At MBS it’s not just our thinking that’s original. We were one of the first two business schools in the UK. We have internationally renowned academics working at the cutting edge of business and management research, and offer one of the most culturally diverse learning environments.
Welcome to Manchester Business School

Manchester Business School is renowned throughout the world for its research excellence and the spirit of innovation and achievement. This drives our academics and researchers to find cutting edge solutions to the business world’s most pressing issues.

Original thinking is at the heart of everything we do, but having an original idea is not enough; you need to be able to apply it in the real world. It has to make a difference to the way people think about, study and do business. It has to make an impact. This commitment to conducting research that matters is encapsulated in our strapline, Original Thinking Applied. The success of this approach is demonstrated by our recent ranking by the UK government as number one in England for research power, and by our doctoral programmes being voted among the best in the world by the Financial Times.

Our doctoral programmes combine rigorous academic theory with practical research which aims to make a contribution to knowledge and often solves real business issues. Research is often within the student’s own organisation or sector and can even have industry-wide implications.

Undertake a doctoral programme at Manchester Business School and you don’t just get an outstanding learning experience, but you join a vibrant research community dedicated to anticipating and solving the business problems of the future.

Professor Michael Luger
Dean, Manchester Business School
Why MBS?

Choose Manchester Business School for your doctoral programme and you are joining one of the world’s most innovative and ambitious research schools.

Consistently ranked in the top 2 in the world for the last three years in the Financial Times Rankings, our doctoral programmes are some of the most highly respected across the globe. Very few schools can offer such an international research environment or access to as many world-leading academics with expertise in such a wide range of subject areas.

Our success in the latest Research Assessment Exercise, places MBS first in the UK for research power. Cutting edge thinking informs all of our doctoral programmes. Our doctoral students benefit from working alongside around 250 academics, most of whom are carrying out research of international importance which is shaping industry, driving management education and informing policy decisions around the world.

As part of the University of Manchester, MBS can also offer doctoral students unparalleled opportunities for collaborative working across disciplines.

The University of Manchester is one of the country’s foremost research universities, with a long and proud academic heritage boasting no fewer than 23 Nobel Prize winners among its current and former staff and students. However, our research doesn’t just have academic significance. Our staff work in partnership with leading organisations on groundbreaking ideas that have a direct and lasting impact on global business.

We are also one of the most internationally diverse schools in the UK. We attract the best students and academics from across the world and this vibrant mix of cultures has seen us ranked seventh in the world for internationalism by the Financial Times.

65% of our research staff are considered to be carrying out work which is “world leading” or “internationally excellent”

Source: RAE 2008
Why Manchester?

Compact, cosmopolitan, commercial and connected – Manchester is the original modern city. Whether you are living in the city full-time or travelling here for residential or workshops, Manchester’s vibrant cultural scene, thriving business community and friendly people make it an ideal place to live, visit, work and study.

A centre of innovation
Manchester has a long and proud history of original thinking. It is the birthplace of the industrial revolution, modern medicine, vegetarianism, professional football, the Trade Union movement and the “Madchester” music scene. It’s where Rolls met Royce, Emmeline Pankhurst rallied the Suffragettes, Ernest Rutherford split the atom and Tony Wilson opened Factory Records and The Hacienda. The original thinking at Manchester Business School continues the pioneering spirit for which the city is renowned.

Ahead for business
Today, creativity and enterprise are at the heart of Manchester’s economic growth, and many of the world’s top finance, biomedicine and knowledge-based industries have a presence in the city. The creation of MediaCityUK, due for completion in 2011, makes Manchester the UK’s largest creative, new media and digital hub outside of London.

Cultural...
As well as some of the finest theatres, galleries and museums in the UK, Manchester also has some of the best restaurants, bars and nightclubs – so you will never be short of culture or entertainment, day or night. For sports fans, the city is home to two Premiership football clubs, world-class rugby teams and international cricket, cycling and swimming venues. And for nature lovers, some of the UK’s most stunning landscapes – such as the Lake District, Yorkshire Dales and North Wales coast – are just a couple of hours away.

... and multicultural
Manchester has welcomed people from across the globe for hundreds of years and is known for its tolerant, lively, multicultural atmosphere. You’ll find a plethora of international restaurants, shops and businesses – so you will always feel at home in Manchester no matter where you’re from.

MANCHESTER HAS BEEN RANKED 15TH IN THE 2010 IBM GLOBAL BUSINESS SERVICES REPORT.
ORIGINAL THINKING IS N’T ENOUGH; IT HAS TO BE APPLIED. BY WORKING CLOSELY WITH INDUSTRY WE CAN SOLVE REAL PROBLEMS, PREDICT FUTURE TRENDS AND DRIVE CHANGE IN BUSINESS AND MANAGEMENT. THE RESEARCH CARRIED OUT AT MBS HAS AN ENORMOUS IMPACT ON THE WAY PEOPLE DO BUSINESS ACROSS THE WORLD FROM CHANGING BEHAVIOUR TO INFLUENCING POLICY DECISIONS.
Impact on...banking
The lead researcher
Professor John Murphy
The research partner
Lloyds Banking Group (LBG)
The background LBG’s Business Banking Division commissioned MBS to conduct a global study to help them understand the levers of providing excellent customer service.
The aim To improve customer service to LBG’s Business Banking customers.

Impact on...healthcare
The lead researcher
Professor Ruth Boaden
The research partner National Health Service (NHS) organisations in Greater Manchester.
The background Medical research shows that a percentage of the population will have early stage kidney disease. Early detection can reduce the risk of the patient becoming more seriously ill but many patients are not identified early enough.
The aim To improve the number of patients identified with early stage kidney disease, manage their blood pressure and reduce the number of inappropriate referrals to hospital.

Impact on...new technology
The lead researcher
Professor Jikyeong Kang
The research partner Small/medium-sized innovative IT companies
The background Being a successful company is not a guarantee of future success; most of the companies in the fortune 500 fifty years ago have disappeared. Organisations need to harness new and innovative technologies to survive. However, the more disruptive a new technology, the harder it is to market to organisations that can best benefit from it.
The aim To look at the challenges faced by IT companies bringing innovative technologies and approaches to the market.

Impact on...retail
The lead researcher
Professor Peter McGoldrick
The research partner Numerious retail organisations
The background Established 12 years ago, the MBS Retail Research Forum has helped initiate and support more than 30 projects, combining industry relevance, methodological rigour, and opportunities to contribute to academic knowledge.
The aim To contribute to the development of retail research and education, and to advance insights into retailing that have a commercial impact not just on individual companies but on the sector as a whole.

The impact The project has made the business community more aware of a series of near insurmountable paradoxes which act as barriers to innovative solutions, and the importance of fostering a champion within their organisation who is willing to take a risk with the uptake of disruptive innovation.

“Most business school studies of this type focus on successful companies which have made their mark. However, such successes are atypical. In this study, we decided to look at the sorts of challenges and the climate typically faced by entrepreneurs making the initial breakthroughs into significant markets.” Professor Jikyeong Kang

The impact The Forum’s work has impacted on company practices in many ways. Highlights include demonstrating how ethnography and “netnography” can add to marketers’ toolkits for understanding emerging and sometimes surprising trends, and studying reactions to economic recession and suggesting innovative ways to segment markets and responses. Recently, researchers have studied motives for pro-environmental behaviours, informing sustainability policies, this work underpinned a major study with the Tesco-sponsored Sustainable Consumption Institute.

“Impact was one of the founding aims of the Retail Research Forum, and projects are prioritised according to their potential to impact on policies and practices.” Professor Peter McGoldrick

Research that makes a difference
Research carried out at Manchester Business School is changing the way industries operate across the world. From keeping patients healthy to keeping customers happy, our researchers are able to offer pioneering advice and solutions to solve today’s real-life, global business problems.

The background Lloyds Banking Group (LBG) is pioneering advice and solutions to solve today’s world. From keeping patients healthy to keeping their customers happy, our researchers are able to offer pioneering advice and solutions to solve today’s real-life, global business problems.

The impact The research carried out at MBS has led to fundamental changes in the way banks look at customer service.” Professor John Murphy

The impact The project resulted in the “Wheel of Ten” approach to customer service in business banking. The initiative has been so successful it has been rolled out to LBG’s International and Retail divisions.

“This research is having a real impact on people’s lives. We are now spreading this learning to a wider group of primary care organisations and to patients with other conditions where early detection and management will improve their quality and length of life.” Professor Ruth Boaden

The impact The project has been rolled out to LBG’s International initiative has been so successful it has been rolled out to LBG’s International division. The “Wheel of Ten” approach to customer service in business banking. The project resulted in the “Wheel of Ten” approach to customer service in business banking. The initiative has been so successful it has been rolled out to LBG’s International and Retail divisions.

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Research that makes a difference

The Marie Curie Risk Network
Professor Ser-Huang Poon
Research that makes a difference
Marie Curie research fellows in joint opportunities to, and help train, the industry partners provide secondment and Quantitative Techniques. The Microstructure, Liquidity and Volatility; Concepts and Systemic Risk; Market and Risk Modelling Frameworks; Risk Practices; Regulatory Requirements Organisation; Banking Theories and early stage researchers. Research project will fund 32 Marie Curie
The aim of financial risks.

The impact on world finance
The lead researcher
Professor Ser-Huang Poon
The research partner
The Marie Curie Risk Network
The background MBS is the lead coordinator of a consortium of 19 university and industry partners from seven European countries, whose purpose is to train young researchers in qualitative and quantitative approaches to the measurement and management of financial risks.
The aim To prevent a future global financial crisis.
The research The large-scale project will fund 32 Marie Curie Fellows including four postdoctoral research fellows, 10 PhD students, and 18 short-term research visits for early stage researchers. Research topics include: Risk Reporting and Organisation; Banking Theories and Practices; Regulatory Requirements and Risk Modelling Frameworks; Risk Concepts and Systemic Risk; Market Microstructure, Liquidity and Volatility; and Quantitative Techniques. The industry partners provide secondment opportunities to, and help train, the Marie Curie research fellows in joint collaborative research.
The impact By bringing together a multi-sector and multi-disciplinary team of experts, the network is providing insights and innovative solutions to many of the current financial problems, which will hopefully prevent further financial crisis.
“The topics studied will be critically important to both public and private sector organisations. It is less than a year since the network was launched and some of our research outcomes are already starting to have a real impact on the way our industry partners carry out their business.”
Professor Ser-Huang Poon
Impact on government
The lead researcher
Professor Colin Talbot
The research partner: Treasury Select Committee
The background The Treasury Select Committee scrutinises the work of HM Treasury. Since 1997 HMT has tried new ways of organising public finances, setting performance objectives and achieving efficiency savings.

The impact By bringing together a multi-sector and multi-disciplinary team of experts, the network is providing insights and innovative solutions to many of the current financial problems, which will hopefully prevent further financial crisis.
“The topics studied will be critically important to both public and private sector organisations. It is less than a year since the network was launched and some of our research outcomes are already starting to have a real impact on the way our industry partners carry out their business.”
Professor Ser-Huang Poon

Impact on corporate reputation
The lead researcher
Professor Gary Davies
The research partner
Numerous organisations including the British government, the Co-operative Bank, House of Fraser, LloydsTSI, the Manchester Chamber of Commerce, Marks and Spencer, the city of Moscow, the Catholic Church, Tesco and West Midlands Police.
The background At first sight an organisation’s reputation should be an excellent starting point for shaping its strategy. A good reputation attracts and retains customers and employees and makes it easier to break into new markets and launch new products. However, proving the links between reputation and corporate performance is difficult as there are no reliable methods of measuring reputation.
The aim To help the Committee successfully scrutinise HMT’s new policies and initiatives.
The research Since 1998, Professor Talbot has provided extensive analysis and advice to the Committee, first as an expert witness in public and later as a formal Specialist Adviser providing private advice and briefing sessions.
The impact Professor Talbot’s public evidence to the Committee is on the record and many of the Committee’s reports over the past decade have adopted his ideas. In turn some of this has flowed through into changes in HMT policy. As a result, Professor Talbot has been asked to advise several other governments and parliaments including in Canada, Japan, France, Estonia and Latvia.
“The analysis I have provided for the Committee for over a decade has clearly contributed to its effective scrutiny of government policies which, in a democracy, is a very important function.”
Professor Colin Talbot

The research Supported by research councils, including the ESRC, and by industry, the team provides a number of services including consultancy, running courses for managers and exchanging knowledge for access to employees and customers.
The impact Organisations are now able to measure their corporate reputation and use this information to manage it and guide their strategy. As well as the reputation of an organisation, the research has also shown how the reputation of a country or city reputation can influence markets. The work is constantly cited by other academics and is now studied on Specialist Masters, M&A and Executive Education programmes.

“IBS is a world leader in research into corporate reputation and its impact on financial performance. Our contribution to knowledge in this area has been achieved through the work of more than 20 doctoral students over the last ten years.”
Professor Gary Davies

Impact on international business
The lead researchers
Professor Martin Walker (pictured) and Dr Edward Lee
The research partner
Association of Chartered Certified Accountants (ACCA)
The aim To challenge the assertion that the mandatory adoption of International Financial Reporting Standards (IFRS) across the European Union (EU) reduces the cost of capital for businesses by enhancing the quality of their corporate disclosure and the comparability of their financial statements across borders.
The research The team compared the cost of equity capital before and after the enactment of IFRS across 17 EU countries. They derived cost of equity capital through consensus analyst earnings forecast and share price based on state-of-the-art equity valuation models.
The impact By collating empirical evidence of the economic consequences of this major accounting regime change MBS is able to inform the continuing debate about the pros and cons of international accounting harmonisation, among both academics and practitioners.

“Former SEC chairman Arthur Levitt once stated that, ‘The truth is, high standards lower the cost of capital’. But was he right? The ultimate objective of the corporate security market is to provide risk capital to companies as cheaply as possible. This research will inform debate around the contribution of IFRS to achieving that.”
Dr Edward Lee

Research at MBS Section 3
A world-class research environment

Research is at the heart of everything we do at Manchester Business School. It informs and shapes every aspect of our business & management teaching and keeps our students and academics in touch with the realities of the commercial environment.

Our doctoral programmes are designed to develop exceptional researchers with skills that have applications far beyond the research arena.

Whether you choose to study for a PhD or DBA, you will undergo a life-changing experience that will improve your understanding, not just of modern business & management issues but of yourself and your way of working.

Our doctoral programmes offer you:

Academic rigour
- gain a deeper understanding of your chosen subject area with a challenging combination of research training and supervised research

Internationalism
- benefit from a culturally diverse learning environment with staff from over 40 countries and students from over 100 different nationalities

High quality peers
- study alongside some of the brightest and ambitious minds

Resources
- access to an international research environment, inside and outside of the school

Networking opportunities
- gain access to an international network of students, staff and more than 24,000 alumni across the globe

Outstanding supervision
- benefit from a professional and challenging relationship with your supervisory team

The choice between studying for a DBA or PhD depends on your background, how much time you can commit to your studies and what you want to get out of the experience.

<table>
<thead>
<tr>
<th>PhD</th>
<th>DBA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Duration</strong></td>
<td><strong>5 years</strong></td>
</tr>
<tr>
<td><strong>Type of programme</strong></td>
<td><strong>Part-time, blended learning</strong></td>
</tr>
<tr>
<td><strong>Full-time on campus</strong></td>
<td><strong>Practitioners, consultants, business school faculty, senior executives or entrepreneurs</strong></td>
</tr>
<tr>
<td><strong>Recruits</strong></td>
<td><strong>MBA or Masters plus work experience</strong></td>
</tr>
<tr>
<td><strong>Background</strong></td>
<td><strong>Those with a strong academic background, business school faculty, practitioners and from government and NGOs</strong></td>
</tr>
<tr>
<td><strong>Masters</strong></td>
<td><strong>Looking for a career as a researcher in academia, public or private sector</strong></td>
</tr>
<tr>
<td><strong>Reasons for study</strong></td>
<td><strong>Become an expert in chosen field; enhance career prospects; improve company or industry; passion for learning; move into academia</strong></td>
</tr>
</tbody>
</table>

Section 3

Doctoral programmes
Finding the right supervisor for your research is vital. It can be the deciding factor in choosing a place to study, and can have a major impact on the outcome of your doctoral programme.

The quality and breadth of expertise of our academics is what makes MBS stand apart from other business schools. We undertake some of the most innovative, groundbreaking research into today’s crucial business and management issues.

Whatever your chosen field, you will find a supervisor at MBS who shares your passion for the subject and has the expert knowledge to guide you through your programme.

Expert help on demand
The student/supervisor relationship is vital to your doctoral research. Our academics pride themselves on developing close working relationships with their students. A successful relationship brings benefits to both parties: your experience can inform your supervisor’s research, while their expertise will help shape yours. Many students work collaboratively with their supervisor and often publish joint papers.

World-class facilities
The MBS library is part of The John Rylands University Library, one of the best-resourced academic libraries in the UK. It holds a wealth of information including company financials, broker reports, current and historical data from the leading financial markets, the latest market research reports and statistical data, plus electronic versions of the latest news, trade and academic publications which can be accessed 24/7 from anywhere in the world. Our dedicated specialist library staff provide one-to-one training in how to use the resources most effectively.

The supervisor is constantly questioning your work, I am not sure if you ever satisfy him. But this is an important role to motivate you to look into issues much deeply, which can really boost your academic development.

Thomas Schlingemann
Manager,
Human Resources
Walt Disney Imagineering
In tune with research

Our researchers work within today's ever-changing commercial environment. They are out there in the real world, working closely with business leaders, solving problems and improving outcomes for some of the world's biggest companies and public sector organisations. You could join this exciting community and help lead thinking on the most pressing business and management issues, now and in the future.

The school has 12 priority research areas supported by four wide ranging divisions, which reflect current research issues and anticipate future business trends.

Manchester Accounting and Finance Group (MAFG)
- Accountability and Governance, specifically corporate financial communication and reporting, corporate governance, performance measurement and management, management accounting and control
- Finance: specifically corporate finance, asset pricing in capital markets, and financial risk management

Marketing, Operations Management and Service Systems
- Marketing, including consumer, retailing, corporate reputation and communications, B2B marketing linked with Supply Chain Management, product innovation, design, service and sustainability
- Services Design Management with particular emphasis on multidisciplinary approaches to ICT enabled business services incorporating service innovation, service design, service marketing, service operations and service information management

Strategy
- Decision Analysis, Support, and Risk Management linked with Operations and Supply Chain Management
- Major Project Management/Infrastructure
- High level decision making and leadership and business strategy
- Innovation studies, science and technology policy, linked with entrepreneurship and sustainable environment
- Public Sector Policy and Management with particular expertise in Health Services

People, Management and Organisations
- Comparative Business Systems and Employment Systems Relations linked with International Business, and Cultural Economy
- Human Resource Management, including the treatment and well-being of employees, equality and diversity, and aspects of Organisational Psychology
- Organisation Studies: specifically critical management studies, and aspects of organisational psychology
A PhD is not just a challenging and stimulating academic endeavour. It is an opportunity to add to global knowledge by generating new ideas, theories and understandings, which can all have a real and positive impact on society.

**A firm foundation**
During your first year you will develop skills you need to undertake your own, supervised research. Our academics lead rigorous training in the research process including research design, philosophy of knowledge, literature review, plus a wide range of research methods. The knowledge and skills that you acquire will not only underpin your studies but which will equip you for a future career in the academic, public or private sectors.

**A rich research environment**
As a researcher at MBS you will become part of a thriving academic community. As well as expert advice from your own supervisors, you will have access to international academics and industry leaders through our extensive seminar programmes.

In return we expect you to contribute to the academic life of the School from the very beginning of your programme. You will be encouraged to develop new ideas and present your research to both internal and external colleagues on a regular basis and to publish on your research throughout your studies.

**Funding**
The high quality of our PhD programmes has attracted significant funding from a number of UK and international funding bodies. Funding is available to exceptional students who have the potential to benefit from, and significantly contribute to, the rich academic life of the School.

**Your future**
Our graduates are sought after across the world by leading universities and prestigious companies. Many take up academic posts on graduation, while some apply their expertise in industry or the public sector. Whatever your future plans, a PhD from MBS will give you the opportunity to make an impact.

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I have been constantly challenged and it has made me deeply aware of how important research is as a process of learning.

**Nicola Wall**
PhD Student
Contribute to global knowledge

Where our PhD students are from

Key stats

- Average age 31
- Female cohort 31%
- International students 83%
- More than 35 countries
- Funded by MBS 19%
- Externally funded 45%

Is the Manchester Business School PhD right for you?

Do you have:
- an original research idea?
- a Masters and undergraduate degree or equivalent?
- the intellectual curiosity to pursue a major research project?

Do you want to:
- make a lasting contribution to academic knowledge and understanding of global business & management issues?
- join the next generation of leading edge business and management researchers?
- enhance your research skills and critical judgement?
- move into academia or develop your career?
- study full-time in one of Europe’s most vibrant and cosmopolitan cities?
- exploit the knowledge, skills and facilities of one of the world’s leading business schools?
- build an international network of contacts?

At MBS our focus is not simply on the production of an excellent PhD thesis, but on training researchers and giving you the opportunity to develop a broad range of academic and professional skills that you can use in your career.

Professor Julie Froud
PhD Programme Director
PhD Programme Structure. Build on your rigorous research training to develop your chosen area of research.

**Year 1** Building the foundations of your research

- **Sept – Aug**
  - Induction
  - Research training programme
  - Review
  - Research training programme
  - MBS doctoral conference
  - Review
  - Supervised research (literature review, research design, pilot project)
  - Skills training

**Year 2** Developing your research

- **Sept – Aug**
  - Supervised research (data collection and fieldwork)
  - Review
  - Supervised research (data collection and analysis)
  - Skills training

**Year 3** Completing your research

- **Sept – Aug**
  - Supervised research (data analysis and writing your thesis)
  - Review
  - Writing your thesis
  - Submission & examination
  - Skills training
  - Graduation

You will follow research training in either business & management or accounting & finance.

**Business & management research training programme**
- Research training
  - Epistemology
  - Literature review
  - Research design
- Research methods
  - Choice of quantitative, qualitative and mixed research methods workshops

**Accounting & finance research training programme**
- Research training
  - Advanced theory
  - Research design
  - Specialist subject courses
- Preliminary research
  - Pilot project
  - Literature review
A diverse cohort

During your PhD you will be working closely alongside students and academics from across the world. This mix of cultures, nationalities, perspectives and experiences creates a vibrant learning experience and adds a unique dimension to your understanding of global business.

Daniel Tischer
German

Why did I choose MBS? My research topic, interdisciplinary ethics and finance, is quite a niche subject and MBS was one of the few business schools with proven expertise in this area.

What have I learned so far? MBS is a unique environment. You are encouraged to be unorthodox in your research and you are given the space to carry out your research as you see fit.

Advice to prospective students: Be creative with your research and take chances. You may go in an unexpected direction that leads to something interesting.

Saadia Shafeeq-Uddin
Pakistani

Why did I choose MBS? Having completed my Masters at MBS the choice was easy; I saw doing a PhD as an interesting opportunity where you have both the freedom to be innovative and the encouragement to turn your rough, initial ideas into great gems of knowledge.

What have I learned so far? I have been particularly impressed by my supervisory team and the exceptional support offered throughout the programme.

Advice to prospective students: Attend as many MBS-organised events as you can as they encourage networking and help you to further your research.

Dale Heywood
British

Why did I choose MBS? I was impressed not only by the amount of academics in my research area but also by the wealth of expertise they had, both in academia and industry.

What have I learned so far? Having access to a really broad and diverse student and faculty mix, all the different ages, nationalities and perspectives are priceless.

Advice to prospective students: Make lots of friends – they will support you through the rough times.

Mohammed Zaki
Egyptian

Why did I choose MBS? MBS offers a vibrant environment where you work with expert, intelligent colleagues and staff that will make your PhD journey enjoyable and insightful.

What have I learned so far? My academic skills have significantly improve and I am still learning every day from both academics and fellow students.

Advice to prospective students: Take time to discover Manchester – it is a wonderful city to live and study in, full of students from many cultures and interesting places to visit with friends.

Aini (Suzana) Ariffin
Malaysian

Why did I choose MBS? For the past 20 years I have worked for a research organisation within the Malaysian government which has strong links with the UK and with MBS in particular. So I have always been aware of MBS’s reputation in the area of innovation in public sector research.

What have I learned so far? The library and IT resources are world class, as are the opportunities you get to meet experts from all over the world through seminars and conferences.

Advice to prospective students: Don’t worry if, like me, you haven’t studied for a while. The choice of taught courses in the first year are good for people from a non-academic background.

Saadia Shafeeq-Uddin
Pakistani

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Aini (Suzana) Ariffin
Malaysian

Why did I choose MBS? For the past 20 years I have worked for a research organisation within the Malaysian government which has strong links with the UK and with MBS in particular. So I have always been aware of MBS’s reputation in the area of innovation in public sector research.

What have I learned so far? The library and IT resources are world class, as are the opportunities you get to meet experts from all over the world through seminars and conferences.

Advice to prospective students: Don’t worry if, like me, you haven’t studied for a while. The choice of taught courses in the first year are good for people from a non-academic background.
OUR DOCTORAL STUDENTS ARE AT THE HEART OF THE MBS RESEARCH COMMUNITY. THROUGH RESEARCH TRAINING, EXPERT SUPERVISION AND ACCESS TO FIRST RATE LIBRARY AND INFORMATION RESOURCES, WE ENCOURAGE OUR PHD AND DBA STUDENTS TO BUILD ON THEIR EXPERTISE AND CREATIVITY TO DEVELOP RESEARCH THAT MAKES A SIGNIFICANT CONTRIBUTION TO KNOWLEDGE.
Become an expert in your field

Challenging, flexible, portable and international, the Manchester Business School DBA is research in action. It offers you the opportunity to study a real business issue in depth and then immediately apply that knowledge in your working life, directly improving commercial outcomes within your organisation and beyond.

Learning that fits around you
The part-time DBA programme is designed for people who don’t want to put their career on hold. Using a combination of online tuition, self-study and face-to-face teaching, the DBA allows you to undertake a substantial piece of research without interrupting your professional working life.

Building your skill set
All doctoral students undergo a two-year taught stage during which they receive a thorough grounding in research design, skills and methods. This includes statistics and the philosophy of knowledge (epistemology), which is invaluable for developing your own research project, plus several elective courses.

The taught stage consists of two one-week workshops in year one and two one-week workshops in year two on campus in Manchester, which are a highlight of the programme and provides great opportunity for networking and collaboration with academics and fellow DBA students.

Writing your thesis
The research stage of your programme usually takes three years to complete. Having developed your research proposal in consultation with your supervisor, you are ready to begin work on your research. Finally you will defend your thesis at the ‘viva’ to justify your assumptions, data and outcomes. Your research may be suitable for publication, as journal articles or books.

The part-time structure of the DBA fits in perfectly with my work commitments and the high tutorial quality of the workshops give me new insights into the general field of research and provides me with the necessary research skills and techniques to begin my thesis.

Sven Riemer
Corporate Banking Relationship Manager Commerzbank AG
Becomes an expert in your field

Where our DBA students are from

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>15%</td>
</tr>
<tr>
<td>North America</td>
<td>27%</td>
</tr>
<tr>
<td>Europe</td>
<td>16%</td>
</tr>
<tr>
<td>Asia</td>
<td>11%</td>
</tr>
<tr>
<td>South America</td>
<td>1%</td>
</tr>
<tr>
<td>Middle East &amp; India</td>
<td>11%</td>
</tr>
<tr>
<td>Africa</td>
<td>6%</td>
</tr>
</tbody>
</table>

Key stats

Average age 42
Female cohort 18%
International students 86%
From over 30 countries

Is the Manchester Business School DBA right for you?

Do you have:
- an MBA or Masters qualification?
- business experience in a senior role?
- a business issue or area of specialist interest that you want to investigate further?
- the ambition, motivation and commitment to succeed?
- an appetite for personal and professional challenges?

Do you want to:
- take your career to the next level?
- become an expert in your chosen field?
- pursue your studies without taking a career break?
- exploit the knowledge, skills and facilities of one of the world’s leading business schools?
- build an international network of business contacts?

Our DBA candidates utilise their global career experience and industry knowledge in developing a research project which not only tackles an important unresolved problem in the real world, but also makes a critical contribution to their subject field.

Professor Jikyeong Kang
DBA Programme Director
DBA Programme Structure. Studies that fit in with your lifestyle, and knowledge and skills that can be applied immediately in the workplace.

**Stage 1**
**Year 1** Building the foundations of your research

- **Core courses**
  - Social Research Methods - questionnaire design, interviewing & observational methods
  - Statistics - application of descriptive and inferential statistics
  - Epistemology - examining problems in management research and their roots in philosophies of the natural & social sciences

- **Elective courses**
  - Qualitative Methods
  - Survey Design
  - Case Study Methodology
  - Business Analysis
  - Multivariate Statistics
  - Action Research
  - Elite Interviewing
  - Mixed Methods

**Stage 2**
**Year 2** Structure of research: Creating your personal DBA

- **Core courses**
  - Pilot project

- **Elective courses**
  - Literature project
  - Writing your thesis

**Stage 3–5**
**Year 3–5** Research for your career, company & publication

- **Core courses**
  - Supervised research (data collection and analysis)

- **Elective courses**
  - Writing your thesis

- **Research proposal**
  - Consultation with supervisor
  - Description of management issue
  - Evidence of academic relevance
  - Conceptual framework for research
  - Justification of research methodology

- **On campus at MBS**
  - Theory into practice - students and faculty meet face to face
  - Management issues - addressed through exchange of ideas
  - Networking - connecting with global business professionals
  - Group cooperation, presentation and interaction
  - Regular meetings with your supervisor
Section 7

On the DBA you will study alongside some of the brightest minds in business. People at senior levels in some of the world’s most prestigious companies, coupled with academics from across the world, who will add a unique dimension to your understanding of global business.

Jonathan Giuliano
Entrepreneur and Investor

Why did I choose MBS? MBS has earned over decades a reputation as one of the best business schools in the world, a reputation which derives partly from the school’s excellence in doctoral programmes. I found the world-class faculty deeply engaged in their work and committed to the progress of their students. MBS’ DBA programme is particularly strong in allowing the effective integration of work and study.

What have I learned so far? I have learnt that the Manchester Method works. The tight integration of theory and practice provides immensely useful insights to resolving important and difficult problems. MBS provides a unique structure for rigorous academic study and practical application, and through this deep structural process I have learnt more about business… and more about myself.

Advice to prospective students Fasten your seatbelt. The doctoral programme is a fun, fast drive that is extremely challenging and equally rewarding.

Nada Messaikeh
Finance Division Manager, Abu Dhabi Education Council

Why did I choose MBS? For me, pursuing a DBA is beyond just earning a degree, it is about the whole experience at one of best research led schools in the world with a renowned faculty, to being part of a culturally diverse team of professionals. Undoubtedly MBS offers all the above and more.

What have I learned so far? I have learned to look at issues from a different perspective, my critical thinking has evolved and I appreciate the value of academic research.

Advice to prospective students Enjoy the unique learning experience. Do not underestimate the effort required during the first two years of the programme, but I can tell you it is well worth it.

Frank Siegfried
Managing Director, Black Moon Pte Ltd

Why did I choose MBS? I was looking for something very special and MBS fulfilled all my criteria.

What have I learned so far? Persistence is crucial. You might struggle with a subject again and again, but once it clicks and things start to make sense you get a fantastic feeling of achievement.

Advice to prospective students Accept that you will find some assignments more difficult than others, but try and focus on the feeling of pride you will have once they’re finished.

Ron Babin
Associate Director, Ted Rogers School of IT Management

Why did I choose MBS? Ranked as a top doctoral university (by Financial Times), Fully accredited AACSB, EQUIS; breadth & depth of world-class faculty; flexibility of the DBA program; Manchester is a major UK and European city with access to all major airports.

What have I learned so far? DBA field research is rigorous, time consuming and somewhat unpredictable; frequent communication with my supervisor is critical (by phone, email and in person).

Advice to prospective students There is a time-cost of the DBA in your personal and professional life, which must be understood and planned; the return on that investment is very good, which also must be understood and planned. Finally, your relationship with your supervisor is critical to your doctoral success.

Peter Mpinganjira
Tax Specialist, South African Revenue Service

Why did I choose MBS? I wanted to climb to the pinnacle of success in the accounting profession and I saw the DBA as an opportunity to gain thorough preparation before setting up my own consultancy.

What did I learn? I learnt that starting the DBA can change your career from the beginning. During the course my employers moved me to a more senior role with a strategic focus and I saw a significant increase in salary.

Advice to prospective students Focus on your networking. I now have people across the world that I can call on anytime and this has made me more marketable to both local and international organisations.

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Applying to MBS

We aim to attract the brightest minds onto our doctoral programmes. Our rigorous selection process ensures that, if successful, you will be studying alongside an international cohort of high calibre, high achieving professionals.

Entry requirements
To join our doctoral programmes, you will need a recognised Masters or MBA degree plus evidence of good spoken and written English (if English is not your first language).

PhD: Next Steps
You should make your application online. For further details visit: www.mbs.ac.uk

Alongside your online application you will need to send us:
- A 3,000 word research proposal, outlining the research you are interested in, demonstrating the originality and quality of your ideas
- Evidence of your academic qualifications
- Evidence of your previous English language proficiency
- Academic references

Once we’ve received this we will review your application and may invite you for interview (usually by phone) with a potential supervisor.

For an informal discussion about your application, please contact a member of our doctoral programmes admissions team at pgresearch@mbs.ac.uk

DBA: Next Steps
For initial enquiries about the DBA programme or how to make an application, please contact our DBA Course Counsellors at global@mbs.ac.uk or phone +44 (0) 161 275 7212.

To be considered for the DBA you will initially need to send a 3,000 word research proposal and an up-to-date CV to global@mbs.ac.uk.

Once we’ve received this we will review your research proposal to provide feedback and if appropriate you will be invited to make a formal application. You may then be invited for interview (usually by phone) with a potential supervisor which may then lead to an offer of a place on the DBA programme.

Manchester is ranked 1st in the UK and 7th in the world for internationalism by the Financial Times 2010.