



SSM
Swiss School of Management



**Doctor of Business
Administration**

DBA

PROGRAM OUTLINE

Swiss School of Management



Doctor of Business Administration

PROGRAM OUTLINE

Content

Introduction.....	3
Program Structure	4
General Delivery	4
Coursework	7
Modules.....	7
Workshops.....	7
Attendance	8
Assessment.....	8
Research Proposal	9
Research Lab	10
Doctoral Thesis.....	10
Module Outlines.....	11
Research Methods.....	11
Quantitative Methods	14
Qualitative Methods.....	16
Research Proposal	18
Thesis and Research Outline	20
Thesis Topic	20
Number of Pages, or Word Count	20
Admission to the Thesis.....	20
Formal Structure of the Doctoral Thesis.....	20
Doctoral Supervision Process	21
Extension	21
Submission of the Thesis	21
Viva Voce	22
General Regulations and Policies	23
Learning Support	23
Teaching & Learning Strategies	23
Academic Dishonesty Policy	23
Broad-Based Goals	23
Program Intended Student Learning Outcomes (Program ISLOs)	24
Student Responsibilities	24
Grading Structure	25
Academic Misconduct	25
Conclusion	25
Student Handbook.....	25

Imprint

Program Outline - Doctor of Business Administration (DBA)
Swiss School of Management
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State of Content 06/2020 – v.06
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Introduction

Our Mission

Welcome to our Doctor of Business Administration (DBA) program! Swiss School of Management is pleased to introduce you to its DBA program.

The purpose of the doctoral program is gaining new knowledge in business and management, by the application and testing of existing theories and models, to the benefit of individual organizations, industries, or regions.

The program supports you in your academic or professional career development. The program is relevant, rich, academically valid and in line with national and international standards. It fulfills the criteria of the process of harmonization of higher education in Europe and the learning outcomes of the European Qualification Framework on doctoral level. The program is accredited by the International Accreditation Council for Business Education (IACBE), a leading organization in mission-driven and outcomes-based programmatic accreditation in business and management education for student-centered colleges, universities, and other higher education institutions throughout the world.

The DBA degree requires the demonstration of findings and conclusions based on data obtained from sound methodologies and couched in relevant and recent literature on the topic of research.

The program provides the level of training and support you need to produce high-quality research in your field of interest and specialization. In your journey to achieve the highest level of qualification, you are guided by our internationally experienced faculty members who are experts in their fields. Our unique Research Lab provides you with all the help you need, at all stages of your research. We are looking forward to starting this journey with you!

Prof. Dr. Massimiliano Bracalé
President
Swiss School of Management

Program Structure

The part-time DBA program is designed for people who do not want to put their careers on hold. Using a combination of online learning, self-study, and face-to-face teaching, the Doctor of Business Administration allows you to undertake a substantial piece of research without interrupting your professional working life.

Roughly drawn, the DBA program consists of three stages:



The following descriptions will guide you through the design and structure of the DBA program. The first stage you will pass is the Coursework phase, which will be completed with the write-up of the Research Proposal. Based on your Research Proposal, you will enter the next phase the so-called Research Lab. During this phase, you will run the data collection and work on the data analysis. The research lab is the fundament, for the write-up of your thesis - the third and last stage of the program. After approval of your thesis you will defend your thesis, in the viva voce (oral defense).

General Delivery

In the spirit of problem-oriented learning, the program will not overload you with coursework. Rather, we will take your initial research idea as the starting point. The first stage (coursework) consists of three (3) one-week workshops, which are a highlight of the program and provides a great opportunity for networking and collaboration with academics and fellow DBA students.

During this time, you will develop skills you need to undertake your own, supervised research. Online coursework and workshop training in the research process including research design, literature review, and research methods, will equip you with knowledge and skills that will not only underpin your studies but which will equip you for a career in academic, public, or private sectors.

As your research progresses from idea to literature review, methodology, and data collection and analysis, you will be guided in learning about the appropriate tools and techniques that you need. Guidance comes from your dedicated supervisor, your mentor and from our network of experts.

The second stage of your program (Research Lab) usually takes 12 months to complete. Having developed your research proposal in consultation with your supervisor, you are ready to begin work on the actual 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 program of study for the DBA must be completed within two (2) years of enrolling in the first course of the program. Any request for extension of this time limit must be approved by the Academic Director.

The DBA program is structured as follows:

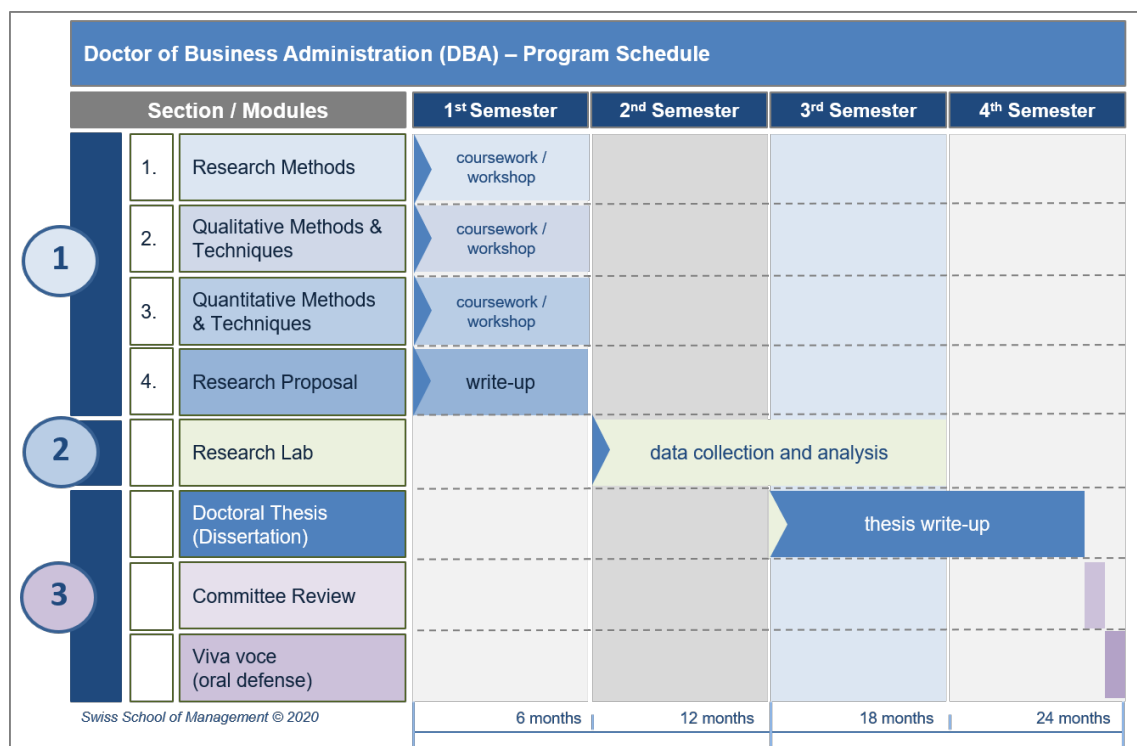


Figure: Time Frame Program Structure

Individual Study Plan

In order to finish your Doctor of Business Administration (DBA) within two (2) years, we will decide with you on a **10-step individual study plan**.

1

The first step is your application and a 10-page Initial Research Proposal. You will need to demonstrate that your research project is original. It should be worthwhile - you will make a valuable and useful contribution to your field. And finally, it should be practical and it should fit Swiss School of Management.

2

The second, third, and fourth step of your study plan – the course work:

The DBA program is part-time and takes place primarily through e-learning, using online systems and resources. This is designed to allow you to complete your program flexibly, whilst carrying on with your job or work projects. Individual module delivery (course work) will occur through a combination of intensive workshops accompanied by online course materials, virtual seminars, and tutorials. The order of the modules follows the given thesis' chapter structure. While attending the four modules of coursework, you will be able to draft the first three chapters of your thesis.

3

4

5

With step five you will finish your Research Proposal, which represents the first three chapters of your thesis in total. This should be done after 7/8 months. If your Research Proposal has been approved, you can enter the Research Lab phase. You will continue with step six, the data collection and step seven, the data analysis. During the research phase, which spans a period of 12 months, you will work independently but will have scheduled meetings (online, or face-to-face) with your supervisors. The results of data collection and data analysis flow to chapter 4 of your thesis.

6

7

8

The final phase of your individual study plan begins with step eight and will be represented by the write-up of your thesis. Once the thesis is ready, it will be reviewed by the examination committee (step nine). Upon approval of the thesis, the last step 10 of your individual study plan will be the viva voce.

9

10

Individual Study Plan - Doctor of Business Administration (DBA)

No	Step	Phase	Time Frame	Deliverable
1.	Initial Research Proposal	Start	At application	10-page initial proposal
2.	Research Methods	1 Coursework	After 2 months	Draft chapter 1-3
3.	Quantitative Methods		After 4 months	Chapter 1 ready
4.	Qualitative Methods		After 6 months	Draft chapter 2 & 3
5.	Research Proposal		After 6 months	Chapter 1-3 ready
6.	Data Collection	2 Research Lab	After 12 months	
7.	Data Analysis		After 18 months	Chapter 4 ready
8.	Thesis (write-up)	3 Doctoral Thesis	After 21 months	Draft thesis ready (Chapter 1-5)
9.	Committee Review		After 24 months	Final thesis ready and approved
10.	Viva voce		After 24 months	DBA-degree

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Coursework

The first stage of the DBA program consists of coursework that gives you an overview of the entire research process and is aimed at acquiring fundamental research skills. You will be trained in basic research methods, and in quantitative and qualitative methods and techniques. Interactive lectures in all modules are emphasizing student engagement and will introduce you to essential philosophies and strategies of scientific research. The coursework takes six (6) months with a total amount of 30 Credit points (ECTS - European Credit and Accumulation Transfer System).

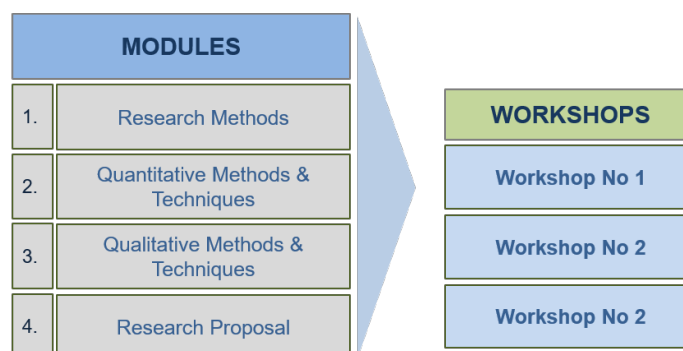
Modules

The coursework consists of the following **mandatory modules**:

1. Research Methods
2. Quantitative Methods & Techniques
3. Qualitative Methods & Techniques
4. Research Proposal

Workshops

The four mandatory modules will be covered in three (3) **workshops**.



All modules and related study materials can be accessed via our user-friendly e-learning platform and have to be prepared by self-study before joining the workshop. Workshops are offered throughout the year.

How the mandatory modules are linked to the three workshops will be shown in the following table (see below):

		Workshops		
		Workshop 1 Research Methods	Workshop 2 Quantitative Methods	Workshop 3 Qualitative Methods
Modules	Topics			
	Research Methods	✓	✓	✓
	Quantitative Methods & Techniques	-	✓	-
	Qualitative Methods & Techniques	-	-	✓
	Research Proposal	✓	✓	✓

Specialized modules may be needed to complete your studies. All mandatory and specialized modules are available on our e-learning platform.

Attendance

Attending workshops is recommended. Apart from deepening your understanding of all parts of the research process, you will have the opportunity to present your research proposal to our faculty and to your fellow students. You will find the feedback very helpful in developing your research! ¹⁾

Assessment

Each workshop is assessed with an assignment. The assignments are typically composed of two parts:

1. The first part tests your module-specific knowledge and understanding.
2. The second part challenges you to apply the knowledge gained to your own research project. This helps you in continuously rethinking and improving your research, in a gradual (and often iterative) manner.

¹⁾ In the light of international travel restrictions due to Covid-19, we try to live stream the workshops and upload the recording to the e-learning platform.

Research Proposal

The **modules** are assessed by applying the key concepts to your research proposal and build up to a high-quality academic research proposal. A research proposal approved by the Academic Committee allows you to move to the next stage.

The **research proposal** earns 9 ECTS credits. It contains the first three chapters of the doctoral thesis: introduction; literature review; and methodology.



The successful completion of the first stage (course work) of the DBA program allows you to enter the Research Lab.

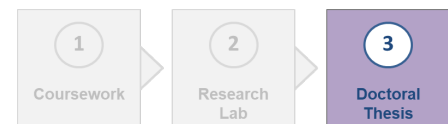


Research Lab

Data Collection & Analysis

After successful completion of the coursework, you will start your doctoral research.

In this stage of the DBA program, you will collect, edit, and analyze data. A supervisor will guide you in this process. In addition, our Research Lab will help you in selecting and using the right tools and techniques to do the job. In the middle of the second year you can wrap up the analyses and prepare for the write-up. A draft of the fourth chapter of the thesis (data analysis and findings) should be ready!



Doctoral Thesis

Write-up and Defense

The third and final stage of the process of the DBA program is the write-up. Normally, this will require additional analyses and the time-consuming task of presenting findings clearly and without errors. After three to six months a draft version should be ready for submission to internal and external readers. Processing readers' comments may take up to three months, after which a date will be set for the oral defense the **viva voce** (or viva, for short).

The **thesis & research outline** on the following pages is given as a guideline. This outline contains the requirements for successful thesis writing.

The submission of the draft thesis is followed by one month for assessment by readers and reviewers. After making any corrections needed, the latest two months after submission, you will be invited to the viva in which you will defend your thesis.

Module Outlines

Research Methods

Module Name:	Research Methods
Program:	Doctor of Business Administration
Delivery:	E-learning platform / Workshop
Credit Points:	7 ECTS
Mode:	Mandatory
Assessment:	Assignment

Course Description

Professional and academic research are vital necessities for modern management to forge ahead. Research is the process of asking the right and relevant questions, and of gathering and analyzing the necessary data in a systematic and methodologically sound manner. An important aspect of sound professional and academic research is to embed the research within the body of existing knowledge (applied research) and to add to it (generating new knowledge).

This module will guide you through the research process, from the formulation of the topic to critically detecting and reviewing relevant literature, designing the research project and choosing appropriate methodologies, collecting and analyzing the data, and writing the report. Especially for those who are new to research, this module will offer a helicopter view of the approaches that researchers use to answer research questions. The other modules will zoom in on specific parts of the research process, and on specific methodologies that can be employed.

In this module, students will discuss advantages and disadvantages of different approaches to their intended research. The purpose of this module is supporting students to critically evaluate their own research project and in addition allowing them an in-depth and qualified assessment of published research in books, journals, and conference proceedings.

Course Learning Objectives

At the end of this module students will have studied to:

- Formulate research topic in clear terms.
- Formulate research objectives and questions, and hypotheses and propositions.
- Carry out a critical review of literature relevant to the topic at hand.
- Essential skills in reviewing literature: search for recent and relevant articles in (electronic) libraries and on the Internet; using tools to structure the review; know how to use systematic referencing; summarize the review concisely.

- Understand the key methodologies used in modern research. Understand the advantages and disadvantages of quantitative and qualitative approaches. Creatively combine various approaches to generate relevant data.
- Have a good knowledge of the various methods of data collection.
- Be familiar with statistical concepts like sampling, and hypothesis testing. Understand the main statistical (descriptive and inferential) techniques used to analyze data.
- Know how to structure the report, and the main requirements of a high quality professional or academic report.
- Be familiar with ethical considerations in research, including the concept of plagiarism.

Assessment Details

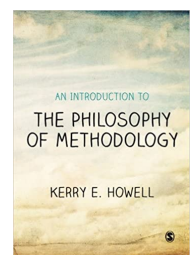
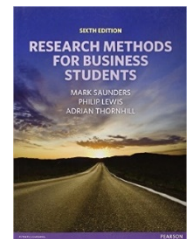
The assessment will be based on one assignment. You are invited to draft a rough plan for your own research project. In the assignment you are asked to:

- Clearly describe the topic;
- Formulate research objectives and questions;
- Identify and summarize at least five articles relevant to the study;
- Design your research (in terms of approaches; methodologies; and strategies), and to motivate why the chosen design is effective in meeting the research objectives.

The allowed word count consists of 3,500 words (+/- 10%).

Course Textbook

- Saunders, M., Lewis, P., and Thornhill, A. (2012). Research Methods for Business Students. 6th Edition. Pearson Education Limited. Harlow: Prentice Hall, ISBN: 978-0-273-75075-8
- Howell, K.E. 2012. An Introduction to the Philosophy of Methodology. London: Sage Publications.



Further Reading / Recommended Text

- Creswell, J.W. 2013. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 4th ed London: Sage Publications.
- Howell, K.E. 2012. An Introduction to the Philosophy of Methodology. London: Sage Publications.
- Bryman, A. 2012. Social Research Methods. 4th ed Oxford: Oxford University Press.
- Yin, R. K. 2013. Case Study Research: Design and Methods (Applied Social Research Methods). 5th ed Thousand Oaks, CA: Sage Publications Inc.

- Thomson, P. and Kamler, B. 2016. Detox Your Writing: Strategies for Doctoral Researchers. Abingdon: Routledge

Professional and academic research are vital necessities for modern management to forge ahead. Research is the process of asking relevant questions, and of gathering and analyzing the necessary data in a systematic and methodologically sound manner. An important aspect of sound professional and academic research is to embed the research within the body of existing knowledge, and to add to it.

Grading

The student will be assessed and evaluated to quality and performance in the following areas:

Area:	Participation in program	Preparation and Homework	Presentation	Assignment	Total
Percentages:	20%	20%	20%	40%	100%

Grading structure see chapter “General Regulations and Policies”.



Quantitative Methods

Module Name	Quantitative Methods & Survey Design
Program:	Doctor of Business Administration
Delivery:	E-learning platform / Workshop
Credit Points:	7 ECTS
Mode:	Mandatory
Assessment:	Assignment

Course Description

Numbers play an important role in research. Statistical skills are critical to understanding a lot of what goes on in society. Many of us find statistics hard.

One reason is that understanding statistics requires mathematical skills. The mathematical skills needed in this module seldom go beyond operations that all students are familiar with – adding, subtracting, multiplication and division. This module will introduce basic and advanced statistics in an intuitive way. Concepts are introduced using examples that students will easily recognize from daily life. Although we refrain from discussing advanced topics in statistics, the workshop paves the way to exploring more advanced statistics.

A second reason why some students have a fear of statistics is the gap that exists between understanding the statistical concepts on the one hand and applying the concepts to reality. This workshop introduces the student to descriptive and inferential statistics. All techniques will be illustrated with easy-to-understand examples.

In the process, this workshop will zoom in on important topics in survey design: sampling techniques; validity and reliability; and data cleaning.

Course Learning Objectives

At the end of this module students will have studied to:

Assess different research strategies, make an informed choice of methods with reference to time horizons and an effective use of data (primary vs secondary) for their particular research.

- Ability to design a survey (sample; questionnaire)
- Understand basic descriptive statistics
- Understand the concepts used in inferential statistics
- Understand which statistical tests and techniques can be used in a variety of settings
- Be able to perform, interpret and report statistical tests.

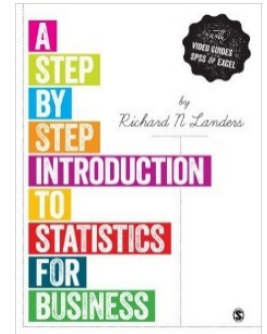
Assessment Details

Students will be assessed in one assignment.

The assignment will challenge the candidate to draft a plan of analysis, for his or her research, based on a draft of the data collection instrument to be used in the research.

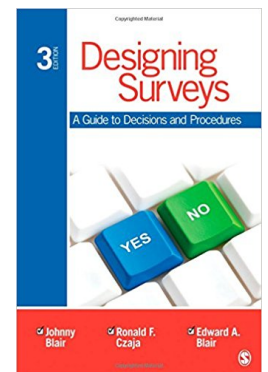
Course Textbook

- Landers, N. (2014). A Step by Step Introduction to Statistics for Business. ISBN: 978-1-4462-08212-2 (pbk).
- StatMind (2017), Business Statistics: A Step by Step Introduction Using R. Version 3.5
- StatMind (2018), Business Statistics: A Step by Step Introduction Using STATA. Version 2.0



Further Reading / Recommended Text

- Blair, J., Czaja, R.F. and Blair, E. (2014). Designing Surveys: A Guide to Decisions and Procedures, 3rd Edition. Sage
- Fowler, F. J. 2013. Survey Research Methods. 5th ed London: Sage Publications.
- Howell, K.E. 2012. An Introduction to the Philosophy of Methodology. London: Sage Publications.
- Walter M. 2013. Social Research Methods. 3rd ed Oxford: Oxford University Press



Grading

The student will be assessed and evaluated to quality and performance in the following areas:

Area:	Participation in program	Preparation and Homework	Presentation	Assignment	Total
Percentages:	20%	20%	20%	40%	100%

Grading structure see chapter "General Regulations and Policies".

Qualitative Methods

Module Name	Qualitative Methods
Program:	Doctor of Business Administration
Delivery:	E-learning platform / Workshop
Credit Points:	7 ECTS
Mode:	Mandatory
Assessment:	Assignment

Course Description

This module is designed to help qualitative researchers with all aspects of their qualitative research project from start to finish. It discusses the key philosophies underpinning qualitative research and design – with a focus on research in management – and assesses the key advantages and disadvantages of the different approaches.

We will zoom in on aspects of research design for qualitative studies. The core part of the module elaborates qualitative research methods that have been touched upon in the workshop on research methods: action research; case study research; ethnographic research; grounded theory; interviews; participant observation; and document analysis. All techniques will discuss the various approaches of that technique, along with strengths and weaknesses, and examples.

In a separate block the workshop will discuss the analysis of qualitative data, which is fundamentally different from analyzing quantitative data. After an overview of the various methods and techniques that can be used when analyzing qualitative data – including the use of dedicated software – the principles of hermeneutics, semiotics and narrative analysis will be taught and trained.

In a concluding block the module will address issues of write-up and publication, with a focus on the differences from writing up non-qualitative studies.

Course Learning Objectives

Students should be able to:

- Familiarize the participants with the fundamentals of qualitative research
- Understand the pros and cons of qualitative research as compared to quantitative research
- Have a sound understanding of the various methods and techniques in qualitative research
- Ability to use the various methods and techniques of qualitative research
- Obtain the various skills needed for carrying out qualitative research: formulating and asking questions; listening; summarizing; analyze qualitative data; write-up.

This course will not make use of software dedicated to analysis of qualitative research. The use of Nvivo is the topic of an elective course.

Assessment Details

Assessment Details

The assignment will be based on the application of various methods and techniques of qualitative research to one's own research (even if the study will be mainly quantitative).

Course Textbook

Myers, M.D. (2013). Qualitative Research in Business and Management. Sage Publications.



Further Reading / Recommended Text

- Remler, D.K. and van Ryzin, G.G. 2010. Research Methods in Practice: Strategies for Description and Causation. London: Sage Publications.
- Ritchie, J. 2013. Qualitative Research Practice. 2nd ed London: Sage Publications.
- Creswell, J.W. 2013. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 4th ed London: Sage Publications.
- Yin, R.K. 2013. Case Study Research: Design and Methods. 5th ed London: Sage Publications
- Sapsford, R. and Jupp, V. 2006. Data Collection and Analysis. London: Sage Publications Ltd.
- Birks, M. 2015. Grounded Theory: Practical Guide. 2nd ed London: Sage Publications

Grading

The student will be assessed and evaluated to quality and performance in the following areas:

Area:	Participation in program	Preparation and Homework	Presentation	Assignment	Total
Percentages:	20%	20%	20%	40%	100%

Grading structure see chapter "General Regulations and Policies".

Research Proposal

Module Name	Research Proposal
Program:	Doctor of Business Administration
Delivery:	E-learning platform / Workshop
Credit Points:	9 ECTS
Mode:	Mandatory
Assessment:	Assignment

Course Description

Purpose and objective of this module is the elaboration of the final Research Proposal for the doctoral thesis. Based on students' learning in the prior Research Method modules, this module refines and clarifies essential details guiding their thesis.

Students are working with significant depth on the research design and will define a clear and feasible research strategy being specific and particular in and for their thesis.

Group discussions and peer-interaction under the lecturer's guidance will additionally support an individual student identifying and deciding on a research method, which is academically credible and empirically valid.

Course Learning Objectives

Students should be able to:

- Identify clear aims and objectives, and reflect on precise questions to be informed in their thesis.
- Design a profound research proposal, which includes a critical review of the actual existing body of knowledge referring to their doctoral research.
- Identify a justifiable research strategy and data collection method(s).
- Defend the contribution to knowledge of their proposed research.
- Discuss research implications with reference to ethics.

Assessment Details

This assignment requires students to elaborate a full research proposal consisting of a defendable argumentation:

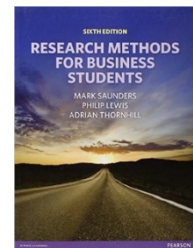
- Why this research of their doctoral thesis contributes to knowledge?
- Which way it will do so (methodological justification)?

- What precisely will be researched (aims, objectives, research questions)?
- Why it contributes to improving organizational practice (applied science)?
- Which also identifies the possible limitations and the potential ethical issues of the chosen methods and problems, which might be involved.

Subject to the essence of DBA studies, the research has to address business, economy and/or management issues or be related to these. The allowed word count consists of 3,500 words (+/- 10%).

Course Textbook

Saunders, M., Lewis, P., and Thornhill, A. (2012). Research Methods for Business Students. 6th Edition. Pearson Education Limited. Harlow: Prentice Hall, ISBN: 978-0-273-75075-8



Research Articles

All students are expected to read these works. These will be disseminated before or during the module and updated before it commences.

Further Reading / Recommended Text

- Tranfield, D. & Denyer, D. 2004. 'Linking theory to practice: a grand challenge for management research in the 21st century?', Organization Management Journal, Vol. 1, No.1, pp. 10-14.
- Saunders, M. N. K. & Lewis, P. 1997. 'Great idea and blind alleys? A review of the literature on starting research', Management Learning, Vol. 28, No. 3, pp. 283-299.
- Denscombe, M. 2010. The Good Research Guide. 4th ed Milton Keynes: Open University Press
- Easterby-Smith, M. and Thorpe, R. 2011. Management Research. 4th ed London: Sage Publications Ltd.
- Clark, M.A., Wilkie E. and Szivas, E. (2010). Researching and Writing Dissertations in Business and Management. Andover: Cengage Learning.
- Thornbury, S.G. 2005. Beyond the Sentence: Introducing Discourse Analysis (Methodology). London: Palgrave Education

Grading

The student will be assessed and evaluated to quality and performance in the following areas:

Area:	Participation in program	Preparation and Homework	Presentation	Assignment	Total
Percentages:	20%	20%	20%	40%	100%

Grading structure see chapter "General Regulations and Policies".

Thesis and Research Outline

In the DBA program, you must submit a doctoral thesis, which fulfils the criteria of independent research on scientific level.

The research presented in the thesis has to be empirically robust and demonstrate superior levels of understanding theory, ability to do your research independently; the ability to draw critical conclusions by interpreting findings based on relevant, valid and reliable data.

Thesis Topic

Candidates are requested to submit a doctoral thesis with a topic that must be one of the following broad fields of business and management research:

- Strategic Management
- Functional Areas of Business
 - Finance
 - Human Resource Management
 - Marketing
 - Production and Operations Management
 - Logistics Management
- International Business
- The Business Environment

Number of Pages, or Word Count

A DBA thesis typically consists of 100-120 pages (line spacing 1.5; excluding annexes, table of contents; acknowledgements et cetera). We insist on concise writing.

Admission to the Thesis

The successful completion of the coursework and approval of the research proposal is prerequisite to start the thesis.

Formal Structure of the Doctoral Thesis

The doctoral thesis adopts the same format as the research proposal regarding fonts, size of fonts, referencing/citation, and other structural or formal components. Regarding the thesis chapters, the following five-chapter structure is the default.

1. Introduction and Background
2. Literature Review
3. Methodology
4. Data Analysis and Findings
5. Conclusions.

Please follow the Instructions for preparation of scientific and research papers which are described in the `Manual for Thesis Writing`. For the Research Proposal please exam the `Guidelines how to write a Dissertation Proposal`.

Doctoral Supervision Process

As a DBA candidate, you are guided and supported by your individually allocated **doctoral supervisor**, who is selected based on expertise in your subject area. The supervisor will assist you during the whole duration of their thesis.

You and your supervisor will closely work together and meet each other frequently, in person, by email, chat forums, or via videoconference. Supervision sessions are documented by the supervisor in progress reports. You are entitled to 48 hours of supervision per annum.

Extension

In the case of unexpected interruption, illness or other serious affectations, you can apply for mitigating circumstances. Applications for mitigating circumstances have to be accompanied by tangible evidence. The decision made by the **board of examiners** is final. If mitigating circumstances are granted, an extension of a maximum of two (2) years is possible. An extension beyond the maximum period of studies of four years of studies is generally not possible.

Submission of the Thesis

Submissions can be made electronically via the online-system and/or by three printed and bound hardcopies sent to the Board of Examiners. Each thesis must include the Declaration of Honor, in which the DBA candidate declares in lieu of an oath that their submitted work

- is purely their own
- has not been submitted completely or in parts to any other Higher Education Institution before
- is not copied from any third party
- nor written by a so-called ghost-writer of any kind
- that all use of third-party work is fully referenced by acknowledged standards of citation and referencing in Harvard style.

The Board of Examiners will call a **Viva Committee** of academics, of which two will individually assess the thesis during the viva in addition to the written reports admitting the thesis to the viva. The doctoral supervisor will only be a supporting member of the viva Committee, but can neither chair the Viva Committee, nor assess the thesis before the viva.

Viva Voce

The Viva Committee will invite you to the oral defense of your thesis (viva) if and only if all members of the committee are satisfied with the quality of your research, and with the way you have addressed any of their comments.

For the viva you have to submit a presentation (e.g. PowerPoint) to the Chairman of the Viva Committee in advance.

In the viva you will defend the thesis in a summarizing presentation. Following the presentation, the Viva Committee will provide feedback on your academic achievements. Clarifying questions may be asked by discretion of any member of the Viva Committee at any time during the viva.

The Viva Committee consists of a minimum of three academics: The Chairman of the Committee, and two Examiners. The Viva is open to the public. The class of the awarded degree will be achieved by majority of the voting jury members of the Viva Committee. For their vote members of the Viva Committee will take into consideration

- Two written assessments before the viva
- The student's performance during their viva.

If your thesis is assessed as insufficient, you are allowed to make improvements and amendments. You will not be allowed to completely rewrite the thesis, or to write a new thesis.

General Regulations and Policies

Learning Support

Our problem-oriented and blended learning approach, is supported by:

- Textbooks and research papers for each module
- Online libraries
- Virtual learning environment, offering access to a vast range of additional modules for deeper learning
- Facilitation of peer-to-peer interaction and interaction with faculty for formative and summative assessment and feedback.

Teaching & Learning Strategies

The orientation of the DBA program is academic and professional. The program prepares you for carrying out applied research at the highest levels (universities and business schools; research institutions; consultants).

The DBA program trains you to carry out high-quality scientific research critically and independently. The modules go well beyond the delivery of subject knowledge, and will incorporate knowledge and learning, discourse and informed dialogue, and self-development. Our teaching strategy is designed to facilitate a deep learning experience based on active participation.

Academic Dishonesty Policy

Academic honesty and integrity are expected of all students. Cheating of any kind or plagiarism on test, exams, papers or other assignments will constitute grounds for dismissal. Students caught cheating will automatically receive a zero on their work and will be subject to further disciplinary actions.

Broad-Based Goals

Broad-Based Student Learning Goals:

1. **Learning Goal 1:**
Ensure students develop both knowledge and critical thinking skills
2. **Learning Goal 2:**
Students will be familiar with the global business environment and the requirements of success in the corporate world
3. **Learning Goal 3:**
Students will integrate the importance of ethical principles in the conduct of management

Program Intended Student Learning Outcomes (Program ISLOs)

1. Students must contribute to the body of knowledge in a specific discipline
 - Broad-Based Student Learning Goals to which this Outcome is Linked: 1
 - Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 4, 6 and 8
2. Students must show their capacity to analyze existing theories and draw data-supported conclusions
 - Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2
 - Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 5
3. Students must be able to integrate divergent or contradictory perspectives or ideas fully
 - Broad-Based Student Learning Goals to which this Outcome is Linked: 1
 - Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 1
4. Students must be able to present and defend a thesis in applied research to be evaluated by a jury
 - Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2
 - Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 3 and 6
5. Students must demonstrate advanced knowledge and competence in a field of study of practical relevance
 - Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 2 and 3
 - Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 4 and 7

Student Responsibilities

You are expected to read and study the required material before class. You are held responsible for all material on tests, homework assignments, and class discussions even if you are absent. While in class you are expected to participate (see expectations for class participation below).

Grading Structure

Through all modules a consistent marking scheme applies. The possible range of grades consists of:

GRADING SCALE FOR COURSE WORK/MODULES		
A	94.5% - 100%	4.00
A-	89.5% - 94.4%	3.67
B+	86.5% - 89.4%	3.33
B	82.5% - 86.4%	3.00
B-	79.5% - 82.4%	2.67
C+	76.5% - 79.4%	2.33
C	72.5% - 76.4%	2.00
C-	69.5% - 72.4%	1.67
D+	64.5% - 69.4%	1.33
D	59.5% - 64.4%	1.00
F	0 % - 59.4%	0.00

Academic Misconduct

Students violating the Declaration of Honor of their thesis in any case, will be informed in writing that doubts exist about the origin of their work. These doubts will be accompanied by a written report.

On doctoral level such issue is assessed as being so serious that a formal Cheating Committee will be installed. This committee will consist of three academics who will evaluate the case presented. The student will be heard and can defend his case. If the student cannot provide full evidence that the doubts raised are unjustified, this may result in the student's exclusion from completion of the DBA degree. The decision of the Cheating Committee is binding.

Cheating Committees may take place even after a DBA candidate has graduated. This will be the case, if the Awarding Institution is made aware of academic misconduct, which has not been discovered earlier. If a graduate is found guilty this may lead to the deprivation of the DBA Degree awarded.

Conclusion

Minor changes or amendments to this DBA Program Outline may be made in the effort of continuous quality and academic improvement. However, such changes will not affect the general structure of the program of studies. Neither these will reduce scientific or academic quality, nor negatively affect students being enrolled in the program. They may continue their studies as outlined in this documentation.

Student Handbook

Further essential elements of importance for this program of studies are regulated and explained in the Student Handbook. Students are advised to read these carefully as a regulating part of the course's structure.