



UNIVERSITY OF

**BATH**

SCHOOL OF MANAGEMENT

**MEANINGFUL  
CONNECTIONS.  
POWERFUL  
RESEARCH.  
THOUGHT(FUL)  
LEADERSHIP.**

**DBA (HEM)**

# NEW UNDERSTANDING FOR NEW TIMES.

## WELCOME TO BATH

Having returned to the University of Bath around six years ago, I feel genuinely privileged to return to the University where I began my career many years ago. Since starting my career at Bath, I have been fortunate to have pursued an academic career at leading Universities in the UK and around the world and have visited and collaborated with many more. This experience has given me an understanding of what makes a doctoral programme unique and what is so special about the experience we offer here.

## AMAZING ACADEMICS- THE CORNERSTONE OF A GREAT DOCTORAL PROGRAMME

Our DBA in Higher Education Management is special in that it is situated in a leading School of Management and benefits from the expertise of a fantastic group of academic staff. Our academics are world-leading in every sense. Each of them is either at the cutting-edge of a research field from which they bring the latest knowledge to bear in their classroom and we think this is equally important, they are people who have a real depth of experience in practice who can share lessons that are helpful for you as you build your career. Our academics combine their knowledge with an incredible ability to communicate lessons that are useful for you.

## YOUR FELLOW STUDENTS – AMBITIOUS AND ASPIRATIONAL

We have amazing students; they are from all over the world and bring a rich diversity to our classrooms. We recruit students who are genuinely aspirational for their futures and they all share the same ambitious perspective on life. They, alongside the vibrant alumni community of the DBA, will form your future career network.


## OUR AMAZING ENVIRONMENT

We are incredibly lucky to be in a wonderful part of the world. Bath is an amazingly beautiful, safe, Georgian city and we enjoy a fabulous hillside university campus with excellent facilities. When you come here for your residential visits you can choose your accommodation to suit your needs; many DBA students choose to maximise their budgets by staying in the ever-popular Youth Hostel while others choose to enjoy the luxury of Bath's top end hotels. Wherever you choose to stay, we have an exceptional environment for you to study and really get the most out of what it is to be a doctoral student.

I hope to welcome you here very soon and for you to start your journey with us.



**Professor Stephen Brammer**  
Dean, School of Management



**Dr Melanie Swanson,**  
Head of Department – Student Engagement,  
Development & Training Unit,  
Cape Peninsula University of Technology

# WELCOME TO THE BATH DBA IN HIGHER EDUCATION MANAGEMENT

The DBA in Higher Education Management (HEM) is a special doctoral programme designed for higher education leaders, combining higher education and management.

Our DBA has been designed specifically to meet the needs of senior leaders working in universities, government agencies and other higher education organisations. Gain the research skills you need to address the challenges of higher education in the 21st century and combine these with professional practice by applying your increased knowledge to your work.

You'll be a part of an international programme. Our DBA consists of students from a range of nationalities, diverse institutions and national settings allowing you to enjoy a truly global experience. You'll share experiences and professional insights and develop relationships for the future. You will learn from faculty and professional leaders who have experience in diverse higher education systems.

## WORLD-CLASS FACILITY

You'll learn from academics who are experts in their fields. Their expertise includes management, education, economics and public policy. Your learning experience will be enriched by their leading-edge research and active engagement with higher education institutions, agencies and governments in the UK, Europe, Africa, Latin America and Austral-Asia. You'll also benefit from the knowledge of Vice-Chancellors, Deans, Directors of Internationalisation and senior professionals spanning the functions of modern universities.

Please see our website for a comprehensive list of academic faculty and associates:  
[www.bath.ac.uk/teams/school-of-management-dba-in-higher-education-management-team](http://www.bath.ac.uk/teams/school-of-management-dba-in-higher-education-management-team)

## GLOBAL NETWORK AND A SUPPORTIVE LEARNING ENVIRONMENT

We welcome students from all over the world and emphasise sharing knowledge. You'll learn alongside other higher education professionals from around the globe facing similar challenges to you. This could include Deans, Heads of Department and Senior Administrators. Previous cohorts have also included Deputy and Pro-Vice-Chancellors (Vice Presidents).

Regular residentials will provide you with the opportunity to build relationships with your global coursemates. Our virtual learning environment and peer-to-peer support make networking and sharing good practice simple.

The University is also home to the International Centre for Higher Education Management (ICHEM). Since 1994, ICHEM has been at the heart of higher education research, bringing

## CONTENTS

- 2 Welcome to The Bath DBA in Higher Education Management
- 4 Our campus and city, ambition built in
- 6 Programme objectives
- 7 Your application
- 8-11 Student profiles

together leading scholars from a range of disciplines to develop higher education innovation for global wellbeing.

ICHEM experts lead the DBA (HEM), teach on the programme and supervise research.

## HIGHLY RANKED

The University of Bath is recognised as one of the UK's top 10 universities across the 2026 rankings (The Times and The Sunday Times Good University Guide, the Guardian University Guide, and the Complete University Guide). Globally, it ranks in the top 150 in the QS World University Rankings 2026. The School of Management is a national leader, ranking in the top 5 for undergraduate study (The Complete University Guide, The Guardian) and top 100 globally for Business and Management Studies (QS World University Rankings by Subject 2026).

Our postgraduate students are among the most satisfied in the UK, coming 9th in the Postgraduate Research Experience Survey (PRES) ranking in 2025. The School has recently earned a full five-year EQUIS reaccreditation, with the DBA (HEM) featuring as the 'spotlight' programme.



We are accredited by EQUIS, the European Foundation for Management Development's quality inspectorate



"I loved the camaraderie of being part of a close-knit DBA cohort. I was lucky to be part of a class that included students from Europe, North America, the Middle East and Asia-Pacific. We still keep in touch."

Professor Nigel Healey,  
Former Vice President,  
Global and Community Engagement,  
University of Limerick, now teacher  
and supervisor on the DBA (HEM)

# OUR CAMPUS AND CITY, AMBITION BUILT IN.

Our campus has a vibrant community atmosphere. Our library, Sports Training Village, arts centre and award-winning Students' Union are all located within a five-minute walk of one another. In the past decade, the University has invested £450 million in campus facilities, including an exciting new building for the School of Management, where the DBA (HEM) is taught.

The beautiful city of Bath is just a few minutes from campus, surrounded by the rolling green hills of the Somerset countryside. It's famous for its natural hot springs and Georgian architecture. In fact, Bath is so special it's the only entire city in the UK that's a UNESCO World Heritage Site.

As popular with tourists as it is with students, Bath has won awards for its levels of safety. It has a huge variety of restaurants, cafés, bars and clubs, as well as theatres, cinemas and museums. Many students extend their stay after the residentials to take advantage of all that Bath has to offer.



# PROGRAMME OBJECTIVES

The DBA (HEM) is a part-time research degree at doctoral level.

We bring together the latest scholarship and an applied focus on research. You'll develop a thorough understanding of how and why things happen in contemporary higher education.

As well as developing your leadership expertise, you'll graduate with research skills appropriate for higher educational managers, and be better equipped to deal with the ethical and political issues facing higher education today.

The course is designed for you to apply your knowledge to your work as you progress through the course. Applying your DBA research to your own organisation will allow you to:

- understand emerging trends in higher education
- improve national and international policy
- establish and share best practice in management and leadership

## Course structure

We know how busy leaders are. We've designed our DBA to be flexible around your personal and professional demands. The DBA in Higher Education Management is more structured than a traditional PhD. It consists of two phases:

- 1 a two-year taught programme delivered through four residential sessions in Bath (between six and eight days)
- 2 a DBA research thesis phase

The duration of our programme is minimum three years and maximum eight years. Please see our website for further details: [www.bath.ac.uk/management/dba](http://www.bath.ac.uk/management/dba)



"I've done undergraduate and master's degrees before, but not this level of research so this was a completely new world to me"

Dr Marine Condette,  
Executive Officer, European  
Academy of Management

## Assessment

The taught phase is like a structured training programme to prepare you for your thesis. During this stage, you'll complete four assignments. The final assignment is a research proposal for your thesis.

We've designed each assignment to give you content-specific skills and other transferable skills. Completing all four assignments will give you the key building blocks you'll need to start your thesis.

To be eligible for the thesis phase you will need to complete and pass all four assignments.

# YOUR APPLICATION

## Admissions

Entry to the Bath DBA (HEM) is competitive and we take a holistic view when evaluating candidates.

We take many factors into account when assessing applicants, including professional experience. We are looking for individuals with a strong record of achievement and ability, who are ready to make a significant contribution to both their cohort and their community.

## Entry criteria

You must:

- be a university graduate or have a graduate level professional qualification (Bachelor 2:1 or equivalent)
- hold a postgraduate or advanced graduate qualification (a Master's degree, with a minimum of a Merit if Bachelor degree is below a 2:1)
- have a minimum of three years' senior management experience in higher education with the potential to achieve significant organisational change within an organisation or the higher education sector in general
- have two good references - one should be academic (if you have studied in the last five years) and the other professional
- include a statement detailing your motivation for applying and your research interest

## Completing your application

Complete your application online.

The programme begins in November each year. Places are limited and early application is advised.

## Fees, funding and scholarships

Please see our website for further information: [www.bath.ac.uk/management/dba](http://www.bath.ac.uk/management/dba)



"I was looking for a programme that had an international approach and Bath was the natural choice."

Dr Nina Volles, Senior Partner and  
Managing Director, PAERADIGMS



**Dr Luz Longworth,**  
Senior Corporate Director,  
Sandals Corporate University

# LEADERSHIP

## **Choosing the DBA at Bath**

I had been a University Lecturer and Administrator for over 25 years. I started looking at PhD programmes but realised they didn't have the balance of theory and practice in the area of Higher Education Leadership and Management that I was interested in developing.

The Bath DBA in Higher Education Management was recommended to me by two colleagues who were enrolled in the programme. It had the balance I was after.

The DBA in HEM was also a unique programme as it allowed me to maintain my full-time job at my University in the West Indies while pursuing the programme at Bath through well-timed residentials.

## **A programme I could apply to my work**

Everything in the DBA programme modules was relevant to my day-to-day reality as a senior administrator in the University of the West Indies.

Perhaps the most significant value that the DBA had for me was the ability to research an area uniquely relevant to my institution. Through that research, I developed a model of leadership that has guided the growth and evolution of my campus.

## **Helping me to achieve my career goals**

The DBA has been instrumental in improving my professional practice in Higher Education Management. The modules all helped me to think strategically about the future of my organisation and helped change and modernise the way we operate. I believe that this ability to think strategically about HE was instrumental in my appointment to my current post of Corporate Director.

“It has been one of my most cherished educational experiences to have had the honour and pleasure to interact with so many outstanding professionals in one cohort.”



**Dr Amine Moussa,**  
Head of Library Information Technology  
and Faculty Member in Human Resources,  
Notre Dame University – Louaize, Lebanon

# GLOBAL NETWORK

## **Why I wanted to do a DBA**

I knew I wanted to do a doctoral programme that would combine theory and practice. As Head of the Library Information Systems Department at the Notre Dame University-Louaize, Lebanon, I needed a doctoral programme that would suit my busy work schedule and life commitments. That's how I ended up choosing the Bath DBA in Higher Education Management.

## **A unique programme**

Given its record of excellence in management studies, the Bath DBA stood out because of its specialisation in Higher Education Management. The DBA involves researching issues at our own institutions. This is what makes this DBA unique. You will learn the latest theory and put it into practice outside of the course. Another great aspect of the course is that after only a year of study I've been able to apply it to my work already.

## **Sharing experiences at the residentials**

My favourite part of the course has definitely been the residentials. Around 20 students from all over the world meet in Bath for a week, twice a year. My coursemates come from over ten different countries.


The residentials play a major part in bringing us closer together and developing a strong global network. Getting to know how each person thinks about a certain problem and approaches a solution has added a lot to my experience and broadened my knowledge.

The residentials also include different sessions on doctoral writing skills. These help us to develop our academic writing skills, preparing us for writing our thesis.

Another great thing about the residentials is the support we receive from the administrative and academic staff. The team is always available to answer any questions and help us through any issues. Feedback is encouraged during the residentials, and our comments and suggestions are taken into consideration.

Go to [www.bath.ac.uk/case-studies/research-reputation-and-residentials-why-i-chose-the-dba-in-higher-education-management/](http://www.bath.ac.uk/case-studies/research-reputation-and-residentials-why-i-chose-the-dba-in-higher-education-management/) to read Amine's story.

# THINK AMBITIOUS.

A woman with short hair, wearing a dark turtleneck sweater, is shown from the chest up, looking upwards and to the right with a slight smile. The background is a panoramic view of a city, likely Cape Town, with numerous buildings and a church spire visible. The entire image has a purple-to-blue color gradient overlay.

**Dr Nosisana Mkonto,**  
Head of Department: Student Transition  
Access Retention and Success Unit,  
Fundani Centre for Higher Education Development,  
Cape Peninsula University of Technology

## Get in touch

If you'd like to find out more, contact the DBA (HEM) administrators for an informal chat on **+44 (0) 1225 387249** or you can email us: **[dbahem@management.bath.ac.uk](mailto:dbahem@management.bath.ac.uk)**

We can also arrange for a telephone or MS Teams call.

For more information or to make an application, visit our website: **[www.bath.ac.uk/management/dba](http://www.bath.ac.uk/management/dba)**



There may be occasions where due to unforeseen or unavoidable circumstances it becomes necessary to make significant changes to a course or to withdraw it or part of it, for example a particular unit/module. Such action could become necessary if for example the following were to occur:

- a key member of staff leaves the University and we are unable to find a suitable replacement (e.g. with the requisite academic knowledge/experience)
- a professional body or regulator/accreditor requires changes to be made to a course or withdraws their accreditation of a course
- changes have to be made to reflect legislative changes/requirements
- changes have to be made to reflect changes in standards set by relevant regulators and/or in keeping with best practice or developments related to the particular discipline/subject area
- student feedback clearly indicates that immediate changes be made to a course or unit
- unexpected low recruitment to a course or unit/module means it is simply no longer viable or practical to run it.

Find out more about this and other important University terms and conditions: **[www.bath.ac.uk/corporate-information/important-terms-and-conditions-for-applicants](http://www.bath.ac.uk/corporate-information/important-terms-and-conditions-for-applicants)**



Look for **bathsofm** or **Bath School of Management**