme accredited by	Middlesex University
5. Final qualification	Doctor of Business Administration (DBA)
6. Academic year	2023-2024
7. Language of study	English
8. Mode of study	Part-time, Distance Learning

9. Criteria for admission to the programme

Applicants possess significant professional experience (at a senior level; 5 years), and a master's, "Diplom" or "Magister" degree (300 ECTS) or equivalent obtained from a recognised domestic or international higher education institution.

As a further prerequisite for admission to the programme, agreement to supervise the applicant is required by a Supervisor (holding a *habilitation* or doctoral degree) jointly registered by KMU Akademie and Middlesex University. In addition, applicants will normally be employed in a senior management role and submit an outline of their proposed research project as part of their application for the programme.

If English is not the applicant's first language, test results to prove that their command of English is at least CEFR reference level C1 (= IELTS 7.0 or higher) are required.

10. Aims of the programme

The DBA Programme focuses to a significant degree on research issues and methods relevant to the professional practice and interests of its students, their organisation, community of practice or professional field. In particular, the programme aims to provide experienced professionals in senior management positions to gain deeper and critical insight into their own and others' professional practices and concerns in areas such as:

Finance, Energy Management, Environmental Management, Health Management, Logistics, Sport Management, Communication Management, Small and Medium Enterprises, Real Estate Management, Tourism Management, Corporate Social Responsibility, Educational Management, Banking and Insurance, Consultancy, Corporate Restructuring, Business and Taxation Law, Public Administration and Management, and Sustainability Management.

In order to be awarded the doctoral degree, students are expected to undertake and complete high-level, leading-edge practice-focused research designed to advance the interests of an organisation, profession, industry or community. The quality of the thesis is expected to be of a standard that it is worthy of publication in full or in an abridged form. As a further requirement for the award, students

will demonstrate evidence of their abilities to engage in self-directed research and, through applying established research ethics principles, manage a practice-focused research project. Finally, to successfully complete the programme, the oral presentation of the thesis and a viva voce must be passed.

The Doctor of Business Administration degree (DBA/Dr) will be awarded to students who

- demonstrate a systematic understanding of a field of study and mastery of the skills and methods of research associated with that field;
- demonstrate advanced conceptual understanding, often of an interdisciplinary nature, that enables students to evaluate critically advanced professional knowledge in their area of study, develop advanced critiques of relevant epistemologies and methodologies, and, where appropriate, propose new approaches;
- conceptualise, design and implement a practice-focused research project of use for the generation of new knowledge, applications or understanding at the forefront of a professional area or industry, and to adjust the project design in the light of unforeseen problems or opportunities and, observing the principles of good academic practice, conduct a substantial process of research with scholarly integrity;
- translate the principles of research ethics into their research design and, in particular, demonstrate critical awareness of the specific ethical issues involved in practice-focused research (due to the setting of the research and the nature of the relationship with the participants involved in the research).
- create and interpret new knowledge which significantly impacts on a field of professional practice through original research or other advanced scholarship, of a quality to satisfy peer review, which extends the forefront of the professional area or industry and merits publication;
- are capable of critical analysis, evaluation and synthesis of new and complex ideas;
- can communicate with their peers, the larger scholarly community and with society in general about their areas of expertise;
- are able to promote, within academic and professional contexts, technological, social or cultural advancement in a knowledge-based society;
- can demonstrate the potential usefulness of their practice-focused project to specific audience(s).

Target audience

Primarily, suitably qualified professional practitioners in management positions within business and public-sector organisations, who wish to engage in doctoral studies in order to enhance their professional capabilities through developing specialist knowledge and skills for practice-focused research in their professional area or industry.

11. Programme outcomes

A. Knowledge and understanding

The 'subject' studied, leading to an increase in knowledge and understanding, is the students' own professional practice or context, and field of expertise.

Teaching/learning methods

All teaching/learning methods relate to all the programme outcomes (knowledge and understanding; cognitive skills; practical skills) because the practice-focused nature of the

At level 8 (phases 1 and 2), students will: A1 be able to provide evidence of great depth and range of knowledge in a complex area, including relevant approaches to leadership in business organisations, and of current work at the leading edge of practice which is underpinned by theoretical understanding. A2 be able to demonstrate effective and critical selection, combination and use of research and development methods. They will be able to develop new approaches in new situations and contribute to the development of practice-focused methodology. A3 have awareness of the ethical dilemmas and conflicting values which may arise in professional practice and practice-focused research. They will be able to formulate solutions in dialogue with superiors, peers, clients, mentors, research participants and others. A4 be able to reflect on the way in which Phase 1 study activities enhanced their research project.	programme requires the integration of knowledge, thinking and practice. • Tutor-led Research Methods sessions taught/studied as compulsory elements of the programme • Feedback on drafts of work from the student's supervisor(s) normally via e-mail, Skype or virtual classroom • Collaboration with fellow students through the KMUnity platform which can be used for peer support • Regular supervisory meetings (normally provided online) to discuss progress on project and understanding of relevant research methodology • Self-directed learning facilitated by e-learning environment • Consultation with senior practitioners/academics in the field through networking activities • Collaborative engagement with communities of practice that are appropriate to the student's field of study • Undertaking a literature review and integrating extensive pre-understanding of the literature into ongoing reflective analyses. Assessment comprises: • Extended Research Proposal (EXRP) • Proposed Programme of Research (PPOR); oral presentation and viva voce • Thesis (THESIS); oral presentation and viva voce
B. Cognitive (thinking) Capabilities In addition to the distinctive subject matter of the students' own professional practice or context, students also demonstrate generic intellectual capabilities on successful completion of their programme. At level 8 (phases 1 + 2) students will	Teaching/learning methods All teaching/learning methods relate to all the programme outcomes (knowledge and understanding; cognitive skills; practical skills) because the practice-focused nature of the programme requires the integration of knowledge, thinking and practice.

B1 be able to analyse and synthesise complex and possibly conflicting ideas and information in order to redefine knowledge and develop new approaches. B2 be able to provide evidence that they have worked with 'critical communities' through whom a new or modified paradigm is established. They will habitually reflect on their own and others' practice so that self-appraisal and reflective enquiry become intertwined, thereby improving their own and others' action. Since Level 8 projects tend to be conducted over four years or more, students need to engage in an iterative process of reflection and self-appraisal throughout this period to ensure that their original project plans remain viable. B3 be autonomous in managing their own learning, make professional use of others in support of self-directed learning and are fully aware of the wider implications of their study. B4 be able to independently evaluate/argue a complex position concerning alternative approaches, accurately assess/report on own and others' work, and can critique and justify evaluations as constituting bases for improvement in practice.	• Tutor-led Research Methods taught/studied as compulsory elements of the programme • Feedback on drafts of work from the student's supervisor(s), normally via e-mail, Skype or virtual classroom • Collaboration with fellow students through the KMUnity platform which can be used for peer support • Regular supervisory meetings (normally provided online) to discuss progress on project and understanding of relevant research methodology • Self-directed learning facilitated by e-learning environment • Consultation with senior practitioners/academics in the field through networking activities • Collaborative engagement with communities of practice that are appropriate to the student's field of study • Undertaking a literature review and integrating extensive pre-understanding of the literature into ongoing reflective analyses. Assessment comprises: • Extended Research Proposal (EXRP) • Proposed Programme of Research (PPOR); oral presentation and viva voce • Thesis (THESIS); oral presentation and viva voce
C. Practical Skills Students also demonstrate generic practice-focused skills on completion of their programme. At level 8 (phases 1 + 2) students will: C1 be able to take into account complex, unpredictable, specialised contexts, requiring innovative approaches, which will involve exploring current limits of knowledge and, in particular, interdisciplinary approaches and understanding. They will be able to translate and	Teaching/learning methods All teaching/learning methods relate to all the programme outcomes (knowledge and understanding; cognitive skills; practical skills) because the practice-focused nature of the programme requires the integration of knowledge, thinking and practice. • Tutor-led Research Methods module taught/studied as compulsory elements of the programme

disseminate theoretical knowledge into workable frameworks and/or models for practice. C2 be able to use resources effectively in ways that are wide-ranging, complex and likely to impact upon the work of others. C3 be able to engage in full professional and academic communication with others in their field and place of work and give papers/presentations to ‘critical communities’ for developmental purposes. Since DBA projects are normally about organisational change or developments in practice, discussion and dissemination to a range of audiences are frequently a critical aspect of them. C4 have autonomy within bounds of professional practice or context with a high level of responsibility for self and others. They will develop further their leadership skills and be able to provide leadership as necessary and maintain academic and professional integrity.	• Feedback on drafts of work from the student’s supervisor(s), normally via e-mail, Skype or virtual classroom • Close collaboration with fellow students through the KMUnity platform which can be used for peer support and joint projects • Regular supervisory meetings (normally provided online) to discuss progress on project and understanding of relevant research methodology • Self-directed learning facilitated by e-learning environment • Consultation with senior practitioners/academics in the field through networking activities • Collaborative engagement with communities of practice that are appropriate to the student’s field of study • Undertaking a literature review and integrating extensive pre-understanding of the literature into ongoing reflective analyses. Assessment comprises: • Extended Research Proposal (EXRP) • Proposed Programme of Research (PPOR); oral presentation and viva voce • Thesis (THESIS); oral presentation and viva voce
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12. Programme structure (levels, assignments, credits and progression requirements)		
12.1 Overall structure of the programme		
Key features of the DBA Programme are:		
• distance education mode and study on a part-time basis • structured nature of the programme enables students to evaluate their progress and helps them to ensure they are keeping on track to complete their programme within the timeframe • flexible supervision and assessment arrangements with student's supervisor(s) through the use of online technology • flexible programme duration, to accommodate students' professional commitments. Typically, the programme takes 10 to 12 semesters. The minimum duration of study is four years (48 months/8 semesters), the maximum duration is seven years (84 months/14 semesters). One semester is equivalent to six months. • compulsory final project (thesis) focused on achieving major change in student's organisation, community of practice and/or profession.		
12.2 Assignments and credit ratings (all modules are Level 8)		
EXRP	Extended Research Proposal	
PPOR	Proposed Programme of Research; oral presentation and viva voce	
THESIS	Thesis; oral presentation and viva voce	
	180 ECTS (360 MU Credits)	
13. A curriculum map relating learning outcomes to modules		
See relevant handbook.		
14. Information about assessment regulations		
See relevant handbook and course regulations.		
15. Placement opportunities, requirements and support (if applicable)		
Not applicable		
16. Future careers (if applicable)		
The DBA Programme has been designed to provide graduates with a strong foundation for further career development in their organisations and professions. Graduates are likely to continue in their current organisational roles, move up the career ladder in their current organisations, or move on to more senior and challenging positions in other organisations. KMU Akademie can support its graduates' career development through links with collaborative partners and its network of relevant organisations, including its own alumni organisation.		
17. Particular support for learning (if applicable)		
To support students in their learning and research on the programme, they have access to KMU Akademie's e-library. In addition, students can access a number of Middlesex University's Library resources (Business Source Complete and Emerald electronic databases). As KMU Akademie distance education students, they may also use university (and other public) libraries in their country.		

Books and journal articles which are not available in a particular university's library can be requested by inter-library loan at no or low cost (normally within a few days). Details and information about the use of search engines for books are provided on KMUnity.

Students' learning in their assignments and communication with staff and peers, as well as project supervision by their supervisors is supported through online technology, including the KMUnity online-campus and KMU Akademie's virtual classroom.

To help students enhance their skills with regard to advanced literature searching, critical literature appraisal, research methods, research design, research ethics, academic integrity, research dissemination and writing and editing assignments (including the thesis), assistance and support are available in the form of online lectures, presentations and tutorials (with Supervisory Team) and materials that can be accessed at KMUnity.

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the student programme handbook and the University Regulations.