

University of
Hertfordshire



Doctor of Management DMan/MA

A part-time professional research degree offered by
The Complexity Research Group



Introduction

The Complexity Research Group at the University of Hertfordshire has an international reputation for its work on the implications of complexity theories for organisations. We offer a unique part-time DMan/MA which takes a complexity perspective on management, continuity and change in organisations. This is a professional doctorate, i.e. one which encourages practising leaders, managers and consultants to take their work as an object of study. It has equivalent status to a traditional PhD.

Many traditional leadership and management programmes concentrate on the rational and predictable aspects of organising, leading to attempts at programmatic, large-scale management of change. In contrast, those on the DMan programme are encouraged to challenge the validity and relevance of such approaches, and instead focus attention on how widespread change emerges as people interact locally in everyday situations. Unpredictability and uncertainty are at the core of taking a complexity perspective on change in organisations.

Why should I join this programme?

This programme offers you the opportunity of completing high level doctoral research in three years. You will become increasingly able to engage actively in the research community, read widely, discuss critically, and reflect on your own ways of thinking and acting. The programme focuses attention on the experience of group dynamics and the psychological dimensions of social interaction in organisations.

The method involves taking your own every day experience seriously, challenging your ways of thinking. Students benefit from an unusually high-level of supervision from the faculty throughout their studies.

How is the programme run?

The DMan/MA is not a taught programme, but rather one in which participants will be formulating and pursuing their own particular inquiry. Participants will meet as one large group and in smaller supervised learning groups during four 3-day residential weekends annually. Between such meetings there is extensive e-mail and phone support and discussion. Attendance at all programme sessions is a requirement.

After 20 months on the programme you will be required to submit a report on the progress of your research which will be examined in a viva. The outcome of this determines whether you will progress to an MA or DMan.

Working with organisational change is not divorced from personal change: questioning how one thinks is both intellectually and emotionally challenging. You will need to consider how you will incorporate these additional demands into your normal working and social lives.

Who is this programme for?

The programme is intended for experienced leaders and managers, as well as consultants, who are interested in questioning and reflecting upon orthodox management theories. 'Experienced' does not necessarily mean that you hold a senior position.

Timing, costs and entry requirements

New participants are admitted to the programme every six months in April or October. The fee is £8,000 per annum. Fees do not include accommodation and travel, so participants can expect to incur a further £2,000 per annum for travelling to and staying at the venue near London. A discount of £1,000 per annum is available for those who have to pay 50% or more of the fee from their own private resources. Applicants should be fluent in the English language, both spoken and written; normally have a first degree, or equivalent; have at least five years of practical experience of organisational life in a managerial or consulting role; continue working in or for organisations throughout the programme.

Dates of the residential units over the next few years will be:

October 14-17, 2011; 20-23 January 2012;
20-23 April, 2012; 6-9 July, 2012;
12-15 October, 2012;
25-28 January, 2013; 19-22 April, 2013;
5-8 July, 2013; 11-14 October, 2013.

Previous graduates

Since it began ten years ago, the programme has produced 51 graduates with 39 of these at the level of Doctor of Management and 12 at the level of MA by research. Our graduates came to us from all over the world including the USA, Canada, Norway, Denmark, Germany, Netherlands, Israel, New Zealand, South Africa, Ireland and the UK. These include employees from both public and private sector organisations as well as self employed consultants. So you will benefit from a wide range of perspectives from other participants who work in a variety of different organisational contexts.

Course themes

Here are some of the themes you are likely to explore on the residential weekends.

Complex responsive processes of relating

- Mainstream theories of leading and managing.
- Complexity theory, self-organisation and emergence.
- Complexity theory in the social sciences.

The patterning of communicative interaction

- Communication and conversation in organisations.
- Narrative, language and meaning.
- Social constructionism and inter-subjectivity.

Politics and ethics in organizations

- Power relations as self-organizing enabling constraints.
- Power and political processes in organisations.
- Identity, difference and conflict as emergent themes in organisations.

“The Doctorate provided me with a diverse learning environment where I learned to question taken-for-granted assumptions so prevalent in organisational life. If you are looking for a life-changing experience you will get it but you cannot predict what these changes will be!”

Dr Hester O'Connor
Senior Clinical Psychologist and
DMan graduate.





The Faculty

Professor Chris Mowles is Director of the Doctor of Management programme. He also works as an independent consultant. In his consultancies he has worked with the British, Dutch and Chinese governments, the UN, the NHS and leading international NGOs. He has held senior positions in organisations in the private, public and not-for-profit sectors and has lived and worked in the Middle East, Africa and SE Asia.

Dr Karen Norman's professional background is nursing and she is currently Executive Director of Strategic Development for Gibraltar Health Authority. Her work history encompasses 30 years working in healthcare, in both the public and private sector, in the UK, Australia and New Zealand and latterly, Gibraltar. With 15 years working at Board level, she also has management consultancy experience gained with an international consultancy company. She is Associate Fellow of the Complexity Research Group.

Professor Douglas Griffin is an American and resident of Germany, and has worked in a number of European countries as an independent consultant over the past 25 years. Previously he has been employed in positions of strategic personnel development in global companies in Europe. Doug is a visiting Professor at the University of Hertfordshire Business School and co-founded the Doctor of Management programme.

Dr Nicholas Sarra works primarily as an organisational consultant supporting teams and individuals in Healthcare and Government institutions. He has lived and worked extensively in Africa, China and the Middle East and is Associate Fellow of the Complexity Research Group, and a member of the Institute of Group Analysis.

Professor Ralph Stacey's professional background is in management and organisational research. His work experience of more than 40 years covers working as an economist in the steel industry, director of corporate planning in the construction industry, investment strategist in the finance industry, management consultant, group therapist and academic focusing on teaching, research and research supervision in relation to organisations and their management. He is now Professor of Management and member of the Complexity Research Group at the University of Hertfordshire and Member of the Institute of Group Analysis.

Examples of the faculty's work and a list of recent publications can be found at: www.complexityandmanagement.wordpress.com

The Doctor of Management/MA in complexity and management

The DMan programme run by the Complexity Research Group has an international reputation for the unique perspective it takes on continuity and change in organisations, and the importance it affords to the complexity sciences for theories of organising. This intensive three year programme is aimed at practising leaders, managers and consultants, who are encouraged to take their everyday experience at work seriously. We offer an unusually in-depth level of supervision which will encourage participants to challenge their taken-for-granted assumptions about organisations and their role in them. Unpredictability and uncertainty are at the core of taking a complexity perspective on change in organisations.

To find out more about the programme contact Professor Chris Mowles:
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