

# Study World Global College Malta

Doctor of Business  
Administration  
(DBA)

Over All Course Description	
<b>Mode of Study</b>	Fully Face-to-Face Learning
<b>MQF Level</b>	MQF Level 8
<b>Hours of Total Learning</b>	Total Contact Hours 310
	Self-Study Hours 6,265
	Supervised Placement and Practice Hours
	Nominally 6,750
	Assessment Hours 175
	Full-Time
<b>Duration of Programme</b>	Full-time mode: normally 36 months Maximum DBA programme registration period: 84 months
<b>Target Student Age</b>	Ages 19-65+
<b>Language of Instruction</b>	English
<b>Target Audience</b>	Middle to Senior organisational managers.
<b>Programme Description</b>	<p>The Doctor of Business Administration programme (hereafter referred to as the DBA) is a professional doctorate which is specifically designed for executives, professionals and senior managers who seek to combine the best of academic knowledge with the best of practitioner knowledge in order to push forward the boundaries of understanding contemporary and rapidly transforming business and management challenges. The programme will particularly suit critical thinkers and practitioners who wish to reflect in depth on their organisations and global society more generally. Students on the DBA will develop and enrich practice in their respective area of research interest, as well as making a contribution to the wider understanding of the underpinning theoretical base for the work.</p> <p>The format of the DBA is designed so as to allow learners to engage in applied research, bringing established and cutting-edge theory to bear on their practical organisational issues. Advanced research methods training is provided through a suite of specifically designed taught modules delivered by scholars to equip students to undertake independent empirical research on contemporary business/management challenges and to develop new knowledge and understandings.</p> <p>The DBA is specifically designed to be both challenging and rewarding, as students will be expected to make a contribution to the enhancement of academic knowledge,</p>

	<p>concepts and theory, whilst at the same time helping to drive positive organisational change in the business/organisation that they are associated with.</p>
<p><b>Admission Criteria</b></p>	<p>The College welcomes applications for its DBA programme from all potential students and most important in the decision to offer a place is the College's assessment of a candidate's potential to benefit from their studies and of their ability to succeed on the DBA. Consideration of applications is based on a combination of formal academic qualifications and other relevant experience. The standard entry requirements for the programme are as follows:</p> <ul style="list-style-type: none"> <li>• Candidates will be expected to have strong professional experience, and be operating at a level within their organisation or profession where they can facilitate change that contributes to practice and/or exhibit powers of creativity and innovation;</li> <li>• Candidates for the DBA will normally have successfully completed a Masters of Business Administration at Level 7 of the Malta Qualifications Framework or similar with an average performance of merit or higher within the ten years prior to applying to study on the College's DBA programme. Applicants will also normally have worked for a minimum of three years at middle or senior managerial levels since completing their MBA;</li> <li>• Entry to the programme on a similar basis may be possible if the applicant possesses a relevant Master's degree, or equivalent, from a recognised higher education institution or awarding body. In checking the equivalence of prior international qualifications the College will be guided by the Malta Qualifications Recognition Information Centre (MQRIC) (<a href="https://ncfhe.gov.mt/en/services/Pages/All%20Services/mqric.aspx">https://ncfhe.gov.mt/en/services/Pages/All%20Services/mqric.aspx</a>) and other extant databases that provide reliable information on qualification authenticity. The College expects that relevant Masters' degrees will normally have included aspects sufficient to provide an informed higher level understanding of business administration, organisations, and management;</li> <li>• Since the College's DBA programme is delivered entirely in English, applicants must be able to demonstrate strong proficiency in the English language. Non-native speakers of English must have a minimum score of IELTS 6.5 or equivalent with a minimum of 5 in each component or English B2 referred to CEFR. Very exceptionally, holders of a Global College Malta Masters' degree awarded within two years prior to entry to the College's DBA programme may be exempt from these English test requirements; and,</li> <li>• Candidates wishing to be admitted to the DBA programme must have access to an Internet connected computer.</li> </ul> <p>The College's Academic Dean (who is of UK university professorial standing) will interview all candidates together with at least one other member of the teaching/supervisory team. The interview panel will carefully consider the appropriateness of the candidate's background and professional standing for study of a DBA. If the interview panel is convinced that the candidate has a very strong likelihood of successfully completing the DBA programme and that they are adequately supported through their place of work then they will normally be accepted onto the DBA programme.</p> <p>Admissions policy and decision-making in respect of individual applications is carefully and routinely overseen by the College's Academic Management Group so as to ensure consistency and equity of practice. Having regard to international practice, the College has recently reviewed and revised its policies and practices with respect to the recognition of prior certificated and experiential learning. These policies, which</p>

	<p>have been approved by the MFHEA, will apply, where relevant and appropriate, to prospective entrants to the DBA programme. In practice, given the particular nature and stringent demands of doctoral level study the College envisages that RPL would only be granted in very exceptional circumstances, if ever.</p>
	<p>Global College Malta's DBA is a professional doctorate designed for senior managers and leaders in private, public and not-for-profit organisations. The programme is specifically designed for critical thinkers and practitioners who wish to reflect in depth on their organisations and society more generally. The format of the DBA is designed so as to allow learners to engage in applied research, bringing established and cutting-edge theory to bear on their practical organisational issues. Students on the DBA programme develop and enrich practice in their respective area of research interest, as well as making a contribution to the wider understanding of the underpinning theoretical base for the work.</p> <p>The structured approach offered by the College's DBA is based on a number of modules, blending lectures, guest talks, workshop discussions and student presentations. The doctoral thesis is developed in parallel under guidance from a doctoral supervisory team allocated at the start of the DBA programme. The structured nature of the College's DBA doctoral research programme helps facilitate the demonstration of an original contribution to knowledge in the academic subject and the field of practice through original research or through the original application of existing knowledge and understanding.</p> <p>The College's DBA programme is based on several taught elements and a thesis. Each 'taught' module on the DBA programme is typically structured around a three-day intensive teaching block, plus support from the College's teaching team and doctoral supervisors. Work on the culminating doctoral thesis begins in parallel with the taught modules. The College's DBA is designed to allow for successful completion in four years.</p> <p>Since a Doctorate is the pinnacle of academic learning, there is no further potential progression route for the College's DBA graduates to move onto. However, candidates will be expected to undertake dissemination activities as per their professional norms. The College expects to see candidates progressing their career development in terms of promotion and possible change of direction.</p>
<p><b>Program Objectives</b></p>	<p>The College's DBA programme has the following overall objectives:</p> <ul style="list-style-type: none"> <li>• To enable candidates to conceptualise, design, and implement a project aimed at the generation of new knowledge or applications within Business and Management;</li> <li>• To enable candidates to create, interpret, analyse and develop new sector-wide knowledge and practice through original research or other advanced scholarship;</li> <li>• To enable candidates to demonstrate a comprehensive and critical knowledge of the relevant literature and demonstrate a clear articulation of the practical context of their research;</li> <li>• To enable candidates to demonstrate the systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of Business and Management through the development of a written thesis;</li> <li>• To enable candidates to demonstrate the systematic acquisition and understanding of a substantial body of knowledge which results in practical application and impact and, in so doing, generates practical knowledge;</li> <li>• To enable candidates to respond appropriately to unforeseen problems in project design by making suitable amendments;</li> <li>• To enable candidates to correctly select, interpret and apply relevant techniques for research and advanced academic enquiry;</li> <li>• To enable candidates to construct and critically evaluate a defensible philosophy of research that is congruent with the research question and the methods employed to gather and analyse data;</li> </ul>

- To enable candidates to make informed judgements on complex issues in the fields of Business and Management, often in the absence of complete data and defend those judgements to an appropriate audience;
- To enable candidates to communicate complex research findings clearly, effectively and in an engaging manner to both specialist (including the academic community), and non-specialist audiences using a variety of appropriate media and events, including conference presentations, seminars and workshops;
- To enable candidates to disseminate new knowledge and practice gained through original research or other advanced scholarship via high quality peer reviewed publications within the discipline and, through this, potentially contribute to new policy development in their area of research;
- To enable candidates to develop the networks and foundations for on-going research and development within the discipline of Business and Management; and,
- To enable candidates to display the qualities and transferable skills necessary for employment, including the exercise of personal responsibility and largely autonomous initiative in complex and unpredictable situations, in professional or equivalent environments.

In terms of the personal intellectual, practical and transferable skills that candidates following the College's DBA programme will acquire upon successful completion of the programme of study, the following synoptic attributes are anticipated:

#### *Intellectual Skills*

- To be able to demonstrate critical thinking skills, for example through evaluating arguments, linking ideas approaching problems systematically and constructing novel conclusions;
- To be able to critique and challenge the definitions of, theories used to structure, guide and inform organisational practice;
- To be able to make and justify innovative, ethically reasoned decisions and recommendations in complex, dynamic and unpredictable contexts;
- To be able to apply multi-disciplinary perspectives to research problematisation and thereby addressing the identified business/organisational issue through scholarly research practice; and,
- To be able to continuously critically reflect upon personal and organisational practice.

#### *Practical Skills*

- To be able to undertake high level analysis and problem solving through problem identification, information analysis and constructing innovative solutions;
- To be able to demonstrate high level leadership by example, including mentoring, facilitation, demonstrating authenticity and self-reflection;
- To be able to manage complex projects through the identification of goals and tasks, exercising judgement on priority and being open to changing contexts;
- To be able to engage in effective collaborative relationships, demonstrating trust and understanding of shared outcomes; and,
- To be able to demonstrate a professional attitude and demeanour in their core workplace behaviours, valuing difference and uniqueness.

#### *Transferable Skills*

- To be able to work independently and in collaborative contexts to achieve personal and organisational goals;

	<ul style="list-style-type: none"> <li>• To be able to demonstrate the ability to think and evaluate independently, critically and in a reflective manner;</li> <li>• To be able to use appropriate digital technology to analyse, interpret, extrapolate and visualise data;</li> <li>• To be able to communicate complex ideas effectively using a variety of modes, including written, verbal and digital media;</li> <li>• To be able to demonstrate time management, responsibility, flexibility, planning, leadership; and,</li> </ul> <p>To be able to work responsibly with continuous regard to issues of safety, ethics, equality and diversity.</p>
<p style="text-align: center;"><b>General Pedagogical Methods</b></p>	<p>The College's DBA programme aims to combine extreme academic rigour with practicality and relevance to professionals, executives, and managers, reflecting best practice and innovative thinking and research. The approach, therefore, to teaching and learning on the College's DBA aims to integrate applied and theoretical knowledge, facilitating the development of new knowledge which is at the forefront of the discipline and organisational/management practice.</p> <p>The philosophy underpinning the taught elements of the College's DBA is that mature students such as those attracted to the DBA learn best by reading, doing, then reflecting on that doing, before beginning the cycle again. Each of the taught modules accordingly seeks to build on the learning achieved in the previous module, so learning is cumulative, and all the taught modules are designed to relate to each other. In the first module, the candidate studies research methods and the philosophy of research. In the second module, the candidate then studies advanced qualitative and quantitative research methods by developing a more in-depth understanding of research methods, with a continued refining of their own research aims and questions. In module three, the emphasis then switches to developing an understanding of a particular field through focusing on techniques for critically assessing research in their own chosen sub-discipline. As the candidate progresses through the modules they will apply the ability of critical review to a wider range of literature in their chosen sub-discipline and search more widely for methods or research outcomes from other disciplines that may be transferred to add value to their own work. This review allows them to identify gaps in knowledge in the sub-discipline, consider creative methods to find ways of extending knowledge in the sub-discipline and to explore how to become a practitioner author through studying how to write for academic journals.</p> <p>In the first year of the College's DBA, the College's Academic Dean will act as the principal point of contact and personal tutor for each new cohort of DBA candidates. Once the candidates pass the first three taught stage modules they will have acquired advanced scholarship and research skills to enable them to revise their research proposals. By this stage of the College's DBA candidates will be expected to be able to critically reflect on the insights already developed into the key issues they are tackling, and explore how such findings, if replicated in a bigger study, could be translated into practice. The candidates will work with the College's Academic Dean and the two members of their allocated supervisory team on developing their research proposals. The allocated supervisors then become the Personal Academic Research Tutors for the candidates.</p> <p>Once the candidate has passed the first four modules, they will then have to pass the Progression to DBA Research Stage, where a detailed 7000 word research proposal is presented and defended. Successful completion of the Progression to DBA Research Stage prepares candidates for the main research stage and writing the thesis. During the main research phase, candidates will be required to attend DBA Progress Meetings aimed at reviewing progress, enhancing understanding, providing motivation and support, enabling networking, and preparing candidates for presenting their work to non-specialists.</p> <p>Teaching for the taught elements of the College's DBA programme is undertaken in intensive study blocks, typically of three to five days, and after each study block,</p>

	<p>candidates will have some six to eight weeks in which to undertake the coursework required by the module. Teaching will consist of a mixture of lectures and seminars. During this phase of the College's DBA programme candidates will be required to focus on self-directed study, in liaison with the College's Academic Dean and their supervisors. The College will, as appropriate, provide online supervisory support if face-to-face meetings aren't always practicable due, for example, to work pressures, etc.</p> <p>The College is acutely conscious that its DBA students should be at the cutting edge of developments in their sub-discipline areas of Business and Management and the College's aim is accordingly to try and ensure that all the College's DBA candidates can learn from each other, as well as from the College's academic staff. The College's intention is to encourage debate amongst peers so that each candidate can continue to develop their own values and understanding of research. The nature of the DBA candidate cohort will expose candidates to perspectives that they may not otherwise come across and the College accordingly regards the peer-to-peer debate as being an essential part of the College's DBA learning and teaching strategy. DBA students will have the opportunity to give lectures on their academic research and/or area of management/organisational expertise in the College's Guest Lecture Programme. This opportunity is available throughout the DBA and lectures are typically attended by College postgraduate, undergraduate and academic members of staff. The College also offers mock viva voces in order to fully prepare DBA candidates for their final viva examination. These involve the College's Academic Dean and the candidates' supervisors.</p>
<p><b>General Assessment Methods</b></p>	<p>The College's DBA assessment processes test both knowledge of the discipline and their application and limitations. The range of assessment methods used in the College's DBA programme are designed to be progressive in terms of developing critical analysis and writing skills in addition to addressing the specified learning outcomes. In addition, the College's DBA candidates benefit from formative feedback as they progress through the taught modules and then the final thesis.</p> <p>Assessment for the taught modules is by means of one 4,000 to 6,000 word paper, and for the Progression to DBA Research Stage it is by means of one 7, 000 word full research proposal. DBA coursework needs to provide direct input into the DBA thesis. In the 'Translating Research into Practice' stage, the assignment is expected to follow the format of an academic journal paper. If a candidate fails to meet the required standard in any taught element, they will be given feedback and asked to revise the original paper to bring it to the expected standard. Each candidate will receive formative as well as summative feedback to help them to understand not just the techniques of research but also the culture of constructive critical review that is essential for success.</p> <p>The Progression to DBA Research Stage is assessed by the College's Academic Dean along with the supervisory team. During the main research phase, the student will develop a close working relationship with their supervisors who act as a critical, but supportive, 'sounding board' for ideas as well as mentoring them through to the preparation of the final thesis. All taught elements of the College's DBA must be passed before progressing to the writing of a doctoral thesis. The doctoral thesis is expected to be in the order of 60,000 words in length with a maximum word count of 80,000 words. The DBA thesis viva examination process involves an oral examination with internal College and external examiners who are appointed by the College to critically examine the candidate's thesis. The College's Academic Dean (who will be of professorial standing) will act as one of the College's internal examiners. All examiners must be satisfied with the content of the thesis before the candidate can be considered for the award of a DBA qualification.</p> <p>The College's Generic Marking Descriptors for its MQF Level 8 provision are attached to this Application. These descriptors form part of the College's <i>Quality Assurance Manual</i>.</p>

## Programme Structure

Module/Unit Title	Compulsory or Elective	ECTS	MQF Level of each module	Mode of Teaching	Mode of Assessment
GCM-DBA01 DBA Research Design and Philosophy	Compulsory	10.0	8	Intensive study blocks of some 3 to 5 days, after which candidates have 6 to 8 weeks in which to undertake the coursework required by the module	A 4,000 word research paper that situates the candidate's research plans within an existing field of Business and Management academic knowledge
GCM-DBA02 Literature Review for DBA Studies	Compulsory	10.0	8	Intensive study blocks of some 3 to 5 days, after which candidates have 6 to 8 weeks in which to undertake the coursework required by the module	A 5,000 word paper that reviews the literature in an area of Business and Management studies, which relates directly to the candidate's proposed DBA research
GCM-DBA03 DBA Research Methods	Compulsory	10.0	8	Intensive study blocks of some 3 to 5 days, after which candidates have 6 to 8 weeks in which to undertake the coursework required by the module	A 4,000 word paper in the form of a journal research paper, demonstrating the candidate's increasing knowledge of research methods and the research methods literature
GCM-DBA04 Translating DBA Research into Practice	Compulsory	10.0	8	Intensive study blocks of some 3 to 5 days, after which candidates have 6 to 8 weeks in which to undertake the coursework required by the module	A paper of 5,000 to 6,000 words in length, based on a pilot study for the candidate's DBA thesis
GCM-DBA05 Progression to DBA Research Stage	Compulsory	20.0	8	Tutorials, meetings with and feedback from supervisors, and independent	DBA candidates will be required to write a comprehensive research proposal utilising appropriate methodologies and methods and data analysis



				self-study by the DBA candidate	
GCM-DBA06 DBA Thesis	Compulsory	210	8	Independent self-study guided by a College DBA supervisory team	A written thesis of a minimum of 60,000 words and a maximum of 80,000 words
<b>Structure of the College DBA Programme</b>	Modules GCM-DBA01 through to GCM-DBA03 are delivered in the first year of the DBA programme. The modules GCM-DBA04 and GCM-DBA05 are delivered in the second year of the DBA programme. The DBA thesis (GCM-DBA06) is undertaken from mid-second year of the programme until expected completion in the third year of the DBA programme.				

Module Descriptors					

<b>Module Descriptors</b>
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<b>Title of the Module</b>	GCM-DBA01 DBA Research Design and Philosophy
<b>Module Description</b>	<p>The module seeks to develop DBA candidates' systematic and critical knowledge of research methods in business and management studies at a doctoral level and build upon their experience of undertaking research at a Masters level.</p> <p>Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>
	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 8 to:</p> <ul style="list-style-type: none"> <li>• Be able to develop and convincingly practice broad-ranging and advanced research skills;</li> <li>• Be able to critically understand the philosophical framework that inform research methods and methodologies facilitating the critical analysis of the assumptions and methods of research; and,</li> </ul>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Be able to critically apply advanced understanding of advanced research methodologies in Business and Management studies more generally.</li> </ul>
	<b>Knowledge</b>
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:</p> <ul style="list-style-type: none"> <li>• The development of a comprehensive and detailed understanding of research design and methods in the area of Business and Management studies;</li> <li>• The development of a comprehensive understanding of the various philosophical approaches and associated options for research design; and,</li> <li>• The development of a systematic and advanced understanding of current literature and debates at the forefront of the Business and Management discipline.</li> </ul>
<b>Learning Outcomes</b>	<b>Skills</b>
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>• Be able to critically assess the philosophical presumptions that underpin advanced research into Business and Management studies;</li> <li>• Be able to design an advanced research project with clear and specific research objectives and questions to critically examine contemporary Business and Management challenges and to be able to locate this knowledge into a specific philosophical or epistemological framework;</li> <li>• Be able to critically evaluate current research and advanced scholarship in the discipline of Business and Management;</li> <li>• Be able to write an advanced reflexive account of what they have learned in undertaking the study and what knowledge and skills they may need to develop in subsequent research methods modules;</li> <li>• Be able to identify the philosophical and epistemological presumptions that underpin how they approach their research project; and,</li> <li>• Be able to write a detailed research paper that situates their own research plans within an existing field of academic knowledge in respect of the Business and Management discipline.</li> </ul>

<b>Hours of total learning for this Module</b>	Total Contact Hours	50	Assessment Hours	40
	Self-Study Hours	160		
<b>Total Learning Hours of this Module</b>	250 Hours			
<b>Module Teaching</b>	<p>Teaching of the module is undertaken in intensive study blocks of some three to five days, and after each study block, candidates will be given 6 to 8 weeks in which to undertake the coursework required by the module. During this period the candidates will focus on self-directed study, in liaison with the module tutor and their supervisor.</p> <p>Directed study will encourage candidates to draw on advanced research methods literature and learn how to apply the methods discussed in practice. The directed study will encourage candidates to develop advanced knowledge about philosophical perspectives. Lectures will be used to introduce concepts, principles, theories and practices of research and philosophical approaches. The lectures will be supported by online seminars and practical research skill exercises on research objectives and questions, methods and how philosophical perspectives inform their approach to understanding organisations. Seminars will aid the development of the capacity of candidates to formulate clear and concise research aims and objectives. Oral and informal feedback and advice will be given in seminars and small group exercises.</p> <p>The indicative structure of the module is as follows:</p> <ul style="list-style-type: none"> <li>• The research process;</li> <li>• Quantitative, qualitative and mixed methods at doctoral level;</li> <li>• Research philosophy;</li> <li>• Research design;</li> <li>• Designing research objectives and questions;</li> <li>• Ethics in research; and,</li> <li>• Writing an advanced and comprehensive research report.</li> </ul>			
<b>Module Assessment</b>	<p>The assessment for the module encourages students to situate their own research plans within an existing field of academic knowledge in respect of Business and Management and apply a philosophical perspective to understanding their own research.</p> <p>Assessment is in the form of a research paper that includes a brief literature review and a critical and detailed evaluation of research methodologies in order to design the candidate's own DBA research project. All the module's stated learning outcomes (see above) accordingly contribute to achieving the module's objectives. DBA candidates will be required to write a 4,000 word research paper that situates their own research plans within an existing field of Business and Management academic knowledge. The paper must include a review of current literature, an evaluation of two distinct research methods employed in the field, and the development of an advanced research methodology and design to inform the candidate's DBA research project.</p> <p>The assessment will be submitted via Turnitin.</p>			

	Reassessment will take place in the same form as above or equivalent and progression to GCM-DBA02 will not be permitted until successful completion of GCM-DBA01 has occurred.
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<b>Module 02</b>	
<b>Title of the Module</b>	<b>GCM-DBA02 Literature Review for DBA Studies</b>
<b>Module Description</b>	<p>The module aims to prepare DBA candidates to undertake an advanced search and critically analyse literature on a specific topic in the discipline of Business and Management and assess its contribution to knowledge. Candidates will learn how to organise and synthesise literature in order to write a critical and detailed review of what is known about a specific topic. The module will further enable DBA candidates to identify gaps in extant knowledge about specific academic and practitioner issues and explain how their proposed doctoral research will contribute to both theory and organisational/management practice.</p> <p>Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>
<b>Learning Outcomes</b>	<b>Competences</b>
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF Level 8 to:</p> <ul style="list-style-type: none"> <li>• Be able to undertake a systematic and advanced search and review of current literature, knowledge and debates at the forefront of the Business and Management discipline; and,</li> <li>• Be able to systematically analyse and critically evaluate the literature on a specific topic in business and management studies.</li> </ul>
	<b>Knowledge</b>
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:</p>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Demonstrate a comprehensive and critical understanding of how established techniques of research are used to create and interpret new knowledge in the Business and Management discipline; and,</li> <li>• Be able to identify gaps where current state of knowledge is insufficient, and identify areas where the candidate's study is likely to contribute to the development of new knowledge.</li> </ul>			
	Skills			
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>• Be able to organise a literature review so that it forms a coherent narrative and identifies clear gaps in extant knowledge;</li> <li>• Be able to write an advanced, systematic and up-to-date review of literature at the forefront of the Business and Management discipline; and,</li> <li>• Be able to carry out a thorough, critical and comprehensive literature review on a specific topic in Business and Management studies, advancing the candidate's knowledge and understanding, and develop advanced scholarship skills.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	50	Assessment Hours	40
	Self-Study Hours	160		
<b>Total Learning Hours of this Module</b>	250 Hours			
<b>Module Teaching</b>	<p>Teaching of the module is undertaken in intensive study blocks of some three to five days, and after each study block, candidates will be given 6 to 8 weeks in which to undertake the coursework required by the module. During this period the candidates will focus on self-directed study, in liaison with the module tutor and their supervisor.</p> <p>Candidates will explore how to develop essential advanced doctoral skills in order to critically assess and systematically engage with a range of literature available on a chosen topic, so that they can critically assess the current state of knowledge about that issue. Practical sessions will introduce DBA candidates to methods of systematically searching and critically analysing literature. Lectures will introduce candidates to ways of organising and synthesising literature, so that candidates can write a detailed and critical review. Lectures and workshops will advise candidates on how to critically analyse the entire body of existing literature in a field, showing the current state of knowledge in the area, and identifying gaps where knowledge is insufficient. Seminars will develop these skills and enable candidates to relate their developing knowledge to their own research. The module will provide a solid foundation for the literature review in the DBA thesis.</p>			

	<p>The indicative content of the module is as follows:</p> <ul style="list-style-type: none"> <li>• Undertaking an advanced and systematic search and review of literature on a specific topic in Business and Management studies;</li> <li>• Engage in critiques of, and trends in, research methodologies;</li> <li>• Critically engage in current debates in Business and Management theory;</li> <li>• Methods for analysing a large number of publications;</li> <li>• Writing a critical and systematic review of literature on a specific topic in business and management studies;</li> <li>• Arriving at a conclusion about the current state of knowledge and research in a field;</li> <li>• Identifying gaps in knowledge and using this to generate and develop research aims and objectives.</li> </ul>
<p><b>Module Assessment</b></p>	<p>The assessment for the MQF Level 8 module encourages students to situate their own research plans within an existing field of academic knowledge in respect of Business and Management and apply a philosophical perspective to understanding their own research.</p> <p>Assessment is in the form of writing a 5,000 word paper that reviews the literature in an area of Business and Management studies, which relates directly to the candidate's proposed doctoral research. Candidates can discuss plans with their supervisors and/or the College's Academic Dean.</p> <p>The assessment will be submitted via Turnitin.</p> <p>Reassessment will take place in the same form as above or equivalent and progression to GCM-DBA03 will not be permitted until successful completion of GCM-DBA02 has occurred.</p>

<p><b>Module 03</b></p>	
<p><b>Title of the Module</b></p>	<p>GCM-DBA03 DBA Research Methods</p>
<p><b>Module Description</b></p>	<p>The module aims to develop a comprehensive understanding of qualitative and quantitative research methods, so as to equip DBA candidates with the knowledge and skills necessary to undertake doctoral level study involving qualitative, quantitative and/or mixed methods research.</p> <p>Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>
	<p>Competences</p> <p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to</p>

**Learning Outcomes**

professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.

Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 8 to:

- Be able to demonstrate an in-depth practical understanding of how established research techniques are used to create and interpret knowledge in the discipline;
- Be able to demonstrate high level skills in gathering, analysing and managing qualitative and quantitative data, from computer-driven to discourse analysis;
- Be able to design a doctoral level research project using appropriate qualitative and quantitative research methods to generate, analyse and interpret new empirical data;
- Be able to evaluate methodologies and develop critiques, and where appropriate create new hypotheses;
- Be able to critically analyse qualitative and quantitative data using a variety of different analytical techniques and be able to locate those techniques within an epistemological perspective; and,
- Be able to deal with complex research issues systematically and creatively, and communicate the conclusions to specialist and practitioner audiences.

**Knowledge**

Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.

Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:

- Demonstrate a comprehensive understanding of qualitative, quantitative and mixed methods applicable to their own proposed doctoral research and advanced scholarship;
- Understand how varied are the approaches to qualitative research across the paradigms, from positivist to post-structuralist, interpretivist, social constructionist, critical realist, etc;
- Demonstrate the knowledge to be able to design a research project using appropriate qualitative and quantitative research methods to generate, analyse and interpret new empirical data; and,
- Be able to continue to advance knowledge and understanding, and develop skills to a high level.

**Learning Outcomes**

**Skills**

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new



	<p>knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>• Be able to demonstrate skills in gathering, analysing and managing qualitative and quantitative data, from computer-driven to discourse analysis;</li> <li>• Be able to design a research project using appropriate qualitative and quantitative research methods to generate, analyse and interpret new empirical data;</li> <li>• Be able to evaluate methodologies and develop critiques and, where appropriate, create new hypotheses;</li> <li>• Be able to critically analyse qualitative and quantitative data using a variety of different analytical techniques and be able to locate those techniques within an epistemological perspective;</li> <li>• Be able to demonstrate practical skills with at least one data analysis software programme; and,</li> <li>• Be able to deal with complex research issues systematically and creatively, and communicate the conclusions to both specialist and practitioner audiences.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	50	Assessment Hours	40
	Self-Study Hours	160		
<b>Total Learning Hours of this Module</b>	250 Hours			
<b>Module Teaching</b>	<p>Teaching of the module is undertaken in intensive study blocks of some three to five days, and after each study block, candidates will be given 6 to 8 weeks in which to undertake the coursework required by the module. During this period the candidates will focus on self-directed study, in liaison with the module tutor and their supervisor.</p> <p>The module will develop comprehensive practical knowledge of research methods to enable DBA candidates to be able to develop a methodology for their thesis. Lectures will introduce concepts, theories and approaches within qualitative, quantitative and mixed methods. Group work will be used for developing practical skills of interviewing, observing and participating, and IT sessions will enable candidates to develop an understanding of software packages for the analysis of data. Practical exercises and presentations will allow critical reflection on the range of qualitative and quantitative research skills.</p> <p>The indicative content of the module is as follows:</p> <ul style="list-style-type: none"> <li>• Qualitative research across the paradigms: from positivist to poststructuralist;</li> <li>• Gathering, designing and analysing qualitative data: from computerised programmes to deconstruction and discourse analysis;</li> </ul>			

	<ul style="list-style-type: none"> <li>• Reliability and validity in qualitative research;</li> <li>• Designing a qualitative-based research study;</li> <li>• Designing and developing quantitative studies;</li> <li>• Analysing quantitative data;</li> <li>• Descriptive statistics;</li> <li>• Regression and correlation analyses;</li> <li>• Interpretation of results: causation and association;</li> </ul> <p>Introduction and overview of SPSS; and,</p>
<p><b>Module Assessment</b></p>	<p>The assessment for the MQF Level 8 module encourages students to situate their own research plans within an existing field of academic knowledge in respect of Business and Management and apply a philosophical perspective to understanding their own research.</p> <p>Assessment is in the form of undertaking a small empirical research project that uses both qualitative and quantitative research methods. The assessment will enable candidates to develop an expertise in qualitative and quantitative research methods.</p> <p>Candidates will be required to write a 4,000 word paper which will take the form of a journal research paper, demonstrating the candidate's increasing knowledge of research methods and the research methods literature. This will involve carrying out a small empirical research project that uses both qualitative and quantitative research methods.</p> <p>The assessment will be submitted via Turnitin.</p> <p>Reassessment will take place in the same form as above or equivalent and progression to GCM-DBA04 will not be permitted until successful completion of GCM-DBA03 has occurred.</p>

<p><b>Module 04</b></p>	
<p><b>Title of the Module</b></p>	<p>GCM-DBA04 Translating DBA Research into Practice</p>
<p><b>Module Description</b></p>	<p>The module examines how a DBA student might contribute to developments in Business and Management studies and have a positive impact on management and organisational practices.</p> <p>Specifically, the module seeks to help DBA candidates through: developing advanced scholarship skills in writing academic papers for publication; creating and interpreting new knowledge and empirical research through designing and conducting a pilot study; developing a systematic and critical understanding of the current state of knowledge concerning how to translate research into practice; and by exploring how candidates can apply advanced knowledge to translating the findings of their own empirical research into management/organisational practice.</p> <p>The module is delivered at Level 8 in the Malta Qualifications Framework (pages 52 and 122 of the Referencing Report <a href="https://mfhea.mt/wp-content/uploads/2021/03/Referencing-Report-2016.pdf">https://mfhea.mt/wp-content/uploads/2021/03/Referencing-Report-2016.pdf</a> refer). Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge,</p>

	<p>competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>
<p><b>Learning Outcomes</b></p>	<p>Competences</p>
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 8 to:</p> <ul style="list-style-type: none"> <li>• Be able to create and interpret new knowledge through original research and advanced scholarship with the objective of extending both academic and practitioner knowledge in Business and Management studies; and,</li> <li>• Be able to make informed judgements on complex issues and clearly communicate ideas, findings and conclusions to specialist and practitioner audiences.</li> </ul>
	<p>Knowledge</p>
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:</p> <ul style="list-style-type: none"> <li>• Be able to demonstrate a systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of Business and Management studies and organisational and managerial practice;</li> <li>• Be able to understand and critically apply relevant and responsible research principles (by means of example, through engagement with the Responsible Research in Business and Management); and,</li> <li>• Be able to demonstrate a detailed understanding of applicable research techniques and advanced academic enquiry.</li> </ul>
	<p>Skills</p>
<p><b>Learning Outcomes</b></p>	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p>

	<p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>• An ability to conceptualise, design and implement a research project for the generation of new knowledge and understanding at the forefront of Business and Management studies;</li> <li>• Be able to conduct a pilot study, gather and analyse original empirical data and develop the findings to write a paper in the format of an academic journal article;</li> <li>• An ability to communicate the empirical findings and contributions to academic and practitioner audiences in order to translate their research into operational practice; and,</li> <li>• Be able to write a research-based academic paper making a clear contribution to both Business and Management theory and organisational and managerial practice.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	50	Assessment Hours	40
	Self-Study Hours	160		
<b>Total Learning Hours of this Module</b>	250 Hours			
<b>Module Teaching</b>	<p>Teaching of the module is undertaken in intensive study blocks of some three to five days, and after each study block, candidates will be given 6 to 8 weeks in which to undertake the coursework required by the module. During this period the candidates will focus on self-directed study, in liaison with the module tutor and their supervisor.</p> <p>The module will involve lectures and workshops. Lectures will look at the publication process and what editors and reviewers look for in papers submitted to journals. Lectures will explore the process of taking empirical data and developing it for inclusion in academic papers. Where practicable, appropriate guest lecturers will be used who have experience in this area, including journal editors. Some of this activity may take place virtually to accommodate the location of guest lecturers. Workshops will focus on developing research aims and methodologies.</p> <p>The indicative content of the module is as follows:</p> <ul style="list-style-type: none"> <li>• Writing for academic publication: the process;</li> <li>• Peer review and what editors and reviewers are looking for when reading an article;</li> <li>• Reviewing skills;</li> <li>• Working with reviewers' comments;</li> <li>• Undertaking a pilot study;</li> <li>• Working with the empirical research findings on an organisation;</li> <li>• Theoretical perspectives on translating research into practice;</li> <li>• Empirical evidence concerning the translation of research into practice; and,</li> </ul>			

	<ul style="list-style-type: none"> <li>• Generating meaningful impact through research..</li> </ul>
<b>Module Assessment</b>	<p>The assessment for the MQF Level 8 module encourages students to situate their own research plans within an existing field of academic knowledge in respect of Business and Management and apply a philosophical perspective to understanding their own research.</p> <p>Assessment is in the form of one paper of 5,000 to 6,000 words in length, based on a pilot study for the candidate's thesis.</p> <p>The assessment will be submitted via Turnitin.</p> <p>Reassessment will take place in the same form as above or equivalent and progression to GCM-DBA05 will not be permitted until successful completion of GCM-DBA04 has occurred.</p>

<b>Module 05</b>	
<b>Title of the Module</b>	<b>GCM-DBA05 Progression to DBA Research Stage</b>
<b>Module Description</b>	<p>The module requires the DBA candidate to present and defend an advanced research proposal incorporating an introduction and justification for their proposed study, a demonstration of critical engagement with current research at the forefront of Business and Management studies, a demonstration of a clear and advanced research methodology, and a clear articulation as to how the proposed research will create new knowledge, advance Business and Management theory and management and organisational practices.</p> <p>Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>
	<p><b>Competences</b></p> <p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 8 to:</p> <ul style="list-style-type: none"> <li>• Be able to create and interpret new knowledge through original research and advanced scholarship with the objective of extending the academic forefront of Business and Management studies; and,</li> </ul>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>Be able to demonstrate the systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of Business and Management studies and organisational and managerial practice.</li> </ul>			
	Knowledge			
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:</p> <ul style="list-style-type: none"> <li>Be able to demonstrate a detailed understanding of applicable research techniques and advanced academic enquiry;</li> <li>Be able to demonstrate a detailed understanding of applicable research techniques and advanced academic enquiry.</li> </ul>			
	Skills			
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>An ability to conceptualise, design and implement a research project for the generation of new knowledge and understanding at the forefront of business and management studies</li> <li>Be able to make informed judgements on complex issues and clearly communicate ideas, findings and conclusions to specialist and practitioner audiences;</li> <li>Be able to write and defend a detailed research proposal that will generate original empirical research and new knowledge to advance Business and Management studies and organisational and managerial practice.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	50	Assessment Hours	5
	Self-Study Hours	445		
<b>Total Learning Hours of this Module</b>	500 Hours			

<p><b>Module Teaching</b></p>	<p>The learning and teaching strategy involves tutorials, meetings with and feedback from supervisors, and independent self-study by the candidate. Learning seeks to draw on all the learning outcomes stated above and is based on applying the advanced and comprehensive research knowledge learned throughout the taught modules of the College's DBA programme.</p> <p>DBA candidates will be required to write a comprehensive research proposal utilising the appropriate methodologies and methods and data analysis. Candidates will be required to show that they can situate their work in a relevant research philosophy and critically engage with current research at the forefront of Business and Management studies. The teaching strategy is based on formative feedback in face-to-face meetings with the candidate's supervisory team and independent self-study.</p> <p>The indicative content of this element of the College's DBA programme aims to ensure that DBA candidates:</p> <ul style="list-style-type: none"> <li>• Are able to write a DBA level extended research proposal that is likely to generate original empirical research and make a key contribution to Business and Management theory and management and organisational practices;</li> <li>• Effective verbal presentation to a panel consisting of the College Academic Dean and the candidate's supervisory team;</li> <li>• Are able to effectively answer questions and engage in discussion during a viva and learn from any critical comments that may be made regarding the extended research proposal.</li> </ul>
<p><b>Module Assessment</b></p>	<p>The assessment for the MQF Level 8 module encourages students to situate their own research plans within an existing field of academic knowledge in respect of Business and Management and apply a philosophical perspective to understanding their own research.</p> <p>Assessment is in the form of a viva presentation and interview and a 7,000 word extended research proposal for the Progression to DBA Research Stage. Candidates are required to present their research proposal to a panel consisting of the College's Academic Dean and the candidate's supervisors. The presentation made by the candidate will be graded as either a pass or a fail. Candidates will receive written feedback from the College's Academic Dean and then resubmit their 7,000 word research proposal which will be assessed (with 100% weighting).</p> <p>If candidates are deemed not to have met the standard required then they will exit the College's DBA programme with a Postgraduate Certificate in Business and Management Research.</p> <p>The assessment will be submitted via Turnitin.</p> <p>Reassessment will take place in the same form as above or equivalent and progression to GCM-DBA06 will not be permitted until successful completion of GCM-DBA05 has occurred.</p>

<p><b>Module 6</b></p>	
<p><b>Title of the Module</b></p>	<p>GCM-DBA06 DBA Thesis</p>

<b>Module Description</b>	<p>The aim of the College's thesis research module is to produce managers and leaders who, through demonstrable advanced scholarship, are able to conceptualise, design and implement a research project for the generation of new knowledge at the forefront of Business and Management studies. Candidates will be expected to combine their academic and business expertise in order to be able to make important contributions to both Business and Management theory and also organisational and management practices.</p> <p>Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 8 expectations.</p>			
<b>Learning Outcomes</b>	<b>Competences</b>			
	<p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 8 to:</p> <ul style="list-style-type: none"> <li>• Be able to create and interpret new knowledge through original research and advanced scholarship, to extend the forefront of Business and Management studies; and;</li> <li>• Be able to address major challenges currently facing business and the wider global society. These may include, but are not limited to, issues such as globalisation, corporate social responsibility and sustainable development.</li> </ul>			
	<b>Knowledge</b>			
	<p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have been exposed to the following MQF Level 8 knowledge:</p> <ul style="list-style-type: none"> <li>• Be able to demonstrate the systematic acquisition and understanding of a substantial body of knowledge which is at the forefront of Business and Management studies and organisational and management practices;</li> <li>• Be able to demonstrate a detailed understanding of applicable research techniques and advanced academic enquiry.</li> </ul>			
	<b>Skills</b>			
	<p>Directly linked to the Maltese Qualification Framework Level 8 descriptors and required learning outcomes at MQF Level 8, at the end of the module the successful learner will have acquired the following MQF Level 8 skills:</p> <ul style="list-style-type: none"> <li>• Be able to conceptualise, design and implement a research project for the generation of new knowledge and understanding at the forefront of Business and Management studies;</li> <li>• Be able to make informed judgements on complex issues and clearly communicate ideas, findings and conclusions to specialist and practitioner audiences.</li> </ul>			
<b>Hours of total learning for this Module</b>	<b>Total Contact Hours</b>	60	<b>Assessment Hours</b>	10



	Self-Study Hours	5180
<b>Total Learning Hours of this Module</b>	Nominally 5,250 Hours	
<b>Module Teaching</b>	<p>The learning and teaching approach is independent self-study guided by a College supervisory team who have expertise in the area of the DBA candidate's research. Candidates and their supervisors will normally meet on a monthly basis (and at the very least a minimum of six times a year) to discuss research plans and academic progress. Meetings will be held either on a face-to-face basis or via a secure online platform. Once candidates progress to the research stage of the DBA, the candidate and their supervisors will undertake an Annual Progress Review. Confidential records of this discussion will be retained by the College. Where appropriate, candidates will be provided with guidance on how they might improve their work and develop their skills.</p> <p>In accordance with the requirements of the College's <i>Quality and Standards Assurance Manual</i>, records of these discussions will be maintained on the College's secure file system in accordance with extant GDPR requirements. The research student and the student's supervisor(s) will also maintain secure copies of these progress reports.</p>	
<b>Module Assessment</b>	<p>DBA candidates will be required to complete a thesis of a minimum of 60,000 words and a maximum of 80,000 words.</p> <p>For the final assessment, candidates will submit their thesis to the College and defend it in a viva voce examination in front of an independent external chair and internal College examiners.</p>	



