



REGENT
BUSINESS SCHOOL

HONORIS UNITED UNIVERSITIES

DISRUPT. RETHINK. INNOVATE.

BUSINESS LEADERSHIP
HIGH-PERFORMANCE
DRIVING VALUE CREATION
THOUGHT LEADERSHIP

**REDEFINING WHAT GROWTH MAY
MEAN FOR A CHANGING CONTINENT.
IN A CHANGING WORLD.**

SEEKING OPPORTUNITY
SHAPING THE FUTURE OF BUSINESS
SOLUTIONS FOR REAL-LIFE CHALLENGES
ACTION RESEARCH
CREATIVITY
DESIGN THINKING
ACADEMIC RIGOUR

DBA

Doctor of Business Administration

BROCHURE 2022



MESSAGE FROM THE DEAN

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**Future-focused research for impact –
growing leaders for social change**

REGENT BUSINESS SCHOOL is on the cusp of a significant step change in its role in Higher Education in Africa. As a proud member of the Honoris United Universities, a network of Pan-African private higher education institutions, it has stepped up its innovation, entrepreneurship and leadership imperatives.

These imperatives are emphasised to produce graduates who not only have the ability to shed light on the complex, interrelated and unpredictable nature of change we are experiencing in our world, but also have the ability to contribute to, and take advantage of, a rapidly changing economy.

The Doctor of Business Administration seeks to be at the forefront of these innovations – innovations that are driven by questions such as ‘what should we do differently? And, given the current social and economic contexts, what is the future that we need?’

The REGENT Business School Doctor of Business Administration is therefore actively pursuing theoretical and conceptual frameworks to support social innovation, which signals the importance of driving social change with transformational benefits to society.

There is no doubt that unprecedented changes are already underway – changes such as the 4th Industrial Revolution; workplace transformations, and major geopolitical changes to the world economy; to name

only a few. The Doctorate of Business Administration student must actively seek to understand the implications of these changes to our communities, our society, and our economy.

Thus, for the DBA, to make real contributions to the perplexing socio-economic problems facing the country, the region, and the globe, we need new ways of thinking: creative approaches that will help solve the big socio-economic problems within the current contexts.

Doctor of Business Administration students should therefore be ethical corporate citizens that will undertake research that seeks to make a difference. The Doctor of Business Administration, and Higher Education more generally, must respond to changes and challenges with collaborative agility, and an openness to experiment with new ways of constructing knowledge. This will only be possible through imagination, creativity and critical thinking as key 21st century skills.

The dream is that “our students will graduate into a world that they can help shape with wisdom and skill, while building a future society we would want future generations to live in” (A. Shaikh, MD).

By registering for the Doctor of Business Administration, you are joining REGENT Business School in our aspiration to grow leaders for social change by undertaking research for impact.

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Dr Ronel Blom



THE RBS PHILOSOPHY

VISION

To be a leading provider of entrepreneurial, business and management education and to develop business leaders through research and innovation.

MISSION

To provide accessible, affordable, and quality entrepreneurial, business and management education, responsive to the critical needs of South Africa and the African continent within the context of a dynamic global environment.

OUR VALUES

The core values that underpin the vision and mission of REGENT BUSINESS SCHOOL are:

- **Knowledge:** The creation and dissemination of knowledge through teaching and learning, research and innovation, and critical engagement with all stakeholders.
- **Social Responsibility:** Serving and engaging with communities for the overall betterment of society.
- **Sustainability:** Integrating social, environmental, economic and technological considerations into teaching, learning and research strategies.
- **Ethical Behaviour:** Practising ethical leadership based on the principles of governance efficacy and efficiency.
- **Diversity:** Applying the principles of social justice in dealing with the critical issues of diversity, race, access to education, gender, equity and disability.

INTRODUCING REGENT BUSINESS SCHOOL

At the core of its institutional philosophy, REGENT BUSINESS SCHOOL (RBS) is about innovation and entrepreneurship. It is about nurturing and shaping leaders and entrepreneurs to have an impact in their context.

At RBS understanding today's important challenges that confront business and society, and discovering tomorrow's interesting opportunities, are at the heart of our teaching and learning strategy, research and community engagement. RBS is a niche Business School with a community

of passionate and dedicated individuals who understand and appreciate that higher education is now the centre of gravity of the development debate, and rightly so. More than 50 percent of the population of sub-Saharan Africa is younger than 25 years of age, and every year for the next decade, 11 million youth are expected to enter the job market. This so-called demographic dividend offers tremendous opportunities for Africa to build a formidable base of human capital that will serve as the key driver for the economic transformation of this continent.



It is in this context that RBS has grounded its mission and purpose to:

- Widen access to higher education for young minds, leaders and entrepreneurs
- Expand the knowledge base and skills sets of its students in order for Africa to be more competitive
- Enable the expansion of trade and the remove of barriers of entry into new markets for African businesses.

Student surveys indicate that RBS alumni hold executive and leading positions across Africa, the Middle East, Western Europe and Asia. Further, the current student population of RBS is very representative of the demographic make-up of communities in South Africa and countries in the SADC region. The supported distance learning mode of delivery, carefully designed curricula,

as well as affordable fee structures, make RBS programmes a preferred choice for, in particular, persons in full-time employment. RBS has established academic and research linkages with partner universities and research institutions in Africa, the United Kingdom, Russia, China and India. This ensures that RBS staff, students and alumni are continually exposed to international best practices and expertise from academic, professional, private, public and civil society sectors from a range of countries across the globe. This active research focus linked with the wealth of intellectual capital, a pool of qualified and experienced faculty and specialised experience in delivering distance-learning programmes over the past two decades, has allowed RBS to design and deliver effective higher education programmes for students in both the public and private sectors.

INTERNATIONAL PARTNERSHIPS

- Member Institution of HONORIS United Universities
- Almaty Academy of Economics and Statistics (Kazakhstan)
- HONORIS Educational Network (Mauritius)
- Namibia Chamber of Commerce
- Gitam University (India)
- Shanghai University of International Business and Economics (SUIBE) – China

INTERNATIONAL RECOGNITION

RBS has held the prestigious ‘Two Palme’ award by the Eduniversal International Scientific committee since 2008. This award acknowledges the quality of RBS programmes as well as the international influence in their delivery. As part of its ongoing efforts to strengthen its African roots, RBS participates in the Association of African Business Schools (AABS) and is an active member of the South African Business Schools Association.

QUALITY CONFIRMED BY ACCREDITATION

REGENT BUSINESS SCHOOL is registered as a private higher education institution with the South African Department of Higher Education and Training (DHET) (Registration certificate number:2000/HE07/012).

REGENT BUSINESS SCHOOL Programmes are:

1. Accredited by the Council on Higher Education (CHE).
2. Registered on the National Qualifications Framework (NQF) by the South African Qualifications Authority (SAQA).
3. Registered with the Department of Higher Education and Training (DHET).
4. Recognised by the Namibian Qualifications Authority (NQA).
5. Recognised by the Mauritian Tertiary Education Commission (MTEC).

RBS is also a pipeline member of the Association of African Business Schools (AABS).



THE REGENT BUSINESS SCHOOL DOCTOR OF BUSINESS ADMINISTRATION (DBA)

The REGENT BUSINESS SCHOOL Doctor of Business Administration (SAQA ID 111312)

programme offers students a rigorous, research-focused curriculum that emphasises research addressing the challenges most relevant to business leaders. The programme aims to produce Doctoral candidates (scholars and researchers) who will contribute to the body of knowledge in the broad discipline of business management and administration and has been designed to make a contribution to the enhancement of trans-disciplinary practices in management and administration.

The REGENT BUSINESS SCHOOL Doctoral Programme in Business Administration will develop critical and reflective business administrative knowledge management competencies at the forefront in the field of business administration practice, through research and scholarly debate at the highest ethical, independent and accountability levels.



ABOUT THE DBA

On completion of the DBA programme, the student will be required to submit a full research thesis. The thesis will be based on a valid research processes and will demonstrate the following:

1. An understanding of the research theory and philosophies that enable the conceptualisation of a solution to a practical business problem, with the aim of making an original contribution to the body of knowledge in the field of interest
2. The knowledge of and ability to apply research methodologies and techniques to the discipline concerned as a field of study
3. The management of data and/or information through an iterative process of analysis, interpretation and synthesis to develop original insights into new, complex and abstract business administration ideas, information or issues
4. The management of emerging ethical business administration issues and ethical decision-making processes which include monitoring and evaluation of the potential risks of decisions
5. An independent publishable work that meets international standards and is considered new and innovative by peers

Students will make use of and contribute to business and administration theories, concepts and constructs. The student will therefore be able to display the following:

1. An understanding of the theoretical underpinnings in the management of complex business administration systems to enable the development and application of new specialist business administration methods, techniques, processes, systems or technologies in an original, creative, innovative and critically reflexive manner
2. The ability to demonstrate appropriateness and applicability of these methods and techniques to specialised and complex business administration systems and change management requirements

Participate and contribute in scholarly debate

1. Making a contribution to the field of business administration
2. Displaying the ability to communicate strategy and disseminating and defending research, strategic and policy initiatives, as well as its implementation, to specialist and non-specialist audiences, by using full academic and professional resources and a professional discourse;

Create and integrate critical and reflective new business administrative knowledge; Address topical business administration issues; Demonstrate intellectual independence, research leadership and management; Take responsibility for and are held accountable for research in business administration through the overall governance of learning processes and systems which involve integration and communication skills through the design, execution and presentation of a research study.



DBA PROGRAMME STRUCTURE

The primary programme outcome is a thesis of about 60 000 words.

The thesis will be assessed at an NQF level 10 and the credit value is 360 credits.

Assessment criteria involves two aspects:

- The examination of the thesis by external examiners (one international);
- An oral defence of the thesis

The programme structure has been designed to offer the greatest degree of support and interaction.

Attendance of clinics and research colloquia are compulsory, but non-credit bearing.

Pre-selection process:

Applicants will be required to do a short pre-selection exercise based on their intended problem statement. This will be approved or rejected by the DBA committee who will sit bi-annually for review of new applicants.

Students who have been accepted by the DBA committee will be invited to apply for the programme.

Students who have been rejected by the DBA committee will be mentored by a Senior Academic and encouraged to reapply.

On invitation to apply:

Application and onboarding: Getting to know your institution, the support structures and infrastructure available.

Year 1:

- Clinic 1 – Formulate the problem
- Clinic 2 – Develop theoretical and conceptual frameworks
- Clinic 3 – Identify research design and methodologies
- Clinic 4 – Prepare the proposal
- Research colloquium – Defend the proposal
- Assign to supervisor

Year 2:

DBA anticipated student trajectory:

- Student/supervisor interaction
- Ethical clearance
- Research colloquium – Data collection and analysis

Year 3:

- Student/supervisor interaction
- Research colloquium – Findings and contributions
- Examination of the thesis by international and national examiners
- Oral defence - Defend the thesis
- Draft journal article



DELIVERING THE DBA

The Postgraduate Research Proposal stage equips students with an advanced understanding of:

- What research is and how it is carried out
- The concept of research
- Empirical research theory
- Experimental and observational research
- Advanced research techniques
- Qualitative and quantitative research
- Choosing a subject and research focus
- Application to business research
- Writing a research proposal
- Developing a research timetable

The research proposal must be submitted to the Doctoral Committee for approval. Once accepted the student will be allocated a SUPERVISOR whose expertise lies within the proposed area of research.

SUPERVISOR ALLOCATION

Students will be allocated a Supervisor at the discretion of the Doctoral Committee. Students are permitted to use external supervisors provided they submit a formal request through the DBA Research Office which is subject to approval from the Doctoral Committee.

SUPERVISED THESIS PHASE

The Supervisor will be a Senior Academic with specific knowledge of the student's chosen area of research. Students will have contact time with the supervisor regularly; electronic communication takes place on the REGENT Online platform and is supplemented by telephonic and virtual interactions.

While there is no prescribed order of the research process at a Doctoral level the student is advised to follow the direction of the Supervisor allocated or requested. Students are encouraged to write the thesis chapters including the introduction, literature review, research methodology, results, recommendations and conclusion, based on the guidance of their Supervisor.

Effective supervision and more important self-directed reading coupled with a research- focused mind of a student are main contributing components for students to succeed in a DBA programme.

RESEARCH SUPPORT

The research supervisor

- provides appropriate and relevant advice, contact, support, and feedback, from the inception to the completion, of the research thesis. This includes advice on the nature of the project and the required standard to be maintained.
- liaises with the student to mutually develop a work plan, outlining the intended date of submission for the various stages of the research process and writing of the various chapters in the thesis.
- ensures that the student is knowledgeable about issues of academic honesty and the associated ramifications. In addition, appropriate advice on referencing and the necessary steps required to avoid any instances of plagiarism will be advised.
- upholds the highest ethical standards of a research study.
- makes recommendations to improvement and correct, and signs off on the thesis prior to examination.
- if required, the supervisor may provide the student with details of specialists and professionals that may assist in areas including statistics, professional editing, proof reading, binding, etc.

NOTE: Notwithstanding the extensive support provided by the institution, the Programme Co-ordinator and the supervisor, a Doctoral degree requires substantial self-discipline and independent study from the student.

STUDENT SUPPORT AND PROGRESS

The progress of DBA students is monitored by the Programme Co-ordinator and the Doctoral Committee during the postgraduate research proposal stage; and collectively by the Supervisor and Programme Co-ordinator during the thesis writing stage. Both the student and supervisor will submit at least two progress reports per year to the Programme Co-ordinator who will present the reports to the Doctoral Committee.

The progress reports will include any challenges experienced by the students and/or Supervisors, and recommend possible solutions to the challenges. The outcomes of these reports will be used to evaluate and review the DBA programme.





ADMISSION REQUIREMENTS

Minimum requirements:

The minimum entrance requirement is an appropriate Master's degree in which candidates must have successfully achieved a minimum average of 60% in the coursework modules and 60% in the research component; or an appropriate Research Master's degree in which candidates must have achieved a minimum of 60%.

Candidates must have at least 5 years' relevant work experience.

Recognition of prior learning:

In addition to the above, candidates may seek access to the Doctor of Business Administration programme through the Recognition of prior learning (RPL).

Applicants who do not meet the minimum admission requirements as indicated above, are required to demonstrate to the Student Admission and Selection Committee that they have suitable experiential, formal and informal learning experience to read for a Doctoral programme. Applicants who, after such an assessment, are considered to have enough potential but need further academic development, may be required to broaden their knowledge by enrolling for specific preliminary modules prior to admission or parallel modules after admission.

In terms of the Council on Higher Education's regulation, a maximum of 10 percent of a cohort of students may gain entry to the programme through RPL.

In addition, the applicant must:

- Be at least 30 years of age.
- Have a minimum of 10 years relevant work experience.
- Submit a Portfolio of Evidence, including but not limited to a Curriculum Vitae, academic transcripts and certificates, personal letter of motivation, letter of recommendation from employer, and current job profile (for more information, email study@regent.ac.za).
- Be available for a personal or telephonic interview.

All RPL applications are subject to evaluation by the Student Admission and Selection Committee who will make a recommendation to the Doctoral Committee as to the suitability of the candidate.

PRE-SELECTION PROCEDURE

All Doctoral candidates are required to complete a pre-selection exercise (including RPL candidates), and will be invited to apply for the programme by the Doctoral Committee. The invitation will be based on the quality and relevance of the essay – see below:

In no more than 800 words, please formulate your problem statement by responding to the following:

1. Provide the context and background to the problem
2. Indicate the research problem that the research seeks to address
3. Discuss the relevance of the problem to contemporary issues
4. Articulate the aim of the study

Please reference your work appropriately.

For more information and submission dates email:

dba@regent.ac.za





GLOBAL NETWORK OF STUDENTS

When you enrol for the DBA programme, you join a network of like-minded students and graduates spanning the world. RBS is a place where students find friendship, build their social and resource networks, learn and develop to be world-class leaders. The Alumni Association of RBS exists to promote and facilitate links between REGENT BUSINESS SCHOOL and its alumni community and to foster a life-long commitment. RBS delivers its DBA programme in various international locations through experienced faculty members. This offers opportunities for rich academic and cultural exchange, enabling a better understanding of international practice and ways of conducting business.

Our graduates are competent and comfortable in national and international business environments. Evidence of this comes through the annual RBS survey of alumni, tracking the progress and achievements of RBS graduates. RBS alumni population has shaped the community with their distinct characteristics; highly professional and talented, energetic, supportive, empathetic and innovative. Our graduates continue to hold executive positions in countries as widely dispersed as Hong Kong, Pakistan, UK, Saudi Arabia, Oman, Australia, Kenya, Namibia, Botswana and many other African countries.





CONFERENCES

Colloquia:

In the three year period of the Doctoral programme (minimum duration), students will be required to attend, and present at, colloquia, as follows:

1. Defend the proposal;
2. Progress 1 – data collection and analysis
3. Progress 2 – summary of findings and contributions

The DBA programme structure has been designed with the maximum support and guidance to Doctoral students as its core principles.

Conferences, workshops, webinars:

REGENT BUSINESS SCHOOL hosts numerous engagements through its various Centres –

- The REDhub Centre for Entrepreneurship;
- Centre for Research, Innovation and Policy-Making
- Centre for Healthcare Management
- Centre for Public Sector Management

Doctoral students are expected to interact with scholars in their respective fields and to participate in debates and discussions.

Appropriate conferences will be identified and Doctoral students will be invited to present at these events.

DBA FACULTY

Internal Supervisors



PROF D SONI
PhD



DR R BLOM
PhD



DR R ASVAT
PhD



DR A ERASMUS
PhD



PROF O SEEDAT
MBA



DR K MOODLEY
PhD



DR S REHMAN
PhD



DR O NIYITEGEKA
DCom

External Supervisors



DR R EBRAHIM
DBL



DR K.T.T AMESHO
PhD



DR. N NARANJEE
PhD



DR P MUPAMBWA
PhD



DR R P. MACHERA
PhD



DR P AMRITHLAL
PhD



DR I NOHUMBA
PhD



DR V NAIDOO
PhD





STUDY TOURS

International Study Tours are organised for DBA students. Some of the key objectives of the study tour are to:

- Enhance the classroom curriculum. Study tours offer students and their faculty adviser an intense, first-hand experience of the business culture of their chosen country or region.
- Introduce students to issues related to business globalisation.
- Ensure students understand how the advances in transportation, technology, infrastructure and communication have dramatically increased the level of global interaction.
- Identify the socio-cultural implications in doing business locally and abroad.
- Expose students to the ideas, knowledge and skills of peers from other disciplines and cultures.
- Present networking opportunities for students. assist in areas such as: statistics, professional editing, proof reading, binding, etc.



REGISTERING FOR THE PROGRAMME

ADMISSION REQUIREMENTS:

- An Masters' Degree or equivalent NQF level 9 qualification

In addition the applicant must:

- (i) be 25 years of age or older and;
- (ii) have at least three years of working experience.

REGENT BUSINESS SCHOOL reserves the right to conduct assessment to recognise prior learning. Informal and nonformal learning may be assessed to grant exemption through the RPL process and assessment of formal learning may be conducted to award credits for credit accumulation and transfer purposes.

No credits will, however, be granted for prior achievement of a research component/project when presented for access into a postgraduate programme. Similarly no informal or non formal learning will be accepted for purposes of exemption from the research project/component.

How are the fees structured?

Flexible fee payment options are designed to provide greater flexibility to students.

Payment options:

- Cash Payment - Early Bird Discount
- Payment Plan A - Deposit Plus 3 Instalments
- Payment Plan B - Deposit Plus 6 Instalments

How to Apply?

Applicants are required to submit the following:

1. Completed Application and Registration documents
2. Certified copies of all educational qualifications and academic transcripts
3. Curriculum Vitae
4. Certified copy of an identity document or passport
5. Letter of company sponsorship (if applicable)
6. 2 Passport sized photographs
7. A portfolio of evidence (RPL candidates)
8. A letter of motivation (RPL candidates)
9. A letter of recommendation (RPL candidates)



Doctor of Business Administration
Brochure 2022

HEADQUARTERS

DURBAN - SOUTH AFRICA

35 Samora Machel Street Durban
Tel: +27 31 304 4626
Email: study@regent.ac.za

LEARNING CENTRES

JOHANNESBURG - SOUTH AFRICA

13 Frost Avenue, Auckland Park, Johannesburg
Tel: +27 11 482 1404
Email: mbajhb@regent.ac.za

PRETORIA - SOUTH AFRICA

Hillcrest Office Park, 177 Dyer Road, Hillcrest, Pretoria
Tel: +27 12 764 1300
Email: pretoria@regent.ac.za

EAST LONDON - SOUTH AFRICA

6-8 Donald Road, Vincent, East London
Tel: +27 43 721 1271
Email: eastlondon@regent.ac.za

CAPE TOWN - SOUTH AFRICA

Podium Level, Block D, The Boulevard Office Park
40 Searle St, Woodstock, Cape Town
Tel: +27 21 422 2567
Email: capetown@regent.ac.za

MANZINI - ESWATINI

Plot 132, Mbabha Street, Manzini (next to Eswatini Milling)
Tel: +268 250 55890
Email: swazi@regent.ac.za

MBABANE - ESWATINI

Shop No. 13, The New Mall, Lot 2202, Extension 1, Mbabane
Tel: +268 24049440
Email: mbabane@regent.ac.za

ONGWEDIVA - NAMIBIA

Coolmaster Complex, Ongwediva Main Road, Namibia
Tel: +264 652 38567
Email: ongwediva@regent.ac.za

WINDHOEK - NAMIBIA

Unit 8 Moth Centre, Centaurus Road, Windhoek
Tel: +264 6122 1480
Email: windhoek@regent.ac.za



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