

DOCTOR OF BUSINESS ADMINISTRATION



**Shaping the world
through in-depth research.**



Henley
Business School

UNIVERSITY OF READING

Where business comes to life



“ The DBA helped me to better internalise the dynamics of M&A and growth strategies. During the entire study, I was able to publish more than 12 papers in Germany and in the UK, which was possible due to strong supervision and mentorship by faculty members and staff. Henley is a world-class business school and I am very proud to have accomplished my DBA study. ”

Dr Noah M. Farhadi,
Global Strategy & Growth Professional

Harnessing the power of research

Research is a vital component of Henley Business School's reputation for challenging the future environment of organisations and society. It is what keeps us at the forefront of knowledge creation and ensures that individuals and groups have the knowledge and capacity to change positively the way that we work and identify what contribution business can make.

We attract experienced and motivated individuals to undertake significant research that shapes organisational thinking and provides new and unique knowledge in an increasingly complex business environment.

We are home to some of the world's most distinguished research-led academics and some of the most innovative, practically-oriented thought leaders.

Our work generates pioneering research, valuable knowledge and leading insights into the rapidly evolving world of modern business. We provide an outstanding environment for individuals looking to further their academic and professional careers through doctoral study.

We are ranked in the top 10% for internationally excellent and world-leading research* and we have produced many Doctor of Business Administration (DBA) graduates over our long history.

Through academically rigorous DBA and PhD programmes we provide the range of opportunities and the outstanding environment that stimulates the production of world-class research.

Research Associates take part in a wide range of conferences and events, networking with like-minded researchers and acquiring the advanced insights provided by our own faculty members and our guest lecturers.

Our expertise extends across virtually all areas within business and management education and research – from leadership to marketing, international business to real estate and planning, HR to finance and economics, reputation management to corporate governance, and emerging markets to organisational behaviour.

Our teaching, learning and research align through a unique synthesis of research divisions which include:

- Business Informatics, Systems & Accounting
- Finance at the ICMA Centre
- International Business & Strategy
- Leadership, Organisations & Behaviour
- Marketing & Reputation
- Real Estate & Planning.

Each of these, have a number of academic and applied research centres and knowledge hubs. For further information please see henley.ac.uk/research

*2014 Research Excellence Framework (REF)



Introducing our DBA

Since 2009, the Henley MSc/DBA has enjoyed an academic relationship with the Rotman School of Management at the University of Toronto.

A number of Research Associates join the Henley programme from Rotman each year. This also provides benefits to Henley-based candidates as three of the four workshops per cohort are offered in parallel in Toronto. All Research Associates have a choice of attending workshops at Henley or at Rotman and all graduates achieve a Henley degree.

The Henley DBA is your opportunity to develop advanced research capabilities and analytical thinking. Through a rigorous learning process, you will acquire the skills to make an impact, not just on your organisation, but also in the wider arena of contemporary business theory. It is practice-based, challenging and highly rewarding.

The Henley Doctor of Business Administration (DBA) is a professional part-time doctoral degree with international scope and reputation. Comprising two linked stages of study over a period of around five and a half years, it equips you with a profound knowledge of advanced research skills and the ability to apply them to real and complex business issues. The programme is designed to enhance your research and personal skills and make a real impact on your organisation and your career.

WHY HENLEY?

We have an impressive record in providing doctoral programmes at Henley. We launched the DBA in 1992 and now have graduates from more than 30 countries around the world.

Henley's DBA is one of only nine DBA programmes worldwide to be triple-accredited by AMBA, EQUIS and AACSB.

WHO SHOULD CONSIDER A DBA?

The programme is designed for experienced senior executives, consultants, management educators and business school academics. A DBA from Henley enhances your professional capability and credibility, helping you to develop networks and provide a firm foundation for career advancement.

For employers, supporting candidates for the DBA helps attract, develop and retain key talent. Plus, it enhances employee skills and builds knowledge for competitive advantage.

THE IMPACT OF THE DBA

Henley DBA graduates develop a base of knowledge that enables them to create or influence new processes, make cultural or geographical impact and influence changes in policy and behaviour. The vital element of practice application ensures that the degree fulfils the dual requirements of rigour and relevance.

“When I was running a small business in a fast-developing country and a consultant to cross-national and listed companies, I long nursed the desire to spend time in a quality, adult learning environment. The Henley community is a friendly and supportive one, the physical surrounds are highly conducive to reflection, study and research, and the demands of academic rigour, while ever present, were never intrusive. There was no better place for me.”

Dr Millicent Danker
 Founder, Perception Management
 International Group Kuala Lumpur, Malaysia



TÓRHEÐIN JÓNSVEINSSON JENSEN, HENLEY MSc/DBA RESEARCH ASSOCIATE AND ADMINISTRATION MANAGER, VARDIN



MAZEN HAKIM, GENERAL MANAGER, EZ ORDER SAL, BEIRUT

Programme structure

Henley's DBA is a part-time degree programme comprised of two distinct, yet linked, stages. In the first stage, you will develop the necessary knowledge and skills for research on a programme leading to the award of an MSc in Business and Management Research. You may then progress to the DBA stage, which focuses on primary research and the development of skills in the application of research.

STAGE 1: MSc IN BUSINESS AND MANAGEMENT RESEARCH

In line with all doctoral programmes, you will begin your journey by developing your research knowledge and skills. At Henley, you work towards an additional qualification whilst you undertake this part of your development. So, unless you already have an equivalent qualification, all Programme Members will complete the MSc in Business and Management Research. This is a qualification in its own right and may also be completed by those who do not wish to progress to doctoral study. The programme provides a thorough grounding in research methodology and techniques.

You will be preparing and developing your ideas and proposals for your own research – through teaching inputs and structured assessment – and also developing your competence to undertake research. Since this is a part-time programme, Stage 1 is scheduled over 18 months, with four one-week compulsory workshops covering:

- Introduction to research
- Research methodology
- Qualitative research methods
- Quantitative research methods.

This stage also includes research colloquia and other optional seminars. Your MSc will culminate in the development of a research proposal, providing the platform for developing research in the DBA stage.

STAGE 2: DBA

Your DBA stage will focus primarily on independent research, with the support of supervisors and including attendance at research colloquia. You will prepare your doctoral thesis, which will be examined by internal and external experts in the field.

The DBA stage will enhance your personal development and research application skills. You will complete several development targets in order to complete this part of the programme.

Due to the part-time delivery mode of the DBA programme, you would expect to spend four years on this stage, with a minimum of three years in exceptional circumstances.

The Henley DBA will enable you to:

- Develop a sound understanding of the relevant conceptual and theoretical underpinnings of your chosen area of research into business and management
- Have a detailed understanding of applicable techniques for research and advanced academic and management enquiry
- Create and interpret knowledge through original research
- Enhance both your performance as a reflective practitioner and your professional practice
- Increase your research skills and undergo personal development to give you the capabilities to undertake rigorous doctoral-level research at that contributes to theory and practice in business and management.

Sponsoring organisations will also benefit from the advanced research capabilities, analytical thinking, knowledge development and enhanced professional competencies that you will bring back to your role.



Programme assessment

STAGE 1: MSc IN BUSINESS AND MANAGEMENT RESEARCH

Your MSc will promote the development of a deep knowledge of the research process and a broad understanding of the available range of research methodologies. As you progress through the MSc, you will also be developing your research questions, broadening your knowledge of the literature in the area you intend to research, and selecting the appropriate methodology and methods. You'll finally arrive at a detailed research proposal.

The assessed components of the MSc are:

- Research outline interview: further develops your research ideas
- Working paper: a scoping literature review of a selected area
- Research development target: a critique of a selected research methodology and one other research target linked to your particular needs
- A personal development task which supports your transition from experienced practitioner to blended research/practitioner.

- Thesis critique: an evaluation of an existing doctoral thesis
- Qualitative data analysis assignment
- Quantitative data analysis assignment
- Pilot study: a report on a study involving a pilot collection of data
- Research Proposal - a detailed proposal, including literature review, methodology and preliminary data analysis.

STAGE 2: DBA

Your DBA stage has two assessed components relating to the completion of a research thesis and the development of competences relevant to the application of this research:

- Review of your personal development
- Doctoral thesis which is defended at a Viva Voce examination.

PHD OPPORTUNITIES AT HENLEY BUSINESS SCHOOL

The DBA is a part-time study programme. For those who want a full-time study programme, they should consider a PhD.

At Henley Business School we welcome high-calibre PhD candidates from more than 50 countries.

Typically a three-year full-time programme, our participants engage with world-renowned academics on cutting-edge research and participate in leading international conferences and events.

For further information on PhD opportunities at Henley Business School please visit our website: henley.ac.uk

“It's the quality of our applied research training and our international focus that makes the Henley DBA a truly outstanding experience.”

Professor John Board,
Dean, Henley Business School



JAY KEYSE, HENLEY RESEARCH ASSOCIATE AND DIRECTOR OF ADVISORY & MIGRATION SOLUTIONS, CLOUD, PLATFORMS AND ITO AT DXC TECHNOLOGY

The Henley MSc in Business and Management Research

Key workshops, milestones and support

Begin your journey by developing your research skills. At Henley, unless you already have an equivalent research qualification such as MRes or MPhil, you will need to complete the MSc in Business and Management Research before moving onto the Henley DBA.

MSc (Months 1-18)		
MENTORING	1	Research and Personal Development Workshop
	2	Optional Research Colloquium
	3	Research Outline Interview (1 hour)
	4	
	5	Optional Research Colloquium
	6-7	Introduction to Research Methodology Workshop
	8	Optional Research Colloquium
	9	
	10	Quantitative Techniques Workshop
	11	End of Phase 1
SUPERVISION	12	Send a Research Outline to DBA office
	13	
	14	Quantitative Techniques Workshop plus Optional Research Colloquium
	15-19	
	18	End of Phase 2



The Henley DBA

DBA Activities		
SUPERVISION	Year 1	Registration on to DBA may commence immediately following MSc award (at appropriate level)
		Quarterly Optional Research Colloquium (one formal presentation required, per year)
		Optional Quantitative/Qualitative Techniques Workshops (available each year)
	Year 2	Quarterly Optional Research Colloquium
		Optional Quantitative/Qualitative Techniques Workshops
		Confirmation of Registration to proceed with thesis – presentation at Research Colloquium
		Personal Development report submission
	Year 3	Quarterly Optional Research Colloquium
		Optional Quantitative/Qualitative Techniques Workshops
		End of Year 3. Early thesis submission may be requested (normal registration period: 4-6 years)
Further registration may be requested in certain circumstances	Year 4	Quarterly Optional Research Colloquium
		Optional Quantitative/Qualitative Techniques Workshops
		Thesis submission (expected registration period: 4-6 years)
Year 5/6		Quarterly Optional Research Colloquium
		Optional Quantitative/Qualitative Techniques Workshops



“ I would highly recommend the Henley DBA to anyone considering undertaking doctoral research. The rewards, in terms of the learning achieved along the way, broadened my understanding of, and greatly enhanced my ability to conduct research in business and related contexts. It gave me the confidence and expertise to analyse the research of others and to make my own original contribution to knowledge. ”

Dr Ben Van Den Assem PhD, DBA Graduate, Consultant, Researcher and Coach, UK and Canada

DEBRA PAUL, HENLEY MSC/DBA RESEARCH ASSOCIATE AND MANAGING DIRECTOR, ASSIST KNOWLEDGE DEVELOPMENT LTD

Supporting your thinking

Mentoring is at the centre of the DBA programme. Our faculty members not only train you to approach challenges academically, but also emphasise personal development as part of your learning.

THOUGHT-LEADERSHIP COMMUNITIES AND RESEARCH COLLOQUIA

From the very beginning of your MSc you will join one of Henley's academic departments. You will also be able to participate in regular research seminars and workshops including doctoral research colloquia, held four times per year, which allow you to discuss your ideas for research and those of other doctoral researchers. You'll be expected to present formally on at least one occasion per year.

RESEARCH FACILITIES

You will have full use of the Academic Resource Centre (ARC) at Henley Business School with extensive facilities for undertaking research including; journals, textbooks, newspapers and online resources, plus previous doctoral theses and research articles.

You will also have access to the ARC Online via the Business School website, with full-text access to thousands of journal articles, company financial data and market research reports.

CORE SUPPORT

The overall academic content and quality of your programme will be led by the Director of the DBA Programme, and the Doctoral Programme Team will support you throughout the process from application to graduation.

MENTORS

You will be mentored by a member of academic faculty through Phase 1 of the MSc, who will help you to develop your research expertise and will guide you through the early assessment stages. At the pilot study/research proposal stage, you will begin to work with your supervisor.

SUPERVISORS

Throughout the research process you will have the support and guidance of two supervisors. Every student has the support of a member of the Henley academic faculty either as first or second supervisor.



EMIL MILEVOJ, DBA RESEARCH ASSOCIATE EXECUTIVE DIRECTOR, LYLES CENTER FOR ENTREPRENEURSHIP AND INNOVATION CALIFORNIA STATE UNIVERSITY, FRESNO





DR CLAIRE COLLINS, DIRECTOR OF THE DBA

How to apply

MAKING AN APPLICATION

To be considered for entry onto a Henley research degree (MSc, DBA, MPhil, PhD) please complete the on-line application process and provide one business reference, one academic reference and a short research outline. (Guidance for writing this is given on the website.)

Students are required to submit a short research outline in an area of research-related expertise. Only research outlines that match an available research topic will be considered, and students must indicate the research topic on their research outline.

Details for applying to the combined MSc in Business and Research Management and DBA can be found at:

henley.ac.uk/dba

You will normally be expected to register for the MSc in Business and Management Research commencing in October each year. You should apply by the end of July – applications made after this may not be considered.

For more information about the programme, including current fee information, please go to:

henley.ac.uk/dba

ENTRY REQUIREMENTS

To enter the MSc and DBA programme you will normally be expected to hold a Masters degree in the area of business or management together with at least five years of relevant experience.

To be eligible to transfer from the MSc to the DBA programme you will require an average of 60% in the overall MSc and 60% in the research proposal. Only students who hold a PhD or an MRes or MPhil with 90 credits of research courses, typically with a 'merit' pass or equivalent, will be considered for direct entry to the DBA stage.

To apply, visit henley.ac.uk/dba



SVEN DEMANT, MBA, PGC FAC. & MSc. RESEARCH ASSOCIATE
PROGRAMME LEADER AND VISITING TUTOR
HENLEY BUSINESS SCHOOL (DENMARK)



Henley Business School

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This brochure is correct at the time of going to print (December 2017). Henley Business School reserves the right to amend any of this information. For the latest information please see our website.



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DISCLAIMER

This prospectus was issued in December 2017 and is aimed at prospective DBA students wishing to apply for a place at Henley Business School ("Henley"), a part of the University of Reading ("the University") and start a course in either Autumn 2018 or Spring 2019, depending on the individual programme start date. The prospectus describes in outline the courses and services offered by the University within Henley. The University makes every effort to ensure that the information provided in the prospectus is accurate and up-to-date at the time of going to press (December 2017). However, it may be necessary for the University to make some changes to the information presented in the prospectus following the publication – for example, where it is necessary, to reflect changes in practice or theory in an academic subject as a result of emerging research, or if an accrediting body requires certain course content to be added or removed. To make an informed and up-to-date decision, we recommend that you check [henley.ac.uk/dba](#) for information. The University undertakes all reasonable steps to provide the services (including the courses) described in this prospectus. It does not, however, guarantee the provision of such services. Should industrial action or circumstances beyond the control of the University interfere with its ability to provide the services, the University undertakes all reasonable steps to minimise disruption to services.

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