

# Course Information Sheet for entry in 2024-25

## DPhil in Management

### About the course

Our doctoral training will immerse you in all aspects of academic life.

You will be both a student and a junior research colleague. We provide courses in a wide variety of research methods and you will work closely with your supervisors to define your research question and develop your thesis. In addition, you will have opportunities to gain teaching and research assistant experience and become involved with the intellectual community within both Saïd Business School and the wider University. You will attend academic conferences, make presentations, organise lectures and seminars and contribute to management and academic decisions.

Both of our doctoral programmes run in parallel, with only differences in taught courses and preparation for writing in relevant journals to your subject of choice.

We have deliberately kept the programmes small which means that in the vast majority of cases, students are fully funded to allow them to devote their energies to research. The DPhil corresponds to a PhD degree offered at most other universities.

### Research areas and supervisors

Below you will find a list of faculty who are open to supervising DPhil students this coming year.

#### Entrepreneurship, governance and systems innovation

Marc Ventresca - An economic and organisational sociologist, Marc has a long-time focus on social sciences approaches to nascent markets, large-scale and systems innovation, and governance. His current research includes four related work programmes:

- Space commerce and governance, with a focus on growth of venture capital, ventures focused on geospatial analytics, emerging venture strategies, and space as a 'commons' (per Ostrom).
- Changes in the energy industries (strategies, architecture, governance) and the move to renewable sources, with focus on digital energy services
- A critical view of concept and empirical studies of 'ecosystems' in strategy, organisation theory, and innovation studies
- Changing forms and practices in social innovation, systems change, and contested knowledge.

#### Equity, diversity and inclusion

Ivona Hideg - Ivona's main programme of research includes workplace equity, diversity and inclusion (EDI). In her work, she focuses on gender, but also examines issues surrounding race, ethnicity, language and accent including intersection of various identities that we all hold.

Grounded in psychological theories and using experimental methodology, Ivona's work seeks insights on root causes of inequities in the workplace, such as persistent underrepresentation of women in top leadership positions and other male-dominated fields (ie entrepreneurship).

By doing so, Ivona seeks to develop and test solutions for greater equity, inclusion and career outcomes of traditionally disadvantaged groups.

#### Global strategy and comparative institutional analysis

Mari Sako - Mari's main areas of expertise include global strategy, comparative institutional analysis, outsourcing and offshoring, professional services firms and professions, artificial intelligence (AI) and business models.

Her current research examines the impact of artificial intelligence (AI) in legal services, conducted as part of a UKRI-funded programme. Doctoral applications are most welcome from students in social sciences, who can work with Mari on exploring the impact of AI on:

- business models
- the future of work
- technology startup ecosystems in professional services (such as law and accounting).

She is open to doctoral research proposals in this and related fields of research.

#### International business

Matthew Amengual - Matthew's areas of expertise are in the political economy of development and global labour standards.

Akshay Mangla - Akshay's interests lie in questions of when, why and how states build institutional capacity to perform their core functions in developing countries. Within this broad agenda, his ongoing research investigates the causes and consequences of institutional reform initiatives within frontline agencies of the Indian state (eg primary education and the police).

He is also examining how non-state actors, including private firms and civil society organisations, engage with the frontline state during policy implementation, thereby influencing bureaucratic effectiveness and the quality of public services. He is interested in advising DPhil students working on these and related topics in the political economy of development.

#### Operations management and business analytics

Agni Orfanoudaki - Agni conducts research at the intersection of machine learning and optimisation with applications in the industries of healthcare and insurance. Her research agenda primarily focuses on developing new methods and models for healthcare practitioners using data-driven techniques. She is also studying the implications of these models on automated decision making, addressing the implementation challenges of machine learning algorithms in practice.

Areas of interest:

- Business analytics
- Healthcare operations
- Algorithmic insurance
- Personalised medicine

#### Organisation studies and strategy

Eero Vaara - Eero's research focuses on organisational and strategic change. His work deals with:

- strategy process and practice research
- studies of radical change, such as mergers and acquisitions
- work on institutional change and legitimation
- research on multinational corporations, nationalism and globalisation.

He is a world-leading expert especially in communicative and discursive perspectives. Eero combines practically relevant topics such as strategy work and management of post-merger integration with deep theoretical and methodological reflection on organisational and strategic processes and practices.

Eric Zhao - Eric's research is cross-disciplinary in nature and sits at the intersection of strategic management, organisation theory and entrepreneurship. He is actively involved in four major research areas:

- optimal distinctiveness
- institutions and entrepreneurship
- resource and resourcefulness
- resilience and crisis.

His 2017 SMJ article 'Optimal Distinctiveness: Broadening the Interface between Institutional Theory and Strategic Management' and his solo-authored book *Optimal Distinctiveness: A New Agenda for the Study of Competitive Positioning of Organizations and Markets* are widely regarded as foundational contributions to the burgeoning literature on optimal distinctiveness.

### Scenario planning

Rafael Ramirez - Rafael researches scenario planning and ground breaking research on interactive value and networked strategy, which has led to widely cited papers in the Harvard Business Review, the Strategic Management Journal and to the development of the Oxford Collaborative Strategy Lab.

### Social entrepreneurship

Alex Nicholls - Alex's main areas of expertise include:

- impact investing
- impact measurement
- social entrepreneurship
- public policy and social innovation
- systems change
- social movements.

His current research explores the materiality of impact risk - in terms of both financial and impact outcome risk, the use of AI in impact measurement and reporting, and historical patterns of ethical consumption. He is open to doctoral research proposals in these areas as well as others.

### Supply chain management

Steve New: Steve has interests across the field of supply chain management, including how firms' practices relate to questions of ethics, human rights and sustainability. He has particular interest in the impact of commercial practices and inter-organisational power.

His recent work has focussed on questions of supply chain transparency, wages within supply chains and the challenge of incorporating ESG criteria in procurement from smaller companies.

### Sustainability and commons governance

Juliane Reinecke - Juliane's research explores how organisations can address various sustainability challenges including climate change, human and labour rights, and sustain the global commons. As no business can address these systemic challenges alone, a particular focus of her research lies in how multiple stakeholders collaborate to create novel governance solutions. Current projects include collective action for labour rights in the Bangladesh garment supply chain and the role of institutional investors, particularly pension funds, in the transition to a net zero economy.

Juliane welcomes candidates pursuing interdisciplinary approaches and/or using qualitative methodologies, such as ethnography.

### Systems complexities

Harvey Maylor - Harvey is open to a range of lenses being brought to bear on systems complexities and the 'lived experience' of systems leaders. Particular areas of interest include:

- What is the impact on performance of the relationship between the NEO profile of an individual and the complexities of the system that they are charged with leading?
- Is there a moral limit to the complexity we should ask organisational leaders to face? And is there an impact on the delivery of public value of high levels of complexity?
- What is the impact of systemic voids on the delivery of grand challenge objectives?
- Systems of routines: linking the areas of routine dynamics and systemic design as a tool for organisational analysis.

### System design, forecasting, human algorithm interaction

Kejia Hu - Kejia's work orbits around a central tenet: unlocking business value from data, but doing so together. This emphasis on harmonious human-AI interaction underlines her research, reflecting the conviction that data's true potential is tapped not just through technology but with collective human insight and collaboration.

Her expansive collaborations with Fortune 500 entities and industrial pioneers are a testament to her profound expertise, yielding research that resonates in top-tier academic journals and bears multiple research and best paper awards.

### Benefits and opportunities

Students on the DPhil in Management programme at Saïd Business School are able to:

- Engage with internationally renowned faculty.
- Access conference and research funding.
- Receive training in principal research methods at both Saïd Business School and wider University.

Students will also have the opportunity to:

- Access paid teaching and research assistant opportunities.
- Contribute to management and academic programme decisions through student representation on committees.
- Access postgraduate careers resources.

### Supervision

You will be assigned two supervisors to act as your academic advisers and mentors.

You will work closely with them to define your research question and develop your thesis. It is an important relationship and also a very personal one: it is shaped by you, your supervisors and the ways you interact. A minimum of nine meetings, or equivalent per year, are expected to be held between the supervisor and the student.

For this course, the allocation of graduate supervision is the responsibility of Saïd Business School and it is not always possible to accommodate the preferences of incoming graduate students to work with a particular member of staff. Under exceptional circumstances a supervisor may be found outside Saïd Business School.

### Assessment and programme milestones

All students will be initially admitted to the status of Probationer Research Student (PRS). You are required to take three core courses in quantitative and qualitative research methodology during your first year.

- Introduction to management research methods
- Statistical research methods
- Management and organisation theory

During second and third terms, you will undertake advanced research methods training and, in consultation with your supervisor, select specialist courses, available from a choice of topics relevant to area of interest.

Examples of specialist elective courses previously available:

- Political economy
- Organisational theory
- Foundations of strategy
- Social network analysis

Advanced methodology courses:

- Advanced qualitative research methods
- Advanced quantitative research methods

Following successful completion of all necessary courses and within a maximum of six terms as a PRS student (and normally by the fourth term) you will be expected to apply for transfer of status from Probationer Research Student to DPhil status.

A successful transfer of status from PRS to DPhil status will be required to be able to show that their proposed thesis gives a clear indication of whether it would be reasonable to consider submission within the course of a further three terms, if work on the thesis continues to develop satisfactorily. Students who are successful at transfer will also be expected to apply for and gain confirmation of DPhil status within nine terms of admission, to show that your work continues to be on track.

Both milestones normally involve an interview with two assessors (other than your supervisor) and therefore provide important experience for the final oral examination.

You will be expected to submit a thesis, which provides a significant and substantial contribution to the field of learning in management, which should not exceed 100,000 words after four years from the date of admission. It should be good enough to be published in book form or as a series of academic articles. To be successfully awarded a DPhil in Management you will need to defend your thesis orally (viva voce) in front of two appointed examiners.

### Changes to courses

The University will seek to deliver this course in accordance with the description set out above. However, there may be situations in which it is desirable or necessary for the University to make changes in course provision, either before or after you commence your course. These might include significant changes made necessary by any pandemic, epidemic or local health emergency.

For further information, please see the University's Terms and Conditions (<http://www.graduate.ox.ac.uk/terms>) and its page on changes to courses (<http://www.graduate.ox.ac.uk/coursechanges>).

### Expected length of course

#### *i) Table showing expected course length and mode of study offered*

##### **Full Time Only**

<b>Expected length</b>	
	4 years

### Costs

#### Annual Course Fees for entry in 2024-25

#### *ii) Table showing Annual Course Fees for entry in 2024-25*

<i>Fee status</i>	<i>Annual Course fees</i>
<i>Home</i>	£23,580
<i>Overseas</i>	£23,580

### Information about course fees

Course fees are payable each year, for the duration of your fee liability (your fee liability is the length of time for which you are required to pay course fees). For courses lasting longer than one year, please be aware that fees will usually increase annually. Information about how much fees and other costs may increase is set out in the University's Terms and Conditions (<http://www.graduate.ox.ac.uk/terms>).

Course fees cover your teaching as well as other academic services and facilities provided to support your studies. Unless specified in the additional cost information (below), course fees do not cover your accommodation, residential costs or other living costs. They also don't cover any additional costs and charges that are outlined in the additional cost information.

Graduate students who have reached the end of their standard period of fee liability may be required to pay a termly University and/or a college continuation charge.

The University continuation charge, per term for entry in 2024-25 is £628, please be aware that this will increase annually. For part-time students, the termly charge will be half of the termly rate payable by full-time students.

If a college continuation charge applies (not applicable for non-matriculated courses) it is likely to be in the region of £100 to £600 per term. Please contact your college for more details.

### Additional cost information

There are no compulsory elements of this course that entail additional costs beyond fees (or, after fee liability ends, continuation charges) and living costs. However, please note that, depending on your choice of research topic and the research required to complete it, you may incur additional expenses, such as travel expenses, research expenses, and field trips. You will need to meet these additional costs, although you may be able to apply for small grants from your department and/or college to help you cover some of these expenses.

### Living costs

In addition to your course fees, you will need to ensure that you have adequate funds to support your living costs for the duration of your course.

If you are studying part-time your living costs may vary depending on your personal circumstances but you must still ensure that you will have sufficient funding to meet these costs for the duration of your course.

The likely living costs for 2024-25 are published below. These costs are based on a single, full-time graduate student, with no dependants, living in Oxford. We provide the cost per month so you can multiply up by the number of months you expect to live in Oxford.

#### *iii) Table showing likely living costs for one month*

	<i>Lower range</i>	<i>Upper range</i>
<i>Food</i>	£315	£495
<i>Accommodation</i>	£745	£925
<i>Personal items</i>	£190	£320
<i>Social activities</i>	£40	£95
<i>Study costs</i>	£35	£85
<i>Other</i>	£20	£35

<i>Total</i>	£1,345	£1,955
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**iv) Table showing likely living costs for nine months**

	<i>Lower range</i>	<i>Upper range</i>
<i>Food</i>	£2,835	£4,445
<i>Accommodation</i>	£6,705	£8,325
<i>Personal items</i>	£1,710	£2,880
<i>Social activities</i>	£360	£855
<i>Study costs</i>	£315	£765
<i>Other</i>	£180	£315
<i>Total</i>	£12,105	£17,595

**v) Table showing likely living costs for twelve months**

	<i>Lower range</i>	<i>Upper range</i>
<i>Food</i>	£3,780	£5,940
<i>Accommodation</i>	£8,940	£11,100
<i>Personal items</i>	£2,280	£3,840
<i>Social activities</i>	£480	£1,140
<i>Study costs</i>	£420	£1,020
<i>Other</i>	£240	£420
<i>Total</i>	£16,140	£23,460

When planning your finances for any future years of study at Oxford beyond 2024-25, it is suggested that you allow for potential increases in living expenses of 5% or more each year – although this rate may vary depending on the national economic situation. More information about how these figures have been calculated is available at [www.graduate.ox.ac.uk/livingcosts](http://www.graduate.ox.ac.uk/livingcosts).

**Document accessibility**

If you require an accessible version of this document, please contact [webteam@sbs.ox.ac.uk](mailto:webteam@sbs.ox.ac.uk).

**Further information**

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